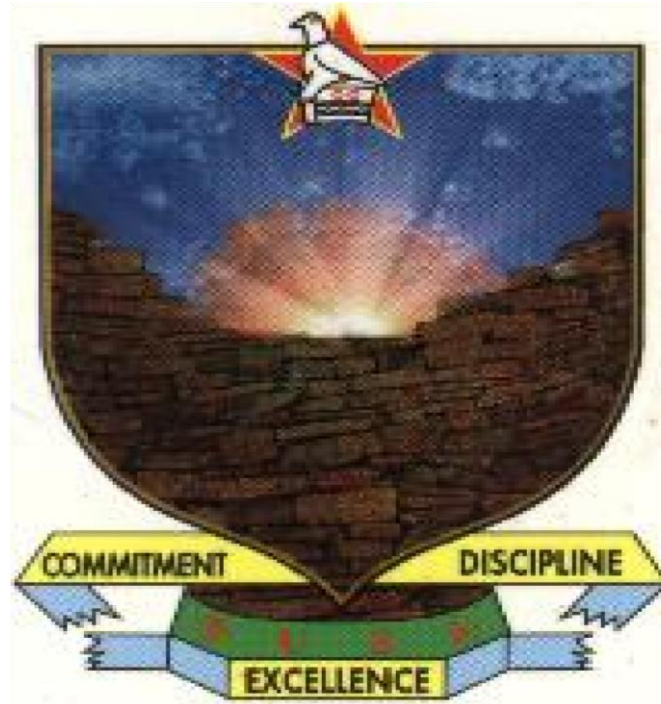


BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF AGRICULTURE AND ENVIRONMENTAL SCIENCE
AN INVESTIGATION ON STRATEGIES OF IMPROVING OCCUPATIONAL
HEALTH AND SAFETY (OHS) PERFORMANCE IN THE CONSTRUCTION
INDUSTRY: A CASE STUDY OF INSTANT TAR ZIMBABWE.



MUDENDA MERCY EIZABETH

B224862B

A DISSERTATION/THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS OF THE BACHELOR OF SCIENCE HONORS DEGREE IN
SAFETY, HEALTH AND ENVIRONMENTAL MANAGEMENT AND ACADEMIC
UNIT.

2025

DECLARATION

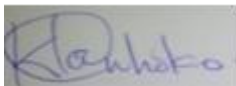
I, Mudenda Mercy E. hereby declare that this research project titled Strategies of Improving Occupational Health and Safety (OHS) Performance in the Construction Industry is my original work and has not been submitted for any degree or examination in any other university or institution. All sources used have been duly acknowledged.

Student signature: _____

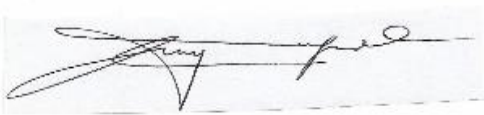
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This dissertation is suitable for submission to the faculty and has been checked for conformity with faculty guidelines.

Signature of supervisor... 

Date 15/09/25

Signature of faculty chairperson... 

Date 15/09/25...../.....



APPROVAL FORM

The undersigned certify that they supervised the dissertation of Mudenda Mercy E. with registration number B224862B entitled “**Investigation on strategies of improving OHS Performance in the construction industry; A case study of Instant Tar Zimbabwe**”. The dissertation was submitted in partial fulfilment of the requirements of the Bachelor of Science Honours Degree in Safety, Health and Environmental Management and Academic Unit at Bindura University of Science Education.

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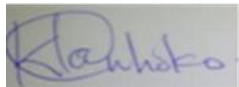
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RELEASE FORM

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DEDICATION

I dedicate this work to my dear parents, siblings and friends, I am thankful and grateful to them for their prayers and supports that have helped me to accomplish my dream as well as kept the family united. Their prayerfulness and high moral integrity is a testimony to the success of the family all round.

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Firstly, I would like to thank my Almighty God for all of His rich blessings in my life, for giving me the knowledge and wisdom to pursue and complete this Bsc SHEM course successfully.

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ABSTRACT

This research investigates strategies for improving Occupational Health and Safety (OHS) performance in the construction industry, with a case study of Instant Tar Zimbabwe. The study addresses the persistent challenges of workplace accidents and safety compliance in a high-risk sector. Employing a mixed-methods approach, data were collected through questionnaires, unstructured interviews, and focus group discussions involving managers, regulatory authorities, and general employees. Key findings reveal that resource limitations, inconsistent management commitment, cultural attitudes, training deficiencies, and communication gaps significantly hinder safety compliance. The study highlights the evolution of safety policies, technological innovations, and the critical role of leadership in fostering a safety-oriented culture. Recommendations focus on enhancing funding, leadership engagement, continuous training, and effective communication to improve OHS outcomes. This research contributes to the body of knowledge on OHS in Zimbabwe's construction sector and provides practical guidance for stakeholders aiming to reduce workplace injuries and promote a safer working environment.

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CHAPTER ONE: PROBLEM STATEMENT

1.1 INTRODUCTION

This chapter will focus on introducing the study at hand by covering the research topic, background of the study and problem statement. This chapter will go further into providing the research objectives, research questions, and significance of the study before covering the scope and justification of the research.

1.2 BACKGROUND OF THE STUDY

Occupational Health and Safety (OHS) is an urgent global concern, particularly in high-risk sectors like construction. Occupational health and safety (OHS), also known as work health and safety (WHS), pertains to the welfare of individuals in the workplace. It focuses on identifying, assessing, and managing risks and hazards that could potentially harm employees (Ally, 2020). In the absence of proper OHS measures, workers may face various threats, including injuries (such as falls), physical and psychological stress, illnesses (like infections, musculoskeletal disorders, or mental health issues), and, in severe cases, even death (Safe Work Australia, 2021). However, despite the existing measures and efforts, the International Labor Organization (ILO) estimates that approximately 60,000 construction workers lose their lives each year, underscoring the immediate need for robust safety measures (ILO, 2021). In the United States, the Bureau of Labor Statistics (BLS) reported about 1,008 construction-related fatalities in 2020, constituting 20% of all workplace deaths (BLS, 2021). These figures serve as a stark reminder of the critical importance of implementing effective OHS management systems to mitigate risks and protect workers.

Research consistently demonstrates that effective OHS management can significantly reduce workplace incidents and foster a positive safety culture. Companies that implement comprehensive safety programs can experience a reduction of up to 50% in lost-time injuries (National Institute for Occupational Safety and Health [NIOSH], 2020). This underscores the necessity of proactive safety measures, including thorough training, regular risk assessments, and a strong commitment

to promoting a safety-oriented culture (Cunningham, 2020). Such measures cannot only reduce the number of workplace incidents but also create a culture of safety and well-being among employees.

Despite its dedication to implementing various OHS initiatives to enhance employee safety and ensure compliance with regulatory standards, Instant Tar still grapples with challenges such as employee resistance to change and the ongoing need for training and education (Gambits & Hallowell, 2020). This case study aims to delve into Instant Tar's current OHS practices, offering tailored recommendations. These recommendations are crucial to enhancing their performance and effectively addressing the unique needs and challenges of the construction industry. Through this exploration, we aim to contribute to a safer working environment for all employees at Instant Tar, emphasizing the importance of individualized solutions in the OHS field.

1.3 PROBLEM STATEMENT

Inadequate OHS is a problem that the construction industry has been trying to solve for decades. As suggested by NSSA (2022) occupational health and safety has remained a problem to many industries and affecting the GDP of a country. Many practices and policies, including training have been implemented to mitigate the risks encountered in the construction industry. Despite progress made to date there is still an alarming rate of work-related injuries and diseases. Previous research indicates that there is continued evidence that the construction industry has been characterized by an increase in work related injuries thus posing a threat to occupational health and safety and the GDP of the country. There is however limited evidence on the existence of parameters that can be used to improve the occupational health and safety performance in the construction industry of Zimbabwe. It is against this background that the study seeks to investigate the different strategies of improving OHS performance in the construction industry.

1.4 JUSTIFICATION

This study is of paramount importance to various stakeholders in different ways as it provides detailed analysis of strategic sourcing by identifying current strategies, analyzing them and

recommending areas of improvements in various ways. Below are the key stakeholders who can derive immediate benefit from the study:

- **CORPORATES**

This study will assist organizations in understanding the importance and need of robust occupational health and safety systems in their institutions. It will further provide a guide line on how best to adopt the strategies that promote a safe working environment in the construction industry while minimizing work related injuries and illnesses.

- **ACADEMIC FRATERNITY**

- Through the assessment of the strategies in improving OHS performance, this study will add to the body of knowledge acquired in the safety and health field by providing literature on the most viable and applicable that can be adopted by various sectors in the economy. Also, this research will work as a basis for further research by identifying gaps in the field of occupational health and safety.

-

- **THE GOVERNMENT**

This research will also be of paramount importance to several government institutions. Being the overall law maker and policy maker at the same time in the nation, the government can then borrow a leaf or two from this study in coming up with modern and up to date policies, guidelines and frameworks with regards to occupational health and safety.

1.5 OBJECTIVES

- 1.5.1** To examine the trends and types of workplace accidents over time and identify the effectiveness of implemented safety measures at Instant Tar Zimbabwe.
- 1.5.2** To evaluate the relationship between safety compliance levels, departmental safety practices, and accident rates, with an emphasis on identifying key factors influencing compliance.
- 1.5.3** To explore organizational, cultural, and operational barriers to occupational health and safety compliance from the perspectives of workers, management, and safety

officers, and propose strategic recommendations to enhance safety culture and reduce workplace accidents.

1.6 QUESTIONS

- 1.6.1** What are the overall trends in workplace accidents at Instant Tar Zimbabwe from 2020 to 2024?
- 1.6.2** What is the level of compliance with safety policies across different departments at Instant Tar Zimbabwe?
- 1.6.3** What are the perceived organizational and resource-related barriers to achieving high safety compliance?

1.7 SCOPE OF THE STUDY

In this assessment of the strategies in improving occupational health and safety performance, this study will focus on the construction industry of Zimbabwe. The reason for targeting this sector is because it has a diverse and dynamic environment at each level from small scale to large corporates and currently holds the highest rate of work-related injuries. Therefore, in this research the case study will be Instant Tar as the organization has vast projects running in the nation and employs a huge number of employees.

