

BINDURA UNIVERSITY OF SCIENCE EDUCATION



THE IMPLICATIONS OF OCCUPATIONAL HEALTH AND SAFETY PROGRAMS ON EMPLOYEE PERFORMANCE AT KHAYAH CEMENT ZIMBABWE

Submitted by

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RELEASE FORM

**TITLE PROJECTS: THE IMPLICATION OF OHS PROGRAMS ON
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APPROVAL FORM

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The Managing Director

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Dear Sir/Madam

REF: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH AT YOUR ORGANIZATION

I am a 4th year student at Bindura University of Science Education, studying towards attaining a Bachelor of Human Capital Management Honours Degree. In fulfilment of my studies, I am required to carry out a research project. I am therefore kindly seeking permission to carry out research at your organization entitled: **Implications of Occupational Health and Safety Programs on Employee Performance.**

Be assured that the information will be strictly and specifically used for academic purposes and shall be treated with confidentiality.

Yours Faithfully

Lorraine Magavagava



Name of Supervisor

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S. Chisango

DEDICATION

This research project is dedicated to my mother and father who immensely supported me financially, morally, and in prayer throughout my studies. Also I would thank my siblings for all the sacrifices they made for me to succeed in my studies.

ABSTRACT

Occupational Health and Safety (OHS) programs are essential for promoting a safe and healthy work environment, but their impact on employee performance remains understudied. This mixed research study's objective was to investigate the implications of OHS programs on employee performance at Khayah Cement Zimbabwe, exploring the relationships between OHS program implementation, employee engagement, job satisfaction, and productivity. This study was affixed on three theories namely Two-Factor theory, Distractions theory and lastly Heinrich Domino theory. The study employed research design that is a mixed approach. The targeted employees were 100 respondents from KCZ Manresa main plant. Collection of primary data from respondents was by use of structured questionnaires, interviews and observations. The data obtained underwent analysis using descriptive analysis using descriptive statistics such as standard deviation and means through Statistical Tool [SPSS] version 22. The findings suggested that employees working in organizations with robust OHS programs exhibit higher levels of job satisfaction, engagement, and productivity compared to those without such programs. The study found out that Occupational Health and Safety programs have a significant influence on employee performance at Khayah Cement Zimbabwe Company. This was evidenced by Yamen formula by which the margin of error was 4.1%, therefore this shows that the model applied was substantial. Descriptive statistics The study therefore recommends that funds and investments should be made into health and safety training and induction as well as refresher programs to continuously update and improve Occupational Health and Safety Programs at Khayah Cement Zimbabwe.

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Firstly, I would like to thank God for his sufficient grace and blessings that have guided me through my studies. I also want to extend my gratitude towards my supervisor for the unwavering assistance and mentorship during this project. Finally, I would extend my gratitude to Khayah Cement Zimbabwe the industry under study for giving me this opportunity to undertake this project.

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LIST OF ABBREVIATIONS AND ACRONYMS

KCZ- Khayah Cement Zimbabwe

OHS – Occupational Health and Safety

SHE – Safety Health Education

MSD – Musculoskeletal Disorder

EMA – Environmental Management Agent

PPE – Personal Protective Equipment

WHO- World Health Organisation

HR- Human Resources

EMS- Environmental Management Systems

SER- Social Economic Council

NHIC- Dutch Health Innovation Campus

TQM – Total Quality Management

CHAPTER I

INTRODUCTION

1.1 Introduction

As the world is embracing the 4th industrial revolution occupational health and safety measures are the only prerequisite rights for all employees worldwide. The purpose of this study was to investigate the correlation between Occupational Health and Safety (OHS) programs and employee performance at Khayah Cement Zimbabwe and therefore identifying the areas for improvement. OHS programs have become increasingly important in modern organizations as they can help reduce workplace injuries as well as improve employee morale and productivity. This chapter will entail key project discussions but not limited to studies history, problem statement, purpose, objectives, and research questions.

1.2 Background of the study

Global perspective

To begin with a global perspective, a study conducted in South Korea on the perception of occupational health and safety regulations and innovation efficiency, discovered that OSH systems themselves do not have a positive effect on safety, and can only be effective when positive responses to workplace safety culture are maintained. Min, J., Kim, Y., Lee, S., Jang, T.W., Kim, I. and Song, J., (2016). The good effects of OSH legislation are observed when actions aimed at raising awareness, such as safety-culture initiatives, are ongoing. Safety culture includes psychological, behavioural, and situational components. Psychological aspects are often known as the safety climate. To establish a strong safety culture, various aspects must be considered, the most important of which is the employer's leadership. This is because the company's desire to establish a safe environment is closely tied to workers' views of a safe climate, which encourages safe work behaviour, reduces the incidence of accidents, and promotes workers' overall well-being and motivation. Workers acknowledge the firm's dedication to safety and reward it with increased engagement, participation, and loyalty. To establish a favourable safety climate, the employer's will is necessary. When managers show their dedication to and support for safety, employees strive to abide by industrial safety standards and other safety recommendations. Kaynak, (2016). Thus, in order to fully reap the

benefits of OSH legislation, businesses need to explicitly cultivate a safety culture that is led by their employers. The lack of interest in OSH has been highlighted by recent studies, which has prompted efforts to raise awareness of OSH.