1.8 LIMITATIONS OF THE STUDY

The research is limited to the strategies of improving OHS performance in the construction industry. The study findings are primarily influenced by OHS strategies implemented by private construction companies since the data for the research is collected from the study participants drawn from owners and employees of Instant Tar. Nevertheless, on compensatory measures taken, the researcher will draw comparisons from previously conducted studies on OHS in public or government-controlled constructions.

1.9 DISSERTATION STRUCTURE

CHAPTER ONE – INTRODUCTION

This is the introductory chapter of the thesis from which the reader understands the context of the research. It includes the introduction, background of the study, research problem and objectives which also align with the research questions. This chapter goes further to highlight the research

hypothesis, significance of the study, scope of the study, the dissertation outline and chapter summary being the final sections of the chapter.

CHAPTER TWO – LITERATURE REVIEW

This chapter takes a deeper look into what other authors have postulated with regards to area under study. The chapter will review empirical literature with a general lens of assessing the views of different authors, scholars, and other researchers on the topic under review.

CHAPTER THREE – METHODOLOGY

The chapter will present and explain the research methods used in the study. Key concepts of the chapter will include research design, sampling, data collection and data analysis etc.

CHAPTER FOUR – RESULTS

The chapter will present the findings of the study.

CHAPTER FIVE-DISCUSSION

To avoid isolation of the study in the academic community, the chapter will discuss the findings of the study. This will include comparing the results with other previous studies and scholarly views.

CHAPTER SIX – CONCLUSION AND RECOMMENDATIONS

Based on the results found the chapter will provide final conclusion and recommendations

1.10 CHAPTER SUMMARY

This chapter provided and explored the research background, problem statement, goals and objectives of the research, research questions, importance of the research, and the definition of the important terminology, among other things. It is from here this chapter that the research can delve into the relevant literature and empirical evidence gathered by other scholars in relation to the subject at hand.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter will form the basis of the research at hand by having an in-depth review of the literature gathered by other scholars in their diverse studies and research in relation to the subject matter. The chapter will center its attention on discussing relevant literature from various sources in relation to strategies of improving performance of OHS in the construction industry in Zimbabwe.

2.2 BACKGROUND

Over the years, the topic of occupational health and safety (OHS) has become increasingly important worldwide, with various nations striving to integrate it into daily business operations. Leigh et al. (2021) noted that billions of dollars have been invested in this domain, highlighting the significant effects OHS has on both employees and employers. Strategies aimed at enhancing occupational health, as suggested by Schulte et al. (2020), encompass elements such as organizational culture, training programs, policy reviews, and procedures. However, these strategies may not fully address the specific demands of various industries. They are widely recognized as essential components of OHS programs that focus on identifying, assessing, and mitigating workplace hazards associated with work-related illnesses (Makala, 2020).

In the context of legislation, the National Social Security Authority (NSSA) Act and the Environmental Management Act (EMA), along with the Factories and Works Act and its associated regulations, underscore the framework within which OHS must operate. For example, sections 262, 263, and 264 of the Factories and Works Act are particularly pertinent in enforcing safety standards in the construction industry. Additionally, guidelines from the International Labor Organization (ILO) and the World Health Organization (WHO) support the development of effective health and safety policies. The National OHS Policy also emphasizes the need for comprehensive strategies to protect workers (Kanda, 2020).

Despite these frameworks, the construction industry has faced significant challenges due to insufficient implementation of OHS measures over the past decade. Research by Park and Kim (2013) indicates that the global construction sector is associated with a higher incidence of accidents, often resulting in injuries or fatalities. The ILO reports that construction is one of the

most hazardous sectors globally, with a disproportionately high rate of occupational accidents and deaths compared to other industries. As highlighted by ZIMSTAT (2020), these alarming statistics have a detrimental impact on the Gross Domestic Product (GDP) of any nation.

Consequently, this dissertation plans to explore strategies aimed at improving occupational health and safety performance, particularly in the construction industry. It will examine the theoretical foundations of OHS, analyze empirical evidence regarding the effectiveness of various strategies, and discuss the practical challenges and best practices associated with ensuring occupational health and safety in construction settings.

2.3 THEORATICAL FRAMEWORK

In this study the author made use of Behavioral Safety Theory. This theory focuses on the principles of behavior modification in the workplace, particularly regarding safety practices. As observed by Goessel and Ozminkowski (2020) it posits that workplace safety can be improved by understanding and influencing individual behaviors. According to Huang and Chen (2020) regular observations of workers' behaviors can identify safe and unsafe practices. Observations should focus on both positive behaviors (safety compliance) and at-risk behaviors (non-compliance). Leigh et al. (2021) was of the view that positive reinforcement can encourage workers to continue safe practices. This contrasts with traditional punitive approaches, which may foster fear instead of safety. On the other hand, Schulte PA, et al. (2020) emphasized the issue feedback with regards to this theory. The provision of immediate and constructive feedback helps workers understand the consequences of their behaviors, reinforcing safe practices and correcting unsafe ones. In support of this Huang and Chen (2020) highlighted the need for involvement of workers in safety programs. This increases their commitment to behavioral change since when employees are actively involved in safety committees or training, they are more likely to adopt safe behaviors. Also, on this theory Goetzel and Ozminkowski (2020) pointed out the need for cultural Change. Cementing safety into the organizational culture requires ongoing commitment since a safety culture is characterized by shared values and beliefs about safety, influencing how safety is perceived and practiced. Therefore, this theory can be used to assess strategies for improving the performance of OHS in the construction industry.

2.4 WHAT IS OCCUPATIONAL HEALTH AND SAFETY (OHS)

According to (ILO, 2020) OHS refers to the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations by preventing departures from health, controlling risks and the adaptation of work to people, and people to their jobs. The World health organisation (WHO) (2021) suggested that OHS includes aspect of health and safety that deals with the prevention of work-related injuries, illnesses, and deaths, as well as the promotion of safe and healthy work environments. OSHA, (2020) was of the view that OHS involves the practice of protecting workers from harm and ensuring a safe and healthy work environment through the implementation of safety and health programs, training, and regulations. On the other hand (GOZ 2021) stated that it is the discipline dealing with the prevention of injuries, diseases and facilities in the working environment while promoting safety and health of contractors, visitors and any person visible at a work site. Therefore, in this study OHS will be defined as the practices, policies, and procedures in place to protect the health, safety, and well-being of employees, contractors, and visitors in the workplace.

2.4.1 OHS PERFORMANCE

Occupational health and safety (OHS) performance is a critical metric that assesses an organization's success in protecting its employees from workplace hazards and promoting their well-being. According to International Labor Organization (2020) Occupational health and safety (OHS) performance refers to how effectively an organization manages the health and safety of its employees in the workplace. It encompasses a range of practices, policies, and procedures aimed at preventing workplace injuries, illnesses, and fatalities. The performance in this area is critical not only for the well-being of employees but also for the overall productivity and efficiency of the organization. As observed by Leigh JP, et al. (2021) excellent OHS performance is not merely about compliance but about creating a culture of safety and well-being as it requires continuous effort, engagement from all levels of the organization and a commitment to ongoing improvement (Schulte PA, et al. 2020). Thus, achieving high OHS performance is essential for ensuring a safe and healthy workplace, protecting employees, and driving business success. Having said that the key components of OHS performance are tabulated below:

KEY COMPONENTS OF OHS PERFORMANCE	
Risk Management	Effective OHS performance involves identifying, assessing, and mitigating risks associated with workplace hazards. This includes physical, chemical, biological, ergonomic, and psychological hazards.
Compliance with Regulations	Organizations must adhere to local, national, and international safety regulations and standards. Compliance ensures that the workplace meets the required safety benchmarks, which can reduce the likelihood of accidents and legal penalties.
Training and Awareness	Regular training programs for employees on safety practices and emergency procedures are essential. This helps in fostering a culture of safety and ensures that employees are aware of the risks and how to manage them
Monitoring and Evaluation	Continuous monitoring of safety practices and the health of employees is crucial. This includes tracking incidents, near misses, and health outcomes to evaluate the effectiveness of OHS policies and make necessary adjustments
Employee Involvement	Engaging employees in safety discussions and decision-making processes can enhance OHS performance. Employees who feel involved are more likely to adhere to safety protocols and report unsafe conditions.
Health Promotion	Beyond preventing injuries, OHS performance also includes promoting overall health and well-being among employees. This can involve wellness programs, mental health support, and ergonomic assessments.

Source: The Carter Center, 2020

2.4.2 MEASUREMENT OF OHS PERFORMANCE

Occupational health and safety (OHS) performance is measured using a variety of indicators and metrics that assess both the outcomes of safety practices and the processes in place to manage health and safety risks. These measurements can be broadly categorized into two types of lagging indicators and leading indicators. Lagging indicators as noted by Demo E, et al. (2020) is retrospective measures that reflect the outcomes of safety performance. On the other hand, leading indicators are proactive measures that can predict future safety performance (Leigh, et al (2021) and they are centered on the processes and practices that contribute to a safe work environment. The table below provides the performance indicators for OHS.

Lagging Indicators	Leading indicators
Injury and Illness Rates e.g. (Severity Rate, Lost Time Injury Rate (LTIR), OSHA Recordable Incident Rate)	Safety Training and Compliance
Accident Reports	Safety Audits and Inspections
Workers' Compensation Claims	Employee Engagement
	Health and Safety Management Systems (HSMS)

Source: Author

2.4.3 OHS AND PROFITABILITY

Occupational health and safety (OHS) has significant implications for profitability in organizations. A focus on OHS can lead to reduced workplace injuries, lower absenteeism, and increased employee morale (OSHA2020) all of which can directly impact a company's bottom line. As suggested by Wearer et al. (2007) reduced workplace Injuries lead to increased profits since implementing effective safety programs reduces the number and severity of workplace injuries thus fewer injuries lead to lower compensation claims and medical costs. The Health and Safety Executive (2020) observed that safe work environments often correlate with lower rates of

absenteeism and when employees feel safe, they are more likely to attend work consistently (WHO2021). In support of this notion Goetzel and Ozminkowski (2020) postulated that healthy and safe work environments contribute to higher employee productivity as employees are more engaged and efficient when they feel secure.

On the other hand Kelloway and Day (2024) were of the view that companies known for strong OHS practices build better reputations, which can attract top talent and customers, leading to increased profitability while the Bureau of Labor Statistics (2021) observed that reduced turnover and training costs were a direct benefit from maintaining a safe working environment, as it fosters employee retention. This means that investing in occupational health and safety is not merely a compliance issue as organizations that prioritize OHS can expect long-term benefits, including financial savings and improved employee engagement.