Regional Perspective

The impact of occupational health and safety (OHS) on the performance of construction workers in Ghana was investigated in a regional research conducted in Ghana. Segbenya M., and Ankoye, M.A, (2022). According to the study, OHS regulations in the building industry had a positive statistical impact on worker performance and were positively correlated with best worldwide practices. Using a descriptive research methodology based on a quantitative approach, this study selected 120 individuals from a total of 200 workers in the industry. The data were analysed using means, standard deviations, and multiple standard regression. Regulated health and safety induction, orientation, and refresher courses for construction workers are, however, lacking in the industry. As a result, illnesses and occupational accidents continued to plague those employed in the field.

As a result, illnesses and workplace accidents continued to plague employees in the industry. Workers hardly ever report pains and injuries at construction sites because they were afraid of losing their jobs. Additionally, construction workers believed that the high expense of training could be the reason why their employers weren't offering OHS induction and refresher courses regularly. Therefore, the study concluded that contrary to Heinrich Domino's idea, more effort was required from the management of construction enterprises than from the workers to certify occupational safety and health in the industry. It was advised that the management of the industry's construction companies put employee health and safety ahead of financial considerations related to training expenses.

OHS concerns are major in the majority of African nations as a result of the continent's governments and business paying OHS insufficient attention. The majority of African nations and developing economies are linked too little cultural awareness of health and safety issues, which is one explanation for the domination. In addition, OHS concerns are generally disregarded in the majority of African nations due to conflicting political, social, and economic objectives. In Africa, the main consequences of inadequate or non-existent occupational health and safety policies are fatalities, long-term impairments, serious injuries, and absenteeism. The

construction industry is one of Africa's major sectors or industries strongly associated with health and safety issues.

Ghana's construction sector has made significant strides in its building practices. Due to the increased rate of urbanization and growth, there is a greater demand from both residential and commercial customers, which is driving up the number of manufacturing and building projects. This also facilitated the employment of skilled and unskilled workers in the building industry. The construction sector in Ghana contributes socioeconomically to the country's economic expansion. There are laws and guidelines governing health and safety in the building sector in Ghana. The Factories Offices and Shops Act (1970) is one of these laws, it aims to guarantee advancements in the direction of globally acknowledged benchmarks for the well-being, safety, and welfare of labourers employed in offices, shops, factories, or manufacturing facilities. Finding criteria, however, by which services will be evaluated under the Factories Offices and Shops Act is challenging.

Zimbabwean Perspective

A local perspective on the effects of occupational health and safety (OHS) programs on employee performance, according to Shabani, T. and Jerie, S., (2023) demonstrates the importance of OSH programs for ensuring workers' safety and wellbeing at work. Workplace accidents and injuries are common in Zimbabwe, where OSH programs have grown in significance. His research attempts to examine how OSH initiatives affect worker productivity and organizational effectiveness in Zimbabwe. In his research, he examines other studies that have been done on the topic and gives a summary of how OSH programs are doing right now in Zimbabwe. According to the analysis, OHS initiatives gradually improve worker productivity and organizational effectiveness.

According to the review, implementing OSH programs in businesses can lower occupational accidents and injuries, which can boost output and lower absenteeism. According to the assessment, OSH initiatives can raise worker morale and job satisfaction, which can enhance retention rates and boost overall performance of the company. But the assessment also identifies certain obstacles that enterprises must overcome in order to deploy efficient OSH Programs in Zimbabwe. These difficulties include a lack of funding, insufficient training, and a lack of understanding among staff members on the significance of OSH.

1.3 Problem Statement

For the past 5 years from the period of around 2017 till 2022 the Human Resources Annual Reports proved that there has been an increase in accidents at Khayah Cement Company and not much has been done and due to this reason employee performance has been deteriorating. Therefore, ensuring employee safety and well-being was of utmost importance in any organization, particularly in high-risk industries such as cement manufacturing. Occupational Health and Safety (OHS) procedures have been put in place by Khayah Cement Zimbabwe to reduce workplace risks and foster a secure work environment. However, the effectiveness of these programs in influencing employee performance remains unclear. It is important to assess the impact of OHS programs on employee performance to identify potential areas for improvement and optimize the company's safety strategies. Therefore, the problem statement for this dissertation.

1.4 Research Statement

The purpose of this study was to determine the effectiveness of OHS programs at the Khayah Cement plant in Zimbabwe. More specifically, the study assessed the current state of OHS programs at the plant, analyzed employee perception of these programs, and recommended ways to improve OHS program implementation and effectiveness. It performed a literature review to discover the best programs in OHS program implementation, as well as survey employees to determine their impressions of the programs. It accomplished this by gathering information from a range of sources, including interviews, surveys, and current literature.

Hypothesis

Ho: there is no relationship between occupational health and safety programs and employee performance

H1: there is a relationship between occupational health and safety programs and employee performance

1.5 Objectives

The specific objectives of the study were:

1. To investigate the current OHS programs in the manufacturing sector in Zimbabwe.

2. To establish how OHS influence employee performance.
3. To identify opportunities for improvement in existing OHS programs that may lead to poor employee performance.
4. To assess the relationship between OHS programs and employee performance outcomes.

Possible solutions:

To develop and implement a comprehensive Occupational Health and Safety (OHS) program that integrates employee participation, hazard identification, training, incident reporting, and performance monitoring to improve employee job satisfaction, engagement, productivity, and overall well-being, while reducing workplace injuries and illnesses and enhancing organizational success.

1.6 Research Questions

- 1) What is the present status of Khayah Cement OHS programs, their influence on employee performance, and how are they being implemented?
- 2) How does OHS programs influence employee performance?
- 3) To what extent do employees believe OHS programs are beneficial, and does this belief influence their performance outcomes?
- 4) What are the gaps or areas for improvement in current OHS programs that may contribute to poor employee performance?

1.7 Significance of the study

To the industry

The findings of this research will enable Khayah Cement Zimbabwe to make better-informed decisions that are beneficial to both the company and its workforce. Therefore, through applying the findings in this research various recommended OHS programs can be introduced in order to improve employee work performance in a safe working environment. The cement and lime industry policymakers can also use the results of the study to collaborate with other industry stakeholders to promote occupational safety and health programs in the workplace.

Adoption of findings in this research will help to minimize accidents and work-related illnesses.

To the government

Governmental policymakers can also adopt findings in this study to protect their human resource asset. In turn by enforcing strict OHS programs in companies the government can hence curb the rampant human capital flight as the work environment becomes favourable to the locals. Consequently, this will also attract and retain top talent there by giving a competitive edge in the SADC region and the world at large.

To the researcher

The findings can also be used as a research tool by other scholars who intend to further the promotion of OHS programs and employee performance. It is also of interest to outline that institutions of learning can make use of these findings in imparting knowledge relating to OHS and employee performance.

1.8 Limitations of the study

- ❖ The research was completed within a set timeframe, it was difficult to capture the OHS programs' long-term effects on worker performance. The research is limited in time, and the results may not be applicable in the future.

Solution: Therefore, there should be phased implementation of OHS program, prioritizing high-impact initiatives and quick wins within the limited timeframe

- ❖ The research focused on how employee performance is affected by occupational health and safety measures at Khayah Cement Zimbabwe. As a result, the findings may not apply to different organizations or industries.

Solution: Therefore, future research should aim to replicate and adapt this study's approach in diverse organizational settings to enhance the external validity and broader applicability of the results.

- ❖ The study was restricted to a specified sample size of Khayah Cement employees, which may not fully represent the total workforce or provide a thorough knowledge of the consequences of OHS programs

Solution: A tailored Occupational Health and Safety (OHS) program was developed and implemented, focusing on a representative sample of employees

1.9 Delimitations:

- ❖ The study focuses on OHS programs and their impact on employee performance. Other factors or programs, such as training or leadership that may have an impact on employee performance will not be investigated directly.
- ❖ The research was conducted within Khayah Cement Zimbabwe; therefore, the findings will be limited particularly to Khayah Cement.
- ❖ The study was conducted in a cross-sectional manner, with data being collected at a certain point in time. Employee performance changes are difficult to detect over time. This restricts the ability to track changes in employee performance over time or identify relationships between OHS initiatives and performance.

1.10 Definition of key terms

1. Occupational health and safety

According to WHO (1995), occupational safety and health can be defined as a multidisciplinary activity aiming at the protection and promotion of the health of workers by eliminating occupational factors and conditions hazardous to health and safety at work.

2. Employee performance

It is described as how workers carry out their assigned tasks and obligations. (Omar, 2020). Employee performance is the outcome of the quantity and quality of work that an employee completes while doing his or her duties following the responsibilities assigned to them. Robbins (2010).

Employee performance can be defined as the degree to which an individual achieves their job requirements, meets organizational expectations, and contributes to the organization's goals. Motowidlo (2003).

3. KCZ

It stands for Khayah Cement Zimbabwe, it is a cement manufacturing industry that processes and distributes aggregate and supplies ready-mix concrete and all other building materials.

4. Implications

Implication is a noun that refers to the act of implying or suggesting something without explicitly stating it and it also refers to the possible impact and influence of a study.

5. Productivity

Productivity is a measure of efficiency that compares the amount of goods and services produced (output) with the resources used to produce them (inputs). The efficiency and effectiveness with which employees complete tasks, meet goals, and contribute to organizational success.

6. Organizational Success

Organizational success means that an organization has the right leadership, employees, processes, strategies, and culture in place to consistently achieve its goals, meet customer needs, and maintain financial stability and growth over the long term. The achievement of an organization's goals, objectives, and mission, often measured by factors like profitability, market share, and reputation.

1.11 Importance of the Study

The findings of this study will contribute to the body of knowledge on the topic of occupational health and safety and employee performance, allowing researchers and scholars to continue their research in fields of interest that have not yet been explored, with this study serving as a point of reference in their works.

This research will be useful to policymakers such as the government since it will teach them how to draft, review, create, and execute new OHS legislation. Similarly, it will aid in guaranteeing that new OSHA laws are compiled by all businesses and firms to reduce work-related injuries, accidents, and illnesses.

1.13 Chapter Summary

An outline of the research has been presented in this chapter including research aims, and study rationale. The significance of workplace safety in improving employee performance was highlighted, with a focus on Khayah Cement, a worldwide construction materials firm. The research topics are developed, and the importance of the study was emphasized. We primarily focused on the literature review in the following chapter, which give a complete evaluation of pertinent material on occupational health (OHS) programs and their impact on employee performance. Various theories and models that investigate the interaction between OHS

programs are investigated. To identify any gaps in the literature, the available empirical evidence on the subject was rigorously examined.