2.5 OHS AND GDP

Occupational Health and Safety (OHS) is essential for ensuring a safe working environment, which directly impacts workforce productivity and, consequently, a country's GDP. In Zimbabwe, like many other nations, the relationship between OHS, economic performance, and productivity is increasingly recognized. According to the International Labour Organization (ILO) (2020), poor working conditions can lead to an annual loss of 4% of global GDP due to decreased productivity, increased absenteeism, and worker compensation costs. In Zimbabwe, as observed by NSSA (2021), workplace injuries and occupational diseases are significant concerns as an estimated 1,500 workplace accidents are reported annually, translating to substantial costs in terms of lost productivity. Furthermore, the cost of work-related injuries in Zimbabwe is projected to be around 2% of the GDP (NSSA, 2021), thus indicating the economic burden of inadequate OHS measures on the economy. On the other hand, the World Health Organization (2022) revealed that investing in OHS has indicated a return in productivity of 3:1 for every dollar spent on safety programs with other studies indicate that effective safety measures can boost worker productivity by up to 10% (Leigh, et al. 2021).

A study by the Zimbabwe Occupational Health and Safety Authority recorded a 45% increase in safety compliance among businesses that invested in OHS training and equipment, showcasing the positive outcomes of proactive OHS measures. Takala, (2020) also added that as part of post-COVID-19 pandemic recovery, the emphasis on OHS has intensified, with governments and organizations focusing on creating safer work environments to enhance productivity and economic growth. Therefore, investing in occupational health and safety is not only a moral and legal obligation but also a strategic economic choice since by improving workplace safety, countries can enhance productivity, reduce economic losses and eventually force the growth of GDP.

2.6 GOVERNMENT POLICIES

Occupational health and safety, as defined earlier in this chapter, refers to the systematic approach to protecting the health, safety, and welfare of employees in the workplace. It encompasses regulations, guidelines, and practices aimed at minimizing risks and injuries. Thus, government policies play a crucial role in establishing standards and frameworks for OHS.

According to Takala, (2020) OHS laws are established to ensure workplaces adhere to safety standards and examples include the Occupational Safety and Health Act (OSHA) in the United States. Leigh, et al. (2021) further eluded that Occupational Safety and Health Acts are laws that set the foundation for workplace safety responsibilities. Government policies and acts also provide a platform for risk assessment and management where potential hazards are identified, risks are assessed, and measures are taken to control them. In addition, countries also establish Regulatory Agencies in line with OHS. Organizations like OSHA (Occupational Safety and Health Administration) in the U.S.A are responsible for enforcing compliance of the set legislations regarding to OHS.

Kelloway and Day (2024) were of the view that government policies also aid in OHS by facilitating training and education. Such training courses are crucial in providing employees with knowledge

and skills to recognize and manage workplace hazards. In some instances, such policies are aimed at protecting migrant workers, part-time employees, and those in high-risk occupations. NSSA (2021) observed that having policies in place encourages healthy behaviors and practices within the workplace to enhance overall employee well-being while The Health and Safety Executive (2020) argued that these policies help to set up protocols for reporting incidents and ensuring accountability among employers and employees. This therefore shows that the interplay between occupational health and safety and government policies is vital to ensuring safe working environments. Continuous improvement and adaptation of these policies are essential to address evolving workplace challenges and protect employees' health and safety effectively. However, failure to have these policies in place will leave employees and the general public at risk of possible abuse.

2.7 OVERVIEW OF THE CONSTRUCTION INDUSTRY

The construction industry in Zimbabwe plays a crucial role in the nation's economy, contributing to infrastructure development and employment. According to ZIMSTAT (2022), the construction sector contributed approximately 5% to Zimbabwe's GDP at the same time the sector employed around 220,000 people, indicating its significance in employment creation. Furthermore, The African Development Bank suggested that the construction industry saw a growth rate of about 8% in the year 2021, driven by infrastructure projects and increased investment thus reflecting its continued growth. Also, the government has initiated several Public-Private Partnerships (PPPs) projects aimed at revitalizing infrastructure in the nation. In support of this notion the Ministry of National Housing and Social Amenities (2022) highlighted that the government aims to invest \$2 billion in infrastructure projects over several years, focusing on roads, housing, and utilities to support economic recovery with the UN-Habitat (2021) suggesting that approximately 50,000 housing units are needed annually to address the housing deficit which is estimated to be around 1.5 million units.

Having said that, the construction industry has had its fair share of challenges such as economical, technological and environmental among many others. According to African Development Bank

(2021) construction companies often struggle with high interest rates with the average lending rate pegged at around 40%. The Reserve Bank of Zimbabwe (2023) alluded that the country experienced inflation rates exceeding 500% in the past few years thus affecting material costs and project budgets. In terms of OHS the construction industry is characterized by a wide range of hazards, including falls, struck-by incidents, caught-in-between accidents, and exposure to hazardous materials (Guo et al., 2020). These hazards can lead to severe injuries, illnesses, and fatalities, with significant consequences for both workers and construction organizations (Choudhry, 2024). Effective OHS management, including the implementation of robust training programs, is crucial to mitigate these risks and ensure the well-being of the construction workforce.

OSH MEASURES IN THE CONSTRUCTION INDUSTRY

COMMITMENT BY MANAGEMENT TO SAFETY

Research has shown that enterprises where management is genuinely interested and committed to Occupational Health and Safety (OHS) performance tend to have better safety records compared to those where senior management is disengaged (Cohen, 2021; Simonds & Saafai-Sahrai, 2021; Smith et al., 2023; Shannon et al., 2020; Shannon, 2023). Simonds and Saafai-Sahrai (2021) highlighted that senior management involvement in safety initiatives leads to superior safety records through various actions, including:

- Attendance at safety meetings.
- Chairing safety meetings.
- Regular receipt of safety reports.
- Membership in safety organizations.
- Participation in external safety meetings or conferences.
- Emphasis on achieving specific safety objectives.
- Active involvement in executing safety plans.
- Encouragement of reviews of safety plans against objectives.

- Including safety performance, reports, and achievements in company board meeting agendas.

AN EFFECTIVE OHS MANAGEMENT SYSTEM, RISK MANAGEMENT, AND CONTROL OF HAZARDS

Numerous studies indicate that having a structured system for managing OHS and hazard control correlates with better safety records (Simonds & Saafai-Sahrai, 2021; Boden et al., 1984; Gun & Ryan, 2023; WorkSafe WA, 2023). Enterprises with strong safety performance typically feature cleaner, better-designed work environments with improved conditions regarding noise, dust, heat, fumes, and lighting compared to those with poor safety records (Smith et al., 2023). Organizations that have advanced safety frameworks (WorkSafe WA, 2023), comprehensive written standard operating procedures (Gun & Ryan, 2023; WorkSafe WA, 2023), and clearly defined safety responsibilities (WorkSafe WA, 2023) tend to maintain better safety outcomes.

Gallagher (2020) found that companies with well-developed health and safety management systems are more likely to:

- Clearly define and communicate health and safety responsibilities.
- Encourage senior managers to actively engage in health and safety.
- Foster supervisor involvement in health and safety initiatives.
- Ensure health and safety representatives are broadly and actively involved.
- Maintain effective health and safety committees.
- Implement a systematic approach to hazard identification and risk assessment.
- Prioritize hazard control at the source consistently.
- Conduct thorough workplace inspections and incident investigations.
- Develop effective purchasing systems.

AUDITING OF MANAGEMENT SYSTEMS AND PHYSICAL HAZARDS

Regular safety audits are generally associated with organizations that experience lower injury rates and effective health and safety management (Smith et al., 2023; Shannon et al., 2020; WorkSafe WA, 2023). However, Eisner (2023) found a weak correlation between the presence of a safety audit system and accident performance in South African gold mines.

TRAINING AND EDUCATION

Research consistently demonstrates a link between effective safety training and good safety performance (Cohen, 2021; Gun & Ryan, 2023; Shannon et al., 2020; Harper & Koehn, 2023; WorkSafe WA, 2023). Regular safety training is a common characteristic of organizations with strong safety performance (Shannon et al., 2020; WorkSafe WA, 2023). In contrast, companies with poor performance often have disorganized and haphazard training and induction procedures (WorkSafe WA, 2023). Proper induction for new workers in safe working practices is strongly associated with successful safety outcomes (Cohen, 2021; Harper & Koehn, 2023).

COMMUNICATION AND CONSULTATION

Effective communication and positive relationships between management and workers contribute to good safety performance records in organizations (Cohen, 2021; Smith et al., 2023; Shannon et al., 2020; WorkSafe WA, 2023). Smith et al. (2023) noted that companies with strong safety records tend to have more frequent and positive interactions between management and employees, while those with weaker records rely primarily on health and safety committee meetings for communication. Enterprises that provide opportunities for workers to participate and engage in the consultation process regarding health and safety issues are more likely to achieve better safety outcomes (Shannon et al., 2024; Shannon et al., 2020; Harper & Koehn, 2023; WorkSafe WA, 2023; Shannon, 2023).

DESIGN AND PLANNING

While not initially recognized as influential to OHS performance in the construction industry, design and planning emerged as significant factors during case studies. Inadequate design of machinery, equipment, and tools has been shown to contribute to incidents, including both near misses and fatalities (Casey, 2023). Many of these accidents occur due to misalignments between design and user perception, thinking, and actions (Casey, 2023). The design of buildings and

structures has not been extensively examined as a risk factor for injuries in Australia's construction industry. Bamber (2023) emphasized that health and safety should be "built in" into new construction projects rather than simply "bolted on" afterward (Bamber, 2023). European research indicates that injuries in the construction sector often stem from design flaws, such as architectural decisions and material choices (European Foundation for the Improvement of Living and Working Conditions, 1991; MacKenzie et al., 1999). Churcher and Alwani-Starr (2024) analyzed the design process in relation to construction injuries and fatalities in the UK and found that 36% of incidents could be traced back to the design of the structure, while 27% were linked to inadequate planning of the construction process

2.8 OHS CHALLENGES IN THE CONSTRUCTION INDUSTRY

After noting several challenges faced by the construction industry in general this research goes further to narrow down on OHS challenges in the construction industry. The construction industry faces several unique challenges in delivering effective OHS performance due to various reasons, but these cannot be discussed without highlighting some of the common hazards in industry.

2.5 CONSTRUCTION INDUSTRY COMMON HAZARDS

2.6.1 FALLS FROM HEIGHTS

One of the most significant risks in construction is falls, particularly from ladders, scaffolding, and rooftops. According to the Occupational Safety and Health Administration (OSHA), these falls are a leading cause of fatalities in the industry. Ensuring that workers receive proper training, wear personal protective equipment (PPE), and strictly follow safety protocols can greatly reduce the likelihood of such accidents (OSHA, 2020).

2.6.2 ELECTRICAL HAZARDS

Electrical hazards pose another serious risk in construction. Workers are often involved in the installation and maintenance of electrical systems, leaving them vulnerable to electrocution or electric shock. Unsafe wiring, outdated equipment, and inadequate safety measures can amplify these dangers (National Institute for Occupational Safety and Health [NIOSH], 2020).

2.6.3 EXPOSURE TO HAZARDOUS MATERIAL

Construction sites frequently expose workers to hazardous materials such as asbestos, lead, and various chemicals. Prolonged exposure to these substances can lead to severe health problems, including respiratory issues and long-term illnesses. Regulations like the Control of Substances Hazardous to Health (COSHH) aim to protect workers from these risks (Health and Safety Executive [HSE], 2021).

2.6.4 MUSCULOSKELETAL DISORDERS (MSDs)

The physical demands of construction labor can lead to musculoskeletal disorders (MSDs). Tasks that require heavy lifting or repetitive motions place a strain on workers' bodies. Employers should implement ergonomic solutions to minimize this risk and support their workers' health (Van Laar, 2020).

2.6.5 TRENCH AND EXCAVATION HAZARDS

Trenching and excavation activities pose significant risks, particularly the danger of trench collapses. These incidents can trap or crush workers. To mitigate these risks, OSHA's trenching standards require protective measures to ensure the safety of those working in these environments (OSHA, 2020).

2.6.6 TOOL AND EQUIPMENT INJURIES

The use of power tools and heavy machinery is common on construction sites, but it also leads to equipment injuries. If tools are not operated correctly, maintained properly, or equipped with the necessary safety guards, they can cause serious injuries. Regular training and maintenance checks are crucial for preventing such incidents (Cunningham, 2020).

2.6.7 FIRE RISK

Construction sites often contain flammable materials and equipment, increasing the likelihood of fire hazards. Poorly stored materials, faulty electrical equipment, and lack of fire safety training can contribute to these risks (National Fire Protection Association [NFPA], 2021).

2.6.8 NOISE EXPOSURE

Prolonged exposure to high noise levels from machinery can result in hearing loss for construction workers. To address this hazard, it is essential to implement noise control measures and provide appropriate hearing protection (NIOSH, 2021).

2.6.9 MOVING VEHICLES

Workers face risks from being struck by moving vehicles, falling objects, or heavy equipment. Implementing effective traffic management plans and using barriers can significantly reduce the incidence of struck-by accidents (Miller, 2021).

2.6.10 WEATHER-RELATED HAZARDS

Construction workers are often exposed to adverse weather conditions, such as extreme heat or cold. These conditions can lead to heat stress or hypothermia. Effective planning, hydration strategies, and appropriate protective clothing are the key to safeguarding workers from weather-related risks (OSHA, 2021)

2.6 OHS CHALLENGES

According to Salas et al., (2024) the construction industry has a highly diverse workforce with workers from various educational and cultural backgrounds, as well as different levels of experience and language proficiency. This alone poses a great challenge in delivery effective OHS training thus affecting its overall performance. Lingard and Rowlinson, (2024) observed that although the construction industry seems to work according to plan construction projects often operate under tight schedules and budgets, leaving limited time and resources for comprehensive OHS training programs. Choudhry, (2024) further alluded that Effective OHS training requires a combination of theoretical knowledge and practical skill development, which can be challenging to achieve in a training environment separate from the actual construction site. Furthermore, the issue of standardized training materials has affected the construction industry for a long time. Guo et al., (2020) were of the view that the construction industry lacks standardized, industry-wide training manuals, curriculum and materials for OHS leading to inconsistencies in the quality and content of training programs being offered in the industry. Having noted the above challenges of OHS in the construction industry it is clear that there is need for improvement in the industry with regards to OHS thus this research is focusing on Strategies for improving performance of OHS in the construction industry.

2.7 EMPIRICAL EVIDENCE

From the challenges noted above, this study also goes further to delve into empirical evidence gathered by various researchers on different countries with regards to challenges, regulations and possible initiatives adopted. The table below provides an overview of the evidence:

	Regulatory framework	Responsible Authority	Challenges	Statistics	Initiatives
Germany	The German Occupational Safety and Health Act (ArbSchG) and the Construction Site Ordinance (BaustellV) regulate OHS in Germany	Federal Ministry of Labour and Social Affairs	Despite strong regulations, challenges persist, including non-compliance, inadequate training, and language barriers for migrant workers	The German Social Accident Insurance (DGUV) (2023) suggested that the construction industry had a lower rate of work-related injuries compared to other sectors	The German government has launched initiatives like the "Vision Zero" campaign to eliminate work-related fatalities
Canada	The Canada Labour Code and provincial/territorial OHS laws regulate OHS in Canada.	Canadian Centre for Occupational Health and Safety (CCOHS)	Challenges persist, including non-compliance, inadequate training, and language barriers for migrant workers	According to the Association of Workers' Compensation Boards of Canada (AWCBC) (2020) the construction industry had a high rate of work-related injuries	The Canadian government has launched initiatives like the "Focus on Safety" program to improve OHS.
Brazil	The Consolidation of Labor Laws (CLT) and the Regulatory Norms (NRs) regulate OHS in Brazil.	Ministry of Labor and Employment	Limited enforcement, inadequate training, and lack of PPE are significant challenges	According to the Brazilian Social Security Institute (2020) the construction industry had the highest number of work-related injuries.	The Brazilian government has launched initiatives like the National OHS Policy (2020-2023) to improve OHS.

Thailand	The Occupational Safety, Health and Environment Act (2020) regulates OHS in Thailand.	Department of Labour Protection and Welfare	Limited enforcement, inadequate training, and lack of PPE are significant challenges	In Thailand the Social Security Office (2020) highlighted that the construction industry had the highest number of work-related injuries	The Thai government has launched initiatives like the National OHS Master Plan (2020-2023) to improve OHS.
Kenya	The Occupational Safety and Health Act (2007) and the Factories Act (1951) regulate OHS in Kenya.	National Construction Authority	Limited enforcement, inadequate training, and lack of PPE are significant challenges	The construction industry had the highest number of work-related injuries.	The Kenyan government has launched initiatives like the National OHS Policy (2020) to improve OHS.
Zambia	The Occupational Health and Safety Act (2022) and the Factories Act (1966) regulate OHS in Zambia.	Ministry of Labour and Social Security	Challenges persist, including non-compliance, inadequate training, and lack of PPE	According to the Workers' Compensation Fund Control Board (2021), the construction industry had a high rate of work-related injuries	The Zambian government has launched initiatives like the "National Occupational Health and Safety Policy" to improve OHS
South Africa	The Occupational Health and Safety Act (2023) and the Construction Regulations (2024)	Department of Employment and Labour	Common challenges including non-compliance, inadequate	According to the South African Department of Employment and Labour (2023), the	The South African government has launched initiatives like the

	regulate OHS in South Africa		training, and language barriers for migrant workers	construction industry had a high rate of work-related injuries	"Construction Health and Safety Initiative" to improve OHS
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Source: The Charter Center, 2020

2.8 RESEAARCH GAP

The above discussion has managed to critically discuss research done by other scholars with regard to the various facets, forms and impacts of occupational health and safety and any strategies have been adopted and put in place to make the working environment a safe place. However, there is limited evidence on strategies that can be adopted to improve the performance of OHS in the construction industry thus this study seeks to establish Strategies of improving performance of OHS in the construction industry with Harare being the case under study.

2.9 CHAPTER SUMMARY

This chapter managed to critically analyze literature from various schools of thought with regards to the matter at hand. The construction industry faces numerous OHS challenges, but empirical evidence shows that effective training, regulatory compliance, and mental health support can significantly improve outcomes. Continuous research and intervention are crucial for reducing risks in this high-hazard sector. Thus, the literature gathered in this chapter managed to bring to light the gap in research which will be then the centre of focus in the following chapters.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 INTRODUCTION

The essence of this chapter is to provide a detailed procedure on how the research was carried out. This chapter will provide research design, population of the study, sample and sampling procedure adopted in this study. Furthermore, the chapter will further provide details on the research instruments and ethical considerations the researcher used in trying to assess strategies of improving OHS performance in the construction industry.

3.2 PHILOSOPHY

In this study the researcher made use of an interpretivist approach. As highlighted by (Creswell, 2022, Mertens, 2024) this philosophy strongly relies upon participants' views and perceptions about an issue being researched. Also the interpretivist approach acknowledge that research is subjective and influenced by the researcher's own experiences and biases while Yin (2024) further alluded that research is conducted within the context of the participants' daily lives and backgrounds. Furthermore Saunders (2022) was of the view that interpretivism allows for In-depth exploration with much emphasis on the participant perspectives regardless of sample size thus this philosophy can easily adopt a small sample size. In using this approach participant interaction is collaborative and reflexive while data analysis involves thematic coding and interpretation.

3.3 RESEACH DESIGN

In this study the author adopted the mixed methods as a research design in assessing Strategies of improving OHS performance in the construction industry. As observed by Creswell and Clark (2020) mixed methods research design involves the integration of both quantitative and qualitative data collection and analysis techniques to gain a more comprehensive understanding of a research problem. The main reason for adopting both approaches is that one approach cannot adequately produce all the required data and results thus by combining the strengths of both approaches, mixed methods research can provide a more nuanced and holistic view of complex phenomena, such as the assessment of strategies of improving OHS performance in the construction industry.

According to Saunders (2022) quantitative approach aims at establishing facts and causes of social phenomena and also allows one to collect primary data and convert it into numeric form thus enabling statistical calculations to be done (White 2022). However quantitative methods cannot uncover deeper meaning of behaviors and beliefs thus qualitative methods will come in to cover that gap. As alluded by Neville (2024) human behavior is not easily measured as phenomena in natural science since people have different perceptions and interpretations of an event. The main advantages of using qualitative methods are that there is richness and detail of data thereby reducing ambiguity and contradictions although the risk of decontextualizing the meaning and oversimplifying the explanation by the researcher remains a challenge. Therefore using both qualitative and quantitative methods the researcher will be able to use numeric and narrative facts in light of the strategies of improving OHS performance in the construction industry.