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

The chapter investigated several kinds of literature on occupational health and safety programs, as well as the theoretical underpinnings of these programs. To provide greater insight into the issue of study, the chapter also included various empirical studies relevant to OHS programs in the workplace.

2.2 Purpose of Literature Review

It is to provide a foundation on a topic and identify areas of prior scholarship to prevent duplication and give credit to other researchers. It also identifies inconsistencies, gaps in research, conflict in previous studies, and open questions left from other research. Lastly, it identifies the need for additional research and the relationship of works in the context of their contribution to the topic and other works. Karas (2023). The types of research are conceptual framework, theoretical, and empirical literature.

2.3 Conceptual Framework

The below visual presentation illustrates how health and safety programs impact employee performance. Arrows can indicate the direction of influence between variables, showing the interconnectedness of the components in the framework.

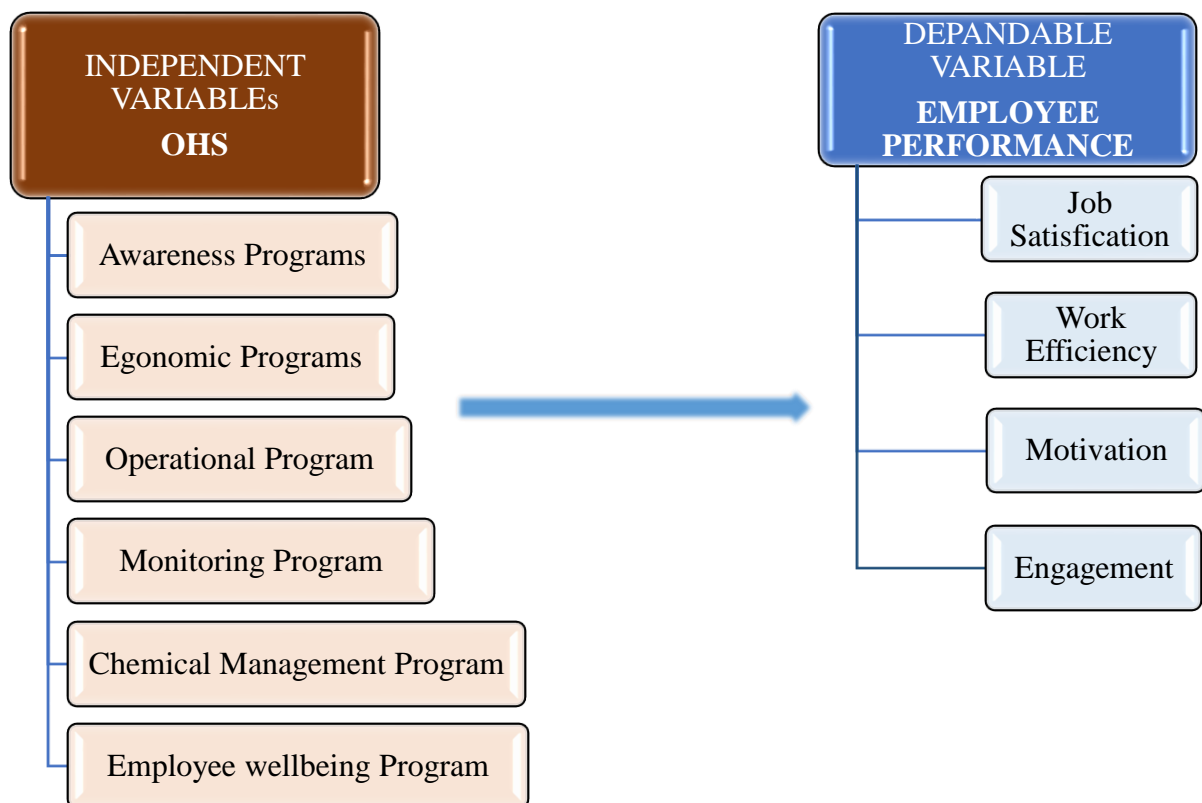


Figure 2.1 Conceptual Framework

At the current moment, Khayah Cement Zimbabwe has adopted the following OHS programs awareness programs, ergonomics programs, monitoring programs, operational programs, chemical management programs, employee wellbeing and mental health programs. These programs are discussed below.

Awareness programs are designed to inform, guide, and educate employees on the best safety practices at the workplace. Therefore, at KCZ it was a prerequisite for every employee to undergo on-boarding induction before they are deployed to their designated workstations. The company OHS policy also suggested that every employee should attend mandatory workshops. It was also in this light that at the beginning of every year, all employees should partake in annual inductions. As suggested by Dear's recent article he notes that safety is not just about preventing accidents, but about fostering a culture of awareness, care, and responsibility among employees. (Dear, 2020).

At Khayah Cement, Awareness Programs have a positive impact on Employee Performance (Gyllenhammar, 1977). Through these programs, employees gained knowledge and understanding of the importance of safety, health, and environmental sustainability, leading to improved attitudes and behaviors (Flin et al., 2000). As a result, employees are more engaged

and motivated, leading to enhanced job satisfaction and reduced absenteeism (Johns, 2008). Moreover, Awareness Programs foster a culture of empowerment, encouraging employees to take ownership of their work and contribute to innovative solutions (Pulakos et al., 2000). With Leadership Support, employees feel valued and supported, leading to increased productivity and overall performance (Yukl, 2010). By investing in Awareness Programs, Khayah Cement creates a work environment that promotes employee wellbeing, drives employee performance, and ultimately contributes to the organization's success.

Ergonomics programs identify and mitigate ergonomic hazards, improving employee well-being and reducing injuries and illnesses (Lourenço & Luís, 2022). Ergonomics programs significantly enhanced employee performance by reducing musculoskeletal disorders, improving comfort and well-being, and boosting productivity and efficiency. However, the success of these programs was influenced by various factors, including the organization's culture and climate, leadership support and commitment, employee participation and engagement, and job satisfaction and well-being. When these factors align, ergonomics programs can have a profound impact on employee performance, leading to a healthier, happier, and more productive workforce. Conversely, if these factors are neglected, the effectiveness of ergonomics programs may be hindered. By recognizing the importance of these factors, organizations can create an environment that supports the well-being and success of their employees because happiness fuels success (Anchor, 2010).

Ergonomics programs are essential for reducing the risk of work-related musculoskeletal disorders (MSDs) and improving employee comfort and productivity (OSHA, 2020). These programs typically involve workstation assessments, employee training, task analysis, ergonomic design, and regular monitoring. By implementing an ergonomics program, organizations can create a safer and healthier work environment, leading to improved employee performance and overall success. Effective ergonomics programs can lead to reduced MSDs and injuries (Gyllenhammar, 1977), improved employee comfort and productivity (Flin et al., 2000), reduced absenteeism and turnover, improved employee engagement and job satisfaction and cost savings from reduced workers' compensation claims and medical expenses (Yukl, 2010).

For every program to be a success a monitoring system should be put in place likewise KCZ had adopted an **OHS monitoring program**. Chief among all monitoring programs are the annual medicals which are done annually and this allows for early dictation of any occupational

health issues that might come as a result of being exposed to certain work environments. Also, an environmental monitoring schedule was of paramount importance to eliminate potential hazards such as air pollution, temperature imbalance, noise, and blasting vibration. To ensure that monitoring programs are a success the company should make it a point that it complies with the legal and regulatory requirements as imposed by Environmental Management Act [Chapter 20:27]. In addition to monitoring programs was health and safety audits which played a crucial role in reviewing all facets which is complementary to the monitoring program as both are there to police adherence across all departments. Armstrong, (2012). It was the results of these audits that are then used by the organization to measure the effectiveness of all OHS policies. At Khayah Cement Zimbabwe audits are done internally by the Safety Health Environment Department (SHE), whereas external audits are facilitated by Consultancy companies. The SHE department was responsible for carrying out weekly and monthly inspections in all other departments in order to identify any potential sources of accidents.

Operational programs are active participation programs that require every employee to strictly adhere to. At Khayah Cement Zimbabwe failure to comply with requirements of these programs can lead to serious disciplinary measures. Before the commencement of any task, it was mandatory to do the pre-task risk assessment clearly stating details on the safe work plan procedure, hazards identified, and methods to control or eliminate the identified hazards. It was stated in the company policy that every employee has the right to report incidents without fear of being victimized. For other specialized jobs, a written permit should be issued by the responsible line supervisor or manager to the subordinates before they perform the specialized task. Some of these permits include but are not limited to confined space permits, work-at-height permits, excavation permits, and hot work permits.

Operational programs, such as performance management, training and development, and employee engagement initiatives, have a significant impact on employee performance (Govaert et al., 2022). These programs can improve employee skills and knowledge, enhance employee motivation and engagement (Kumar et al., 2021), increase employee productivity and efficiency, foster a positive work culture and environment, support employee growth and development, encourage employee empowerment and autonomy (Thomas et al., 2021), and reduce employee turnover and absenteeism. Effective operational programs can lead to improved employee performance, which in turn can drive organizational success (Govaert et al., 2022).

Chemical management programs ensured safe handling and use of chemicals, reducing employee exposure to hazards (Saleem et al., 2022). This program improves employee performance by reducing chemical-related injuries and illnesses. Occupational Health and Safety (OHS) programs have a profound impact on employee performance, influencing it in various ways. By reducing injuries and illnesses, OHS programs enhance employee wellbeing and improve productivity and efficiency. However, the effectiveness of OHS programs is moderated by organizational culture and climate and leadership support and commitment. Moreover, employee participation and engagement (Fu et al., 2022) and job satisfaction and wellbeing (Lourenço & Luís, 2022) mediate the relationship between OHS programs and employee performance. Therefore, organizations must consider these factors to maximize the impact of OHS programs and promote a safe and healthy work environment.

Chemical management programs have a crucial impact on employee performance and overall organizational success (Govaert et al., 2022). Effective chemical management can minimize exposure to hazardous substances, reduce accidents and injuries, and promote a safe working environment (Trost, 2020). This, in turn, can lead to improved employee productivity, reduced absenteeism, and enhanced job satisfaction (Kumar et al., 2021). Moreover, chemical management programs can foster a culture of safety and responsibility, encouraging employees to take ownership of their work and strive for excellence (Thomas et al., 2021). By implementing robust chemical management programs, organizations can ensure compliance with regulations, reduce costs associated with chemical mishandling, and promote sustainability (Huselid, 2020).