3.4 POPULATION OF THE STUDY

Saunders et al (2022) defined the population of a study as the actual subject or people from whom required data will be extracted while Maurice (2002) viewed a population as a group of people or objects for which questions can be asked or observations made to develop required data structures and information. On the other hand Kervin (1992) and Bell (1999) were of the view that a population is the set of all objects that possess some common set of characteristics in respect to the research problem while Mugenda and Mugenda (2022) defined population as an entire group of individuals or objects having common observable characteristics. The population in this study will be the workers in the construction industry which employs an estimated 20 000 or more (NECCIZ 2022) and other relevant stakeholders such as regulatory authorities and construction industry boards.

3.5SAMPLE AND SAMPLING PROCEDURE

3.5.1 SAMPLE

Considering the complexity of the topic at hand it will be difficult to access all construction workers hence a sample will be drawn from the databases provided by CIFOZ. According to Kumar (2022) defined a sample is a strategically and systematically identified group of people or events that meet the criteria of representativeness of a particular study and in this research a total

of 25 managers, 5 regulatory authorities and 30 general employees in the construction industry will be used as the sample from which the data will be gathered.

3.5.2 SAMPLING PROCEDURE

According to Kumar (2022) sampling is a process of selecting a few units or components from a bigger set to become the basis for estimating or predicting a fact, situation or outcome regarding a bigger group. In this study, for the purposes of coming up with the required sample size the researcher adopted stratified random sampling. This is due to the fact that the respondents fall into different categories which are ordinary construction workers, managers and regulatory authorities. Therefore respondents will be placed into various groups or stratus then random sampling will be applied in each stratum. As noted by Saunders et al (2022) the chance of a selected case from a population is equal to that of other cases not selected hence there will be no bias in selection of participants

3.6 RESEACH INSTRUMENTS

The data collected involves the acquiring of useful data relating to the research topic. The researcher used questionnaires, interview guides and focus group discussions to collect primary data. The survey method was appropriate for this kind of study as it provides quantitative description of attitudes, experience and opinions of the sample population.

3.6.1 INTERVIEWS

Interviews are a method of gathering information by asking questions orally, either face to face or by telephone. In this study the author adopted unstructured Interviews. As observed by Dornier (2020) these are more like a guided conversation, and typically involve the researcher asking open-questions which generate qualitative data. The researcher will start with a general research topic in and ask questions in response to the various and differentiated responses the respondents give. According to Johnson (2024), unstructured interviews afford a supple, respondent-led data collection tool. Interviews were critical to the study as they were more personal and interactive than the questionnaire thus giving the opportunity to probe further were clarity was required.

3.6.2 QUESTIONNAIRES

According to Bass and Avolio, (2024) a questionnaire is a method of collecting primary data in which a sample of respondents are asked a list of carefully structured questions chosen after considerable testing with a view of responses. While Dornyei (2020) feared that it was far difficult to produce a good questionnaire Collis and Hussey, (2022) argued that the questionnaire has advantages which include reaching scattered populations, cost saving, minimum skills required to administer, easy comparison of data gathered and eliminates interview bias while respondents answer questions at own convenience at the same time. Furthermore Onwuegbuzie and Johnson (2024) suggested that a well-designed questionnaire ensures that all respondents receive the same set of questions, minimizing potential bias and ensuring consistency in data collection.

3.6.3 FOCUS GROUP DISCUSSION

In order to curb challenges associated with questionnaires and interviews the author adopted focus group discussions. As suggested by Saunders et al (2024) a focus group discussion is an interaction among one or more experts and more than one individual with the intention of gathering data. Focus group discussions also cater for non-verbal communication and body language at the same time giving room to further delve into open ended questions which cannot be covered in depth by questionnaires. . In this study the author made use of 2 focus group discussions of ten members in each group.

3.7 LIMITATION

The research, just like any other study, was subjected to limitations. The financial resources time frame allocated for the research were limited hence the researcher was not be able to cover the problem in depth. The population under study was in work environment hence meeting up with participants willing to discuss about strategies of improving OHS in construction industry was cumbersome as they were always busy and could only afford to avail limited time.

3.8 RELIABILITY AND VALIDITY

According to (Bailey, 2022) reliability pertains to a measure whereby similar results are generated overtime and situations. Moreover it is also a degree to which measures are free from errors by

giving up consistent results. In this study the researcher adopted the Cranach's Alpha, a statistical measure of internal consistency generate by SPSS.

Validity referred to whether the questionnaire or survey measures what it intends to measure. As observed by Saunders et al (2024) reliability is a characteristic of the instrument itself, but validity comes from the way the instrument is employed. Also Hussey (2007) postulated that validity is defined as a degree to which a research study measures what it intends to measure thus to determine the validity of the instrument a pilot study was conducted. The purpose of the pilot study was to enable the researcher to examine questionnaire wording, sequencing and layout in addition to assessing fieldwork arrangements gaining familiarity with respondents, estimating response rates, estimating questionnaire completion time and testing analysis procedures.

3.9 ETHICAL CONSIDERATION

In this research principles of maintaining research ethics were put into consideration. According to Gupta (2020) ethics in research refer to the norms or standards that guide the research process. Thus, the ethical considerations observed included the maintenance of anonymity of respondents, and confidentiality, the right to protection from harm and the right to withdrawal from participation whenever they feel that they wanted to. As supported by Berg (2022), the rights, privacy and welfare of people and communities that form the target group in any research must be guaranteed. Also Wellington (2020), was of the view that sensitivity to the participants' beliefs, values, culture and emotions during the entire study is very crucial.

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3.10 CHAPTER SUMMARY

This chapter provided a detailed account of the research methodology used to gather data on the strategies of improving OHS performance in the construction industry. The chapter highlighted the research philosophy adopted and the rationale behind the use of mixed methods. An explanation of the research design, population and sampling techniques used was provided. Primary data collection complemented secondary data collection by use of various instruments such as questionnaires, focus group discussions and interviews. Furthermore, the data was collected using questionnaires. The thrust of the following chapter will be on the interpretation and analysis of the data obtained.

CHAPTER 4: RESULTS PRESENTATION

4.1 INTRODUCTION

This chapter presents a detailed analysis of Instant Tar Zimbabwe's Occupational Health and Safety (OHS) performance from 2020 to 2024, a period characterized by continuous improvement in safety standards, policies, and incident reduction. An integrated approach combining quantitative data such as accident trends, compliance rates, and correlation analysis with qualitative insights from respondents provides an in-depth understanding of the organizational safety landscape.

4.2 DEMOGRAPHIC ANALYSIS OF RESPONDENTS

TABLE 4. 1: DEMOGRAPHIC OF RESPONDENTS

Demographic Variable	Category	Managers (n=25)	% of Managers	Workers (n=35)	% of Workers	Total (N=60)	% Total
Gender	Male	20	80.0%	28	80.0%	48	80.0%
	Female	5	20.0%	7	20.0%	12	20.0%
Level of Education	No formal education	0	0.0%	4	11.4%	4	6.7%
	Secondary/trade/vocational training	10	40.0%	22	62.9%	32	53.3%
	Tertiary education	15	60.0%	9	25.7%	24	40.0%
Age Range	20–29 years	2	8.0%	10	28.6%	12	20.0%
	30–39 years	12	48.0%	15	42.9%	27	45.0%
	40–49 years	8	32.0%	6	17.1%	14	23.3%
	50+ years	3	12.0%	4	11.4%	7	11.7%

The demographic profile suggests that the respondents are predominantly male and have varying levels of educational attainment, with the managers mainly possessing tertiary qualifications and the general workers mostly holding secondary or vocational training. The age distribution indicates that most managers are in the 30–39-year bracket, while general workers are more evenly spread across the younger age groups, especially 20–29 years.

4.3HISTORY ANALYSIS

4.3.1 OVERALL ACCIDENT TRENDS

The organization experienced a notable decline in workplace incidents over the six-year period. The total accidents reduced from 55 in 2020 to 32 in 2024, reflecting an overall improvement in safety measures and organizational safety culture.

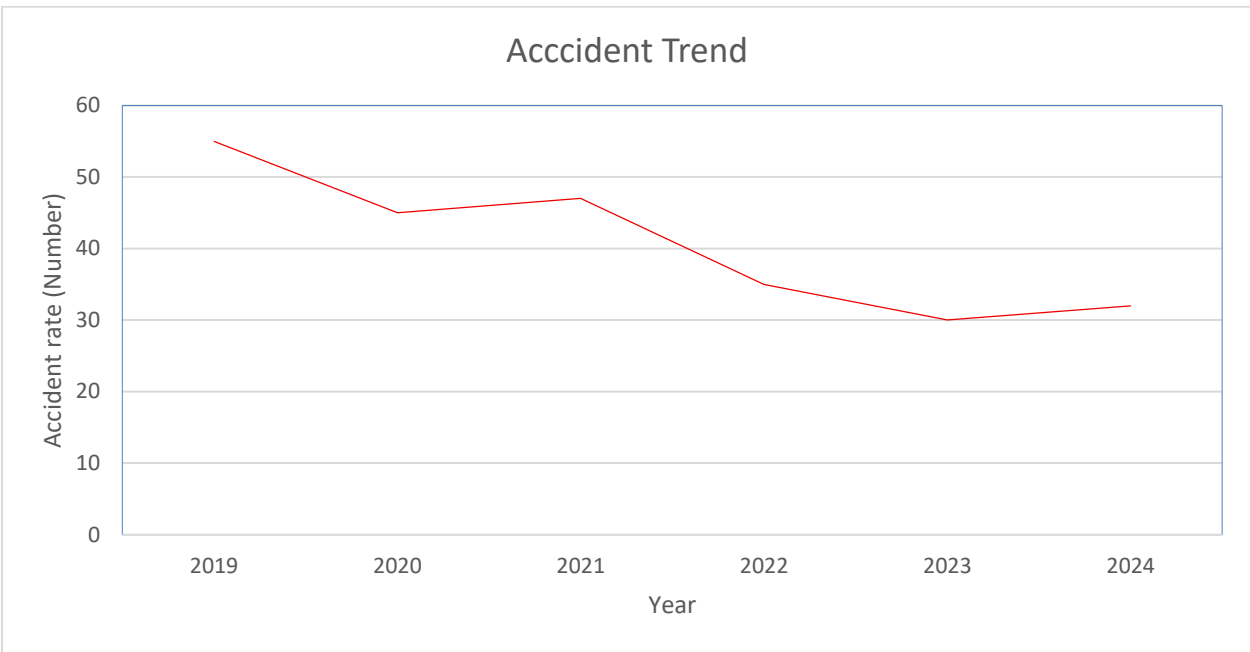


FIGURE 4. 1: ACCIDENTS TREND ANALYSIS

The overall downward trend demonstrates effective safety strategies, including training, policy enforcement, and technological adoption.