The **Employee Well-being and Mental Health program** helped to identify gaps in current OHS programs related to mental health and well-being, informing recommendations for improvement. The program demonstrates how mental health and well-being impacted negatively on employee performance, highlighting the importance of addressing psychological factors in OHS initiatives. The Employee Well-being and Mental Health program reveals areas for improvement in current OHS programs, such as incorporating mental health training and support services. The program helps evaluate the effectiveness of OHS initiatives in promoting employee well-being and mental health, informing data-driven decisions for program enhancement. Employee wellbeing and mental health programs have a vital impact on employee performance and overall organizational success (Harmon et al., 2022). These programs can help reduce stress, anxiety, and depression, leading to improved employee productivity, job satisfaction, and retention (Mackenzie et al., 2021). Effective wellbeing and

mental health programs can also foster a positive work culture, encouraging employees to prioritize self-care and seek support when needed (Kelly et al., 2021). By investing in employee wellbeing and mental health, organizations can reduce absenteeism, presenteeism, and turnover, while improving overall employee health and resilience (Harris et al., 2020).

2.3.1 Employee Performance Measurements

Through integrating employee performance measures with occupational health and safety programs the organization can effectively manage OHS, reduce accident/ risks, therefore promoting a safety conscious culture that supports employee wellbeing and organizational success. Below are various measurements of employee performance that the organization can use to evaluate their staff's productivity, efficiency, and overall contribution to the company

Key Performance Indicators (KPIs), are essential metrics that measures the success of an organization in achieving their goals and objectives for instance measurable values like customer satisfaction, error rates or task completion. KPIs are essential for measuring employee performance because they provide clear targets and goals for employees to work towards. (Armstrong & Taylor,2020). By tracking KPIs, organizations can evaluate their progress, identify areas of improvement and make data driven decisions to drive growth and success. Effective KPIs are specific, achievable, relevant and time bound (SMART), providing a clear picture of performance and a guiding strategic decision. By setting and monitoring KPIs, organizations can optimize their efforts, enhance productivity and achieve their desired outcomes.

More so, **Performance metrics** are quantifiable measures used to evaluate success of an organization in achieving its goals and objectives. These metrics provide valuable insights into performance, helping to identify areas of strength and weakness and informing data driven decisions to drive improvement. It enables organizations to evaluate employee performance objectively, providing valuable insights for development and improvement. (Bates & Holton, 2019). Monitoring metrics like hazard identification, risk assessment and incident response times ensures OHS program efficiency.

Goal Setting is a process of establishing specific, measurable, achievable, relevant and time bound (SMART), objectives that provide clear direction and focus for individuals and the organization. By setting specific goal reduces injuries, improve safety culture and enhance well-being aligning with OHS program objectives. Effective goal setting enhances performance, increases productivity and boosts confidence as progress towards goals is tracked

and celebrated. Therefore, setting specific, challenging and attainable goals enhances employee motivation and performance as it provides a sense of direction and purpose. (Locke & Latham, 2019).

360 -Degree Feedback it is a process that gathers feedback from multiple sources including the employee, employer and other stakeholders. This feedback is a powerful tool for employee performance or development as it provides a comprehensive view of performance from multiple perspectives. (London & Smither, 2019). Therefore, the feedback can be used to identify areas of improvement and creating a safer work environment.

Productivity Metrics are quantifiable measures used to evaluate efficiency and effectiveness of employees, teams or organizations in achieving their goals and objectives. These metrics help assess the output quality and timelines of work enabling organizations to identify areas of improvement and optimize resources. (Dolshi & McGregor, 2019). By leveraging productivity metrics, organizations can unlock their full potential, boost competitiveness and achieve sustainable growth.

Employee Engagement refers to the emotional, cognitive and behavioral state of being fully involved and committed to one's work, organization and colleagues. It is a vital aspect of organizational success and it directly impact productivity, retention and overall performance. When employees are engaged they are more likely to be motivated, committed and invested in their work leading to improved job satisfaction and well-being. Employee engagement is a critical predictor of performance, as engaged employees are more motivated, productive and committed to the organization. (Harter & Schmidt, 2019).

2.4 Theoretical Literature

The selection of multiple ideas to expound on the topic under research served as the main foundation for the study. An analysis of the two-factor theory the distractions hypothesis and the Heinrich Domino Theory as presented below, was done.

2.4.1 Two-factor theory

The two-factor theory, also known as Herzberg's motivation-hygiene theory, was established by Frederick Herzberg in the 1950s. This theory posits that there are two sets of factors that impact employee motivation and satisfaction that is, the motivators and hygiene factors. Motivators are intrinsic factors that relate to the content of the job itself, such as recognition,

achievement, and growth opportunities. Hygiene factors are extrinsic factors that relate to the context in which the job is done, such as salary, working conditions, and company policies.

Numerous research works have investigated the connection between the two-factor theory and employee performance. Overall, research inclines to support the idea that motivators play a more significant role in forecasting performance than hygiene factors. When employees are moved by factors such as recognition, responsibility, and growth, they are more likely to be engaged and productive in their roles.

For instance, a study by Judge and Bono (2001), found that job satisfaction a notion closely related to motivation was confidently correlated with job performance. Employees who had higher levels of job satisfaction were more likely to obtain positive performance evaluations from their supervisors. This suggests that when employees are motivated by factors such as challenging work and recognition, they are more likely to perform well in their roles.

On the other hand, hygiene factors have also been shown to have an impact on employee performance. While these factors may not directly increase motivation or satisfaction, their absence can demotivate employees and lead to decreased performance. For example, a study by Linz (2016) found that poor working conditions and lack of support from supervisors were associated with lower levels of job satisfaction and performance.

In conclusion, the two-factor theory provides a valuable framework for understanding the factors that influence employee performance. While motivators play a more significant role in driving performance, hygiene factors also play a crucial role in creating a conducive work environment that supports employee motivation and satisfaction. Organizations that focus on providing both motivators and hygiene factors are more likely to have engaged, motivated, and high-performing employees.

Justification of the theory Two-factor Theory

The Two-Factor Theory suggests that OHS (hygiene factor) is essential for preventing dissatisfaction and ensuring a safe work environment, while employee performance (motivator factor) is driven by factors that promote motivation, growth, and recognition. By addressing both aspects, organizations can create a positive work environment that supports employee well-being and performance. OHS (hygiene factor) prevents dissatisfaction and ensures a safe work environment, while employee performance (motivator factor) is driven by motivation, growth, and recognition.

2.4.2 The Distractions Theory

Hinze established the Distractions Theory in 1997. According to the distraction theory, employee safety and health are situational factors that can be evaluated from two perspectives. The first viewpoint focuses on hazards provided by instances of dangerous physical conditions, whilst the second focuses on examples of workers' preoccupation with issues that are not directly related to the task being carried out (Clement, 2012). This theory holds that identifying potential hazards is still crucial to the successful implementation of accident and injury prevention measures. Nonetheless, research has shown that employees frequently overlook a significant portion of workplace dangers. According to Ayers (2016), a fundamental strategy for enhancing the component of safety performance is to make sure that employers of an organization are aware of some of the elements that may affect employee performance and hazard recognition.

Research has shown and provided anecdotal evidence that distraction may be correlated with a decrease in employee performance within an organization because this results in undesirable safety outcomes that include injuries, especially given the complex, unique, and dynamic nature of an organization like the Khayah Cement Company. According to this notion, workers in an organization are therefore more likely to have mishaps when they are preoccupied with different issues. It is crucial to recognize, nevertheless, that one of this theory's shortcomings is that it has never been put to the test empirically, which explains why no revisions have been made to strengthen this theoretical claim. Nonetheless, this theory's ability to handle the omnipresent and distracting stimuli that account for a greater portion of workplace accidents is one of its benefits (Ayers, 2016). Regarding this, the idea maintains that safe and unobstructed work environments must be established; these efforts should not only reduce the likelihood of accidents but also improve employee performance.

Justification of the Distraction Theory

The Distraction Theory, proposed by Hinze, posits that workplace accidents occur when workers are distracted from their tasks, leading to a lapse in attention and judgment. This distraction can stem from various sources, such as internal thoughts, external environmental factors, or workplace conditions. According to Hinze, when workers are distracted, they are more likely to commit errors, violate safety protocols, and engage in risky behaviour, ultimately resulting in accidents. By identifying and mitigating potential distractions, organizations can reduce the likelihood of workplace accidents and promote a safer work

environment. In short, the Distraction Theory highlights the importance of minimizing distractions and promoting focused attention to prevent workplace accidents

2.4.3 Heinrich Domino Theory

The study employed Heinrich Domino's theory of accident causation to elucidate the causes and behaviour viewpoint of workplace accidents or health and safety issues. The elements and stages that contribute to industrial accidents are explained by Heinrich Domino's theory of accident causation, which he proposed in 1959. The factors that were found were how workers interact with machines, the correlation between severity and frequency, actions of risk, the expenses incurred due to accidents, and the ways in which safety affects efficiency. Risky work practices account for about 88% of fatalities, hazardous situations for 10%, and natural disasters or acts of God for 2%. (Taylor et al, 2004).

The five phases of a workplace accident were identified by the theory as follows: physical condition or unsafe act, personal negligence, mechanical and accident or injury, and ancestry and social environment (knowledge and skills). Heinrich claims that the way to stop accidents from happening is to break the chain of events. Therefore, removing risky behaviours or environments can help avoid accidents and the damage they cause. The first of the Heinrich Domino hypothesis of accident causation's two major tenets is that accidents are primarily caused by workers, or humans. Second, management is in charge of averting accidents. Jhamb (2015). Therefore, encouraging employees to adhere to policies based on awareness or knowledge is essential to preventing workplace accidents.

Heinrich Domino's theory of accident causation may be affected by the study's conclusions. First off, the study's findings support the theory that guided the research, which states that workers and management are the primary factors impacting work-related accidents at the workplace. Therefore, inconsistent health and safety orientation and training for construction workers was the first employer-identified issue that had consequences for theory. Improving workers' knowledge and abilities about health and safety precautions is closely related to safety orientation and training. Thus, there is a chance that workplace illnesses and accidents will increase in the absence of orientation and training about recent changes in the construction industry. The increased frequency of accidents affects workers' lives and construction companies' bottom lines in equal measure.

The second theoretical implication concerns an accident stage that was determined by workers' interactions with machines and their hazardous conduct. This study so demonstrates that

workers and management do deal with workplace accidents. Heinrich Domino's theory of accident causation, which holds that management has a bigger stake in policy development, implementation, and evaluation in addition to providing orientation and training on health and safety concerns, is further supported by this study. Therefore, management initiatives tend to force employees to follow OHS policy guidelines and lower the number of accidents that occur on building sites. Unlike past research, this report gives employers more of the need for OSH in Ghana's construction industry than it does for workers.