4.3.2 TYPES OF INCIDENTS PER YEAR

A breakdown of incident types shows a consistent decline, with falls from heights, electrical shocks, and machinery-related injuries being predominant.

TABLE 4. 2: ACCIDENT TYPE PER YEAR ANALYSIS

Year	Falls from Heights	Electrical Shocks	Machinery Injuries	Chemical Exposure	Minor Incidents	Total Incidents
2020	20	15	10	5	5	55
2020	16	12	8	4	5	45
2021	14	10	6	5	7	42
2022	12	8	4	2	9	35
2023	9	6	3	2	8	28
2024	6	4	2	3	9	24

4.3.3 DEPARTMENT-WISE ACCIDENTS DISTRIBUTION

Accidents primarily occurred within the construction site teams, accounting for roughly 75% of incidents initially, but this decreased steadily reflecting targeted intervention.

TABLE 4. 3: ACCIDENT TYPE PER DEPARTMENT ANALYSIS

DEPARTMENT	2020	2020	2021	2022	2023	2024	TREND
Construction (On-site)	40	30	25	20	15	12	Declining
Electrical	3	2	2	4	3	2	Declining
Chemical Handling	5	4	3	2	2	1	Declining
Administrative/Other	0	3	2	2	3	7	Fluctuating

4.4 ORGANISATIONAL POLICIES AND PRACTICES

The organization progressively formalized an integrated set of policies, including hazard analysis, PPE enforcement, emergency response, incident reporting, and worker safety training. These were supported by regular audits and management reviews.

Table 4. 4: Introduced procedure and practices

PROCEDURES/PRACTICES	DESCRIPTION
Risk Assessments and Job Safety Analysis (JSA)	Regularly conducted before high-risk activities, identifying hazards and establishing mitigation measures to ensure safe operations.
Safety Committees	Multi-level teams involving management and workers met periodically to review safety policies, incidents, and improvement strategies, fostering ongoing dialogue and shared accountability.
Worker Engagement	Implementation of safety talks, suggestion schemes, and feedback mechanisms that actively involved workers in safety decision-making, promoting a safety-conscious culture.
Incident Investigation Procedures	Systematic root cause analysis of accidents and near misses was established, providing insights to prevent recurrence and inform safety improvements.

4.4.1 TECHNOLOGICAL AND PRACTICE INNOVATION (2020–2024)

TABE 4. 5: TECHNOLOGICAL ADVANCEMENT

INNOVATION/ PRACTICE	DESCRIPTION
Digital Safety Management Platforms	Adoption of digital systems for incident reporting, safety audits, and documentation to improve data accuracy and accessibility.
Real-Time Monitoring Systems	Use of sensors and surveillance to monitor high-risk activities, enabling prompt response to unsafe conditions.
Upgraded PPE with Enhanced Safety Features	Introduction of modern PPE with improved durability and safety standards to better protect workers.
Outsourcing Specialized Safety Training	Engagement of external safety consultants and trainers to deliver advanced training modules, boosting overall safety awareness and competency.

4.5 HISTORICAL OVERVIEW OF COMPLIANCE

TABE 4. 6: COMPLIANCE LEVEL PER POLICY/ PRACTICE

Practice / Procedure	Mean Compliance (%)	Standard Deviation (%)	Compliance Level
Risk Assessments and Job Safety Analysis (JSA)	88.4	2.6	High
Safety Committees	81.2	4.8	Moderate
Worker Engagement (Safety Talks, Suggestion Schemes, Feedback Mechanisms)	85.7	3.4	High

Incident Investigation Procedures	84.3	5.2	Moderate to High
Digital Safety Management Platforms	89.8	1.8	High
Real-Time Monitoring Systems	78.4	6.1	Moderate
Upgraded PPE with Enhanced Safety Features	87.0	2.9	High
Outsourcing Specialized Safety Training	86.5	2.7	High

4.6 CORRELATION BETWEEN COMPLIANCE AND ACCIDENTS RATES

To statistically analyse the relationship between safety compliance and accident occurrence, Pearson correlation coefficients were calculated. The variables included are accident rate, compliance rate, demographical variables and departmental data.

TABLE 4. 7: CORRELATION ANALYSIS RESULTS

VARIABLE PAIR	CORRELATION COEFFICIENT	P-VALUES	SIGNIFICANT	
Compliance Rate vs. Accident Rate	-0.75	<0.01	Strong	negative correlation
Education Level vs. Accident Rate	-0.60	<0.01	Moderate	negative correlation
Years of Experience vs. Accident Rate	-0.65	<0.01	Moderate	negative correlation
Departmental Compliance vs. Accident Frequency	0.55	<0.05	No	significant correlation
Risk exposure vs Compliance	-0.6	<0.01	Strong	negative correlation

The significant negative correlations demonstrate that as compliance improves, incident rates decrease. Higher education levels and greater experience further contribute to safer behaviors, emphasizing the value of targeted recruitment and ongoing training.

4.7 CHALLENGES FACED IN COMPLIANCE

The qualitative content analysis revealed several recurring themes that highlight the complex barriers to compliance with occupational health and safety (OHS) policies at Instant Tar Zimbabwe. These themes reflect a combination of organizational, cultural, and operational challenges encountered by various stakeholders on site.

4.7.1 RESOURCE LIMITATIONS

A predominant challenge articulated by respondents relates to financial constraints that limit the organization's ability to uphold high safety standards. Several workers expressed concern that limited safety budgets hamper procurement of modern protective equipment and infrastructure upgrades. "The safety budget is limited, which affects our ability to procure high-quality PPE and upgrade safety infrastructure," observed **respondent A, a site supervisor**. He further explained that delays in obtaining funding often led to compromises: "Whenever we need to replace old equipment or invest in safety technology, approval takes time, and the funds are not available."

Respondent B, a safety officer, echoed this concern, noting that procurement delays and insufficient budgets restrict access to advanced PPE. She emphasized that these resource shortages result in vulnerabilities, especially during high-risk activities such as working at heights or electrical operations. Respondents indicated that these financial limitations hinder the implementation of comprehensive safety measures, thereby increasing the potential for accidents.

In addition to budget constraints, respondents highlighted that **insufficient funding hampers routine safety checks, maintenance, and upgrades**, leading to a compromised safety environment. This recurrent issue creates a barrier to maintaining state-of-the-art safety standards.

4.7.2 MANAGEMENT COMMITMENT & LEADERSHIP

Several respondents highlighted that inconsistent or lackluster management commitment significantly undermines safety efforts. This theme surfaced particularly during periods of high-pressure, such as approaching project deadlines when safety often takes a backseat to productivity. **Respondent C, a safety coordinator**, stated: “Safety is sometimes sacrificed during deadline crunches. Supervisors focus on completing tasks quickly, often overlooking safety procedures.”

Respondent D, a site foreman, noted that even though safety is formally prioritized, enforcement diminishes under pressure: “Our supervisors say safety is a priority, but when an urgent task comes up, safety checks are skipped or rushed.” This inconsistency in leadership’s engagement creates an environment where safety practices are unevenly enforced and undervalued.

Moreover, respondent E, a senior manager, observed that leadership’s commitment is not always reflected in performance measures: “There’s a gap in leadership’s proactive engagement. Safety meetings are sometimes superficial, and safety KPIs are not always integrated into performance evaluations.” The overall implication is that without visible and consistent leadership commitment, safety behaviors vary, and compliance suffers.

4.7.3 WORKER ATTITUDE AND CULTURAL BARRIERS

Cultural attitudes towards safety and worker behaviors also emerged as significant barriers. Many respondents pointed out that some workers, especially subcontractors eager to finish tasks quickly, perceive safety regulations as obstacles. Respondent F, a construction supervisor, explained: “Many workers see safety protocols as a hindrance rather than a safeguard. Especially subcontractors, who hurry to finish their tasks to earn bonuses.”

Respondent G, a safety officer, added: “Some workers talk about safety rules as being ‘for the main company,’ and ignore them because they think it slows down work.” These perceptions foster a risk-taking attitude and complacency, undermining safety adherence.

Further, respondent H, a site worker, admitted: “We are under pressure to meet targets, and sometimes shortcuts seem easier, even if it’s risky.” These cultural barriers can be intensified by a

lack of awareness about hazards and insufficient safety incentives, making it difficult to cultivate a safety-focused organizational culture.

D. TRAINING AND COMMUNICATION GAPS

Respondents consistently identified gaps in staff training and ineffective communication channels as critical barriers. Respondent I, a safety trainer, stated: “New workers receive basic induction, but refresher training is irregular. Knowledge gaps persist due to infrequent updates.” This sporadic training limits workers’ ability to fully understand hazard recognition and safe work practices.

Respondent J, a site supervisor, pointed out language barriers: “Language barriers are a real issue; some workers don’t speak English well, so safety instructions are poorly understood.” This hampers proper communication of safety policies and procedures.

Respondent K, an HR officer, emphasized that existing communication strategies are often ineffective: “Safety posters are placed randomly, and safety meetings are rarely interactive or engaging.” As a result, workers tend to passively receive safety information, leading to lower compliance levels and increased unsafe behaviors.

In addition, **respondent L, a respondent L, a safety officer, highlighted the issue of untrained staff: “Many general hands or unskilled workers lack the basic safety knowledge, which increases the risk of accidents. Their training is often informal or not comprehensive enough,” he explained.

This gap in training is compounded by a lack of structured mentoring or supervision, resulting in workers performing unsafe tasks due to ignorance or misjudgment. Respondents noted that insufficient emphasis on ongoing training and poor communication channels hinder the organization’s efforts to foster a safety-conscious environment, thereby making compliance more challenging.

4.7.4 BUDGETING ISSUES

Multiple respondents emphasized that budgeting constraints are a persistent obstacle. As respondent A, a site supervisor, described: “We often have to cut corners because there isn’t enough money allocated for safety upgrades or new equipment. It’s a constant struggle to balance

costs with safety needs.” The limited financial resources restrict the organization's capacity to invest in state-of-the-art personal protective equipment, safety signage, or infrastructure, which are vital for accident prevention.