Justification of the Heinrich Domino Theory

The theory highlights the importance of addressing underlying factors and root causes, rather than just treating symptoms. It emphasizes the interconnectedness of various factors contributing to workplace accidents. By identifying and addressing each "domino," organizations can prevent accidents and create a safer work environment. In short, the Heinrich Domino theory provides a clear and logical framework for understanding and preventing workplace accidents by addressing the underlying causes and factors that lead to them

2.5 Empirical Evidence

Current OHS programs in manufacturing industry

Lean manufacturing program, this is a production system that seeks to improve efficiency and productivity by reducing waste and increasing value for customers. Mann et al (2024). The researchers review the concept of lean manufacturing programs and its implications for OHS. They argue that while lean manufacturing can lead to increased efficiency and productivity, it also presents unique challenges for safety management, such as increased workload and reduced job security. The authors conducted a case study of a manufacturing firm that implemented lean manufacturing principles. The findings of the case study showed that, while the implementation of lean manufacturing led to increased productivity, it also resulted in higher levels of stress and anxiety among employees, as well as an increase in accidents and injuries. Based on their findings, Mann and Gaines conclude that lean manufacturing can have both positive and negative implications for OHS.

More so, another program is ergonomics. This study was conducted by Rice and Brescoll (2018), they found that ergonomics programs can have a significant positive impact on OHS outcomes such as reduced musculoskeletal disorders (MSDs), improved productivity, and increased job satisfaction. These researchers concluded that ergonomics programs should be an integral part of OHS strategies to address the growing issue of MSDs in the workplace. They

also emphasized the importance of educating employees and supervisors on ergonomic principles, as well as providing the necessary resources to ensure their implementation.

To add on, another program is Total Quality Management (TQM), the study highlights the potential benefits of integrating TQM practices into OHS programs, particularly in terms of enhancing employee commitment to safety and promoting a positive safety culture in the workplace. Zylke et al., (2019), reviewed the TQM approach to OHS and its potential for improving workplace safety and performance. Their findings showed that organizations that implemented TQM practices reported higher levels of employee engagement, job satisfaction, and safety compliance. The authors concluded that TQM can be an effective approach for improving OHS in organizations. They emphasized the importance of engaging employees in continuous improvement efforts, as well as providing the necessary training and support for implementing TQM principles.

Industrial Hygiene programs was a study conducted by Murphy et al., (2020). It reviews the effectiveness of industrial hygiene programs in reducing occupational injuries and illnesses in the manufacturing sector. These programs can reduce occupational illnesses and injuries, leading to significant savings in healthcare costs and lost productivity. (Murphy, et al., 2020). Implementing an industrial hygiene program requires a commitment from management and the involvement of employees at all levels of the organization. The study's findings concluded that Industrial hygiene programs can effectively reduce the incidence of occupational illnesses, including respiratory diseases, skin disorders, and musculoskeletal disorders. The implementation of industrial hygiene programs leads to significant cost savings in workers' compensation, healthcare expenses, and lost productivity. Industrial hygiene programs can increase employee morale, productivity, and job satisfaction by providing a safer and healthier work environment. The implementation of industrial hygiene programs requires a multifaceted approach, including hazard identification, risk assessment, engineering controls, administrative controls, and employee training. The study concluded that industrial hygiene programs are an essential component of a comprehensive occupational safety and health strategy, and organizations should prioritize their implementation to protect employee health and improve organizational performance.

Lastly, another current program is the ISO 45001 program Goy and Chan, (2020). The study reviewed the current literature on ISO 45001 implementation and highlighted the importance of a top-down commitment to safety, effective communication and consultation with

employees, and continuous improvement as key factors for successful implementation. The study was published in the journal "Safety Science" in 2020. Goy and Chan examined the implementation of ISO 45001 in five different organizations. They found that organizations that successfully implemented ISO 45001 experienced a range of benefits, including improved risk management processes, enhanced employee safety awareness, and more effective incident reporting and investigation systems. The organizations were multinational steel manufacturers, regional hospitals, national postal service providers, local construction firms, and large chemical manufacturers. By studying organizations from different industries, Goy and Chan were able to identify commonalities and variations in the implementation of ISO 45001, providing a more comprehensive understanding of the factors that contribute to successful implementation. The authors concluded that ISO 45001 can be an effective tool for improving OHS performance and creating a safety-oriented culture in organizations.

Factors influencing employee performance

A research conducted by Amabile (2012), found that intrinsic motivation is a factor that influences employee performance, intrinsic motivation simply refers to motivation that comes from within an individual and is driven by a sense of autonomy, mastery, and purpose, is a key factor influencing employee performance. The researcher extensively researched the role of intrinsic motivation and job satisfaction on employee performance. In a recent study, she found that providing employees with opportunities for creativity and autonomy can lead to higher levels of motivation and productivity. Amabile concluded that organizations can increase employee performance by creating work environments that support intrinsic motivation. She identified three factors that can enhance intrinsic motivation firstly meaningful work she notes that employees need to understand how their work contributes to the organization's goals and values. Secondly work progress, she notes that employees need to experience regular progress and small wins in their work to sustain motivation. Lastly, she