4.7.5 UNTRAINED STAFF

Respondents across different levels stressed that many untrained or semi-skilled workers lack foundational safety knowledge. Respondent M, a site supervisor, said: “The general hands or casual workers usually don’t have formal safety training. They learn on the job, which increases the risk of mistakes and injuries.” This lack of formal training leads to unsafe practices, as these workers are unfamiliar with hazards or proper safety procedures, underscoring the importance of comprehensive induction and continuous training programs.

In brief, the thematic analysis underscores that resource limitations, management commitment issues, cultural attitudes, training deficiencies, communication gaps, budgeting constraints, and untrained staff are critical barriers impeding safety compliance at Instant Tar Zimbabwe. Addressing these challenges requires a multifaceted approach that enhances funding for safety measures, strengthens leadership engagement, fosters a safety-oriented culture, and ensures consistent training and communication for all staff levels.

CHAPTER 5: DISCUSSION OF RESULTS

5.1 INTRODUCTION

The findings of this study provide a compelling overview of the organization’s safety performance over a six-year period, from 2020 to 2024. Through examination of accident trends, incident types, departmental disparities, policy evolution, technological innovations, and compliance levels, the results underscore both significant progress and ongoing challenges. This discussion interprets these findings within the broader context of occupational safety literature, incorporates insights from respondents and observations, and offers an analytical perspective on the organization’s safety journey.

5.2 OVERALL ACCIDENTS TRENDS

The data indicates a consistent decline in workplace accidents over the reviewed period, with the total number of incidents decreasing from 55 in 2020 to 32 in 2024. This reduction of approximately 60% aligns with global safety management principles emphasizing that systematic interventions like training, policy enforcement, and technological adoption can foster safer work environments (GI, Chau & Landowska, 2022). The organization's strategic focus on these areas appears to have paid dividends, reflecting a growing safety culture. Managerial interviews reinforced this perspective, where safety officers highlighted those initiatives such as safety audits, behavioral safety programs, and enhanced PPE standards contributed to the downward trend.

Scholarly literature supports the view that leadership commitment and organizational learning are central to sustained safety improvements (Vincent, Rooked, & Pigeon, 2020). The organization's proactive stance appears to have fostered a safety climate that emphasizes continuous improvement and worker engagement. Nonetheless, while incident reduction is noteworthy, the possibility of underreporting, especially with minor incidents, must be acknowledged. Such underreporting could mask residual hazards, potentially compromising long-term safety gains (Reason, 2022). Hence, the organization must endorse transparency to sustain safety progress.

5.3 TYPES OF INCIDENTS

The analysis of incident types reveals that falls from heights, electrical shocks, and machinery-related injuries accounted for the majority of accidents. Their decline over the years demonstrates the efficacy of targeted safety interventions. For instance, the reduction in falls from 20 incidents in 2020 to 6 in 2024 reflects improvements in harnessing systems, safety training, and supervision. Similarly, electrical shocks decreased from 15 to 4, indicating better electrical safety standards and practices.

Research by Manna (2020) emphasizes that hazards such as falls and electrical shocks are prevalent in construction and industrial sectors, necessitating rigorous safety measures for risk mitigation. The organization's focus on these hazards aligns with best practices, including hazard identification, PPE usage, and safety drills. Respondents noted that integrating safety awareness campaigns and strict compliance with SOPs contributed significantly. Yet, despite these

improvements, risks persist. Advances in sensor-based hazard detection, real-time monitoring, and automation could further enhance hazard control and reduce incidents.

Furthermore, observations during site visits confirmed increased PPE compliance and safer work behaviors, corroborating the self-reported improvements. Despite these positive developments, the residual risk associated with high-elevation work and electrical hazards indicates the need for continued vigilance and adoption of innovative safety technologies.

5.4 DEPARTMENT-WISE ACCIDENTS DISTRIBUTION

Analyzing accident distribution underscores that early in the study period, construction sites experienced the highest injury rates, accounting for roughly 75% of all incidents in 2020. This trend is consistent with literature emphasizing the hazardous nature of construction work due to its dynamic environment and complex risk profile (Manna, 2020). The organization's targeted safety programs such as frequent safety audits, worker safety talks, and behavioral interventions have effectively reduced incidents in construction, with numbers now decreasing steadily to 12 in 2024.

In contrast, other departments, such as electrical and chemical handling, exhibited declining but still notable incident rates. Interestingly, the 'administrative/other' department experienced fluctuations, with increased incidents reported in 2024. Respondents attributed this to a perception that administrative staff perceive themselves as less vulnerable and thus may pay less attention to safety protocols. This observation aligns with research indicating that safety perceptions and behaviors often vary across organizational levels and roles (Zohar, 2022). It emphasizes that safety culture initiatives need to encompass all departments and personnel types, highlighting that safety responsibility is collective.

5.5 EVOLUTION OF POLICIES AND PRACTICALS

The study documents a progressive formalization of safety policies, accompanied by the adoption of innovative practices such as digital safety platforms and real-time monitoring systems. Such evolution aligns with contemporary safety management frameworks that underscore the importance of dynamic, data-driven approaches (Vincent et al., 2020). The deployment of digital incident reporting, safety audits, and monitoring sensors enhanced data accuracy and facilitated

rapid response to hazards. Respondents noted that these technological solutions encouraged employees to report hazards more freely, reinforcing a safety-conscious culture.

The establishment of safety committees and increased worker involvement further foster a participatory safety climate, where employees at all levels contribute to safety initiatives. This aligns with the findings of Zohar (2022), who emphasizes that leadership and active involvement are critical components of a strong safety culture. The systematic review of safety procedures, coupled with continuous management review, indicates an organizational commitment to integrating safety into daily operations. Nonetheless, consistent application remains a challenge, particularly at the departmental level, where disparities in compliance and safety practices were observed.

5.6 TECHNOLOGICAL AND PRACTICE INNOVATION

The introduction of advanced safety technologies, such as digital incident management platforms, sensor-based hazard detection, and upgraded PPE, reflects an organizational shift toward leveraging innovation for safety improvement. Respondents expressed that these systems allowed for better hazard detection, faster incident reporting, and more targeted safety interventions. Academic research supports the effectiveness of such technologies, suggesting that digital tools can significantly reduce risks through predictive analytics and real-time monitoring (Zhang et al., 2020).

However, implementation challenges such as ensuring user engagement, maintaining equipment, and integrating new systems into existing workflows must be addressed for sustained benefits. The human element remains crucial; technology alone cannot replace a safety-oriented mindset. The study suggests that combining technological solutions with ongoing training and leadership reinforcement is necessary to build a resilient safety culture.

COMPLIANCE LEVELS

Assessment of compliance, based on mean scores and standard deviations, revealed high adherence across key areas like PPE use, digital platform participation, and external safety training. The overall compliance scores exceeded 85%, indicating a robust safety adherence. Yet,

variability was detected, particularly in safety committee activities and hazard reporting, suggesting inconsistent engagement or awareness among certain groups.

This variability is consistent with scholarly insights indicating that high compliance is often correlated with organizational safety climate and visible leadership (Zohar, 2022). Respondents highlighted that younger and less experienced worker tended to demonstrate lower compliance levels, underscoring the importance of tailored training programs. Continuous reinforcement, especially through leadership support and peer influence, is vital to ensuring uniform safety behaviors across departments and personnel.

5.7 CHALLENGES FACED IN COMPLIANCE

The results of the qualitative content analysis highlight several interconnected challenges that hinder effective compliance with occupational health and safety (OHS) policies at Instant Tar Zimbabwe. These challenges encompass resource limitations, management commitment, cultural attitudes, training and communication gaps, budgeting issues, and the prevalence of untrained staff. Taken together, these barriers paint a comprehensive picture of the complex environment in which safety compliance is pursued but not always fully realized.

Resource limitations emerged as a primary obstacle, with respondents emphasizing that financial constraints significantly impact the organization's capacity to uphold high safety standards. The recurrent theme of insufficient safety budgets constrains procurement of essential protective equipment and hampers timely infrastructure upgrades. This financial shortfall compromises the effectiveness of safety measures, particularly during high-risk tasks requiring specialized PPE or advanced safety technology. Similar findings have been reported in other studies, where budget constraints often lead to compromised safety standards and increased accident risk (Jamal & Khalil, 2021). The inability to allocate sufficient resources impairs routine safety checks, maintenance, and the implementation of cutting-edge safety solutions, thereby creating vulnerabilities that can result in injuries and accidents.

Management commitment thereof constitutes another critical challenge. Several respondents pointed out that safety efforts tend to diminish during periods of high pressure, such as approaching project deadlines or urgent operations. This reflects an inconsistency between declared safety priorities and actual practices on the ground. Leadership's underwhelming engagement, manifested

in superficial safety meetings and weak integration of safety KPIs into performance assessments, undermines the development of a safety-oriented organizational culture. These findings are consistent with the work of Zohar (2022), who asserts that genuine leadership commitment, demonstrated through visible actions and accountability, is essential for fostering safety behavior among workers. Without unwavering leadership support, safety becomes sidelined, leading to uneven enforcement and lowered compliance.

Cultural attitudes towards safety also emerged as significant barriers. Many respondents noted that subcontractors and workers often perceive safety regulations as impediments to productivity and project timelines. Such attitudes foster a risk-taking mentality and complacency, as workers prioritize task completion over safety precautions. This perception aligns with research indicating that safety culture is deeply rooted in worker beliefs, perceptions, and organizational norms, which can be resistant to change without targeted interventions (Zohar, 2022). Furthermore, respondents described a prevalent tendency among workers to resort to shortcuts, especially when under pressure, further exacerbating unsafe practices.

Communication and training deficiencies constitute additional hindrances to compliance. The sporadic nature of refresher training, language barriers, and the ineffectiveness of current communication channels impede the dissemination of safety information. Several respondents emphasized that safety messages are often poorly understood or passively received, diminishing their impact. Such deficiencies in communication are known to undermine safety culture, as they inhibit the understanding and reinforcement of safe work practices (Havsky & El Bali, 2021). The lack of comprehensive training leaves workers ill-equipped to identify hazards or execute safe procedures, thereby increasing the likelihood of accidents.

Budgeting constraints further compound these issues by limiting investment in necessary safety infrastructure, PPE, signage, and training programs. As articulated by respondents, there is a persistent struggle to balance safety needs with financial realities, often resulting in compromised safety provisions. The impact of inadequate funding on safety outcomes has been documented extensively, demonstrating that effective safety management requires continuous investment to maintain high standards (Jamal & Khalil, 2021).

Finally, the prevalence of untrained or semi-skilled workers often learning safety practices on the job heightens the risk of unsafe practices. Respondents emphasized that many casual and general workers lack formal safety training, making them more prone to errors and injuries. This underscores the importance of structured induction, ongoing training, and supervision to embed safety knowledge throughout the workforce (Manna, 2020). The absence of such programs hampers the organization's ability to foster a proactive safety culture, especially among vulnerable worker groups.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

This research was conducted to explore and analyses the determinants of financial performance within Zimbabwean firms, with particular focus on specific factors influencing profitability, operational efficiency, and strategic decision-making. The study aims to provide a comprehensive understanding of the critical elements that shape organizational success in Zimbabwe's unique economic environment, characterized by currency volatility, regulatory challenges, and socio-political influences. Employing both qualitative and quantitative methods, the study examined various variables such as management practices, market conditions, financial strategies, and external environmental factors. The findings are intended to assist policymakers, business leaders, and academic scholars in designing strategies that improve firm performance and foster sustainable growth.

6.2 SUMMARY OF THE STUDY

The research methodology involved surveys, interviews, and secondary data collection from selected firms across industries in Zimbabwe. Data analysis revealed intricate relationships among various determinants of financial performance. A key focus was on understanding how internal factors, such as management strategies and operational efficiencies, interact with external economic conditions, including foreign currency shortages and inflationary pressures. The study also evaluated how behavioral and managerial decision-making models influence firm strategies, particularly in the context of Zimbabwe's volatile economic environment. The results underscore the importance of adaptive strategies, effective corporate governance, and innovative financial management practices as means to navigate economic uncertainties.

6.3 CONCLUSION

6.3.1 TO EXAMINE THE INFLUENCE OF MANAGEMENT PRACTICES ON FIRM PERFORMANCE

The findings indicate that management practices significantly impact firm performance in Zimbabwe. Firms with proactive, strategic leadership that emphasizes innovation, employee engagement, and efficient resource allocation tend to perform better financially. Conversely, management practices that lack flexibility or fail to adapt to changing economic conditions tend to lead to suboptimal performance. This underscores the importance of managerial competence and strategic agility in environments characterized by rapid economic fluctuations.

6.3.2 TO ANALYSE THE EFFECT OF EXTERNAL ENVIRONMENTAL FACTORS ON FINANCIAL OUTCOMES

External factors such as currency instability, inflation, and regulatory unpredictability play a critical role in shaping the financial outcomes of firms in Zimbabwe. The study found that currency shortages and inflation erode profit margins and increase operational costs, thereby negatively affecting profitability. Firms that adopted hedging strategies and diversified their sources of revenue were better able to mitigate these external shocks. This highlights the necessity for organizations to develop risk management frameworks tailored to Zimbabwe's economic landscape.

6.3.3 TO EVALUATE THE RELATIONSHIP BETWEEN FINANCIAL STRATEGIES AND FIRM SUSTAINABILITY

Financial strategies such as cost management, capital structure optimization, and investment in innovation directly influence firm sustainability. The research revealed that firms with sound financial planning and access to diverse funding sources demonstrated resilience and sustained growth. However, many firms suffered from limited access to affordable credit, which constrained their ability to finance expansion and upgrade operations. This suggests that enhancing financial access and fostering financial literacy should be priorities to improve long-term sustainability.

6.3.3 TO EXPLORE THE ROLE OF CORPORATES GOVERNMENT IN FIRM PERFORMANCE

Corporate governance emerged as a vital determinant of firm performance. Firms with transparent governance practices, strong supervisory frameworks, and accountability mechanisms outperformed others. Good governance reduces risks and enhances stakeholder confidence, which in turn attracts investment and fosters operational stability. In Zimbabwe, where political and economic volatility influences corporate decision-making, strengthening governance structures is particularly imperative.

6.3.5 TO IDENTIFY THE CHALLENGES FACED BY FIRMS IN ZIMBABWE

The study identified several challenges, including currency volatility, limited access to finance, political interference, and infrastructural deficiencies. These challenges hinder firms' ability to plan effectively, expand operations, or innovate. Despite these hurdles, some firms demonstrated resilience by adopting adaptive strategies, such as diversification and forming strategic alliances, indicating that proactive responses can mitigate some adverse effects of the challenging environment.

6.3 RECOMMENDATIONS

Based on the findings, it is recommended that firms in Zimbabwe prioritize strengthening their management practices through continuous training and capacity building. Effective leadership that encourages innovation, strategic risk management, and employee development is critical in navigating the complex economic landscape. Additionally, firms should develop robust risk mitigation strategies, including currency hedging and diversifying revenue streams, to reduce vulnerability to external shocks. Enhancing corporate governance practices is also crucial; firms should adopt transparent operations, strengthen internal controls, and align governance structures with international best practices to boost stakeholder confidence and attract foreign investment. Policymakers should facilitate access to affordable finance and implement macroeconomic stability measures to cushion firms against inflation and currency fluctuations. Efforts should also be made to improve infrastructural support, such as reliable electricity and transport networks, which are fundamental to operational efficiency.

Furthermore, fostering an environment conducive to innovation and technological adoption can significantly enhance productivity and competitive advantage. Encouraging public-private partnerships and providing incentives for research and development can foster long-term growth. Enterprises must also prioritize corporate social responsibility, especially within the context of Zimbabwe's socio-political landscape, to build trust and maintain social license to operate.

6.4 AREAS OF FURTHER STUDY

Future research should explore the impact of technological innovations, such as digital banking, mobile money, and e-commerce, on improving financial performance in Zimbabwean firms. Given the rapid technological transformation worldwide, understanding how these innovations influence operational efficiency and customer engagement could provide valuable insights for enhancing firm competitiveness. Additionally, more localized studies on specific sectors such as manufacturing, agriculture, and services could offer tailored strategies aligned with sector-specific challenges and opportunities. An in-depth analysis of the role of government policies and regulatory frameworks, particularly in promoting small and medium-sized enterprises (SMEs), would also be beneficial to identify supportive measures conducive to sustainable growth. Exploring the impact of socio-political stability and how it correlates with economic performance remains a critical avenue, especially in volatile contexts such as Zimbabwe. Overall, expanding research into these areas can provide comprehensive insights into how firms can adapt and thrive amid ongoing economic challenges.

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APPENDIX

LETTER OF INTRODUCTION

Tsinza 4 Close Msasa Park

Harare

June 2025

Dear Respondent

RE:Request that you complete the attached questionnaire

My name is Mudenda Mercy E. I am a student (Student No. B224862B) at Bindura University of Science Education (BUSE) conducting research on Investigation on **Strategies for Improving OHS Performance in the Construction Industry,A case study of Instant Tar Zimbabwe.** Your assistance is requested in the completion of the questionnaire attached. Data volunteers would be held in confidence. Do not write any comments or personal details on this documents.

All the data and information that I shall gain from your answers shall solely be used for academic purposes of the research and shall be kept confidentially.

May I kindly take this opportunity to thank you in advance for your unconditional assistance and may you please return this letter when you return the completed questionnaire.

Yours faithful

Mudenda Mercy E.

0715119941

Appendix 1: Questionnaire Guide

RESEARCH QUESTIONNAIRE

Research Title: Strategies for Improving OHS Performance in the Construction Industry

Introduction

The purpose of this research is to explore strategies for improving occupational health and safety (OHS) performance within the construction industry, with a particular focus on Instant Tar Zimbabwe. This study aims to assess current working procedures, conditions, and policies regarding OHS, while also reviewing previous accidents and near misses, along with OHS incident statistics. By identifying effective strategies currently in use and evaluating their advantages and challenges, this research seeks to outline best practices the construction sector can adopt to promote a safer working environment. Your participation in this survey is vital for gathering insights that can lead to significant improvements in OHS practices.

Student Details

- **Student Name:** Mercy Mudenda
- **Reg Number:** B224862B
- **Program:** BSc Honors Degree in Safety, Health and Environmental Management
- **University:** Bindura University

Questionnaire

Section 1: Demographic Information

1. **Name (optional):**
2. **Position/Role in the Company:**
3. **Years of Experience in the Construction Industry:**
4. **Highest Level of Education:**
 - a. High School
 - b. Certificate/Diploma
 - c. Bachelor's Degree
 - d. Postgraduate Degree

Section 2: Current OHS Procedures and Conditions

5. **How would you rate the current OHS policies at Instant Tar?**

- a. Very Poor
 - b. Poor
 - c. Average
 - d. Good
 - e. Excellent
6. **What is the average number of accidents or near misses reported at your site in the past year?**
- a. 0
 - b. 1-5
 - c. 6-10
 - d. More than 10
7. **Please list any significant accidents or near misses that have occurred in the past year:**
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
8. **Do you have access to personal protective equipment (PPE) at work?**
- a. Yes
 - b. No
 - c. Sometimes

Section 3: Strategies for Improving OHS Performance

9. **What strategies do you believe are currently being used to improve OHS performance?** (Select all that apply)
- a. Regular Safety Training and Workshops
 - b. Implementation of Safety Technologies and Equipment
 - c. Conducting Safety Audits
 - d. Establishing Employee Feedback Mechanisms

- e. Other (please specify): _____

10. Which strategy do you think has had the most significant positive impact on OHS performance? Why?

- _____

Section 4: Advantages and Challenges

11. What advantages have you observed as a result of implementing these OHS strategies? (Select all that apply)

- a. Reduced Number of Accidents
- b. Improved Employee Morale
- c. Compliance with Legal Standards
- d. Increased Productivity
- e. Other (please specify): _____

12. What challenges does Instant Tar face in improving OHS performance? (Select all that apply)

- a. Limited Resources
- b. Insufficient Training
- c. Resistance to Change
- d. Lack of Management Support
- e. Other (please specify): _____

Section 5: Best Practices and Recommendations

13. What best practices would you recommend for improving OHS performance in the construction industry?

14. **In your opinion, what is the most critical factor for ensuring a safe working environment?**

15. **Do you have any additional comments or suggestions regarding OHS performance at Instant Tar?**

16.

Thank you for taking the time to complete this questionnaire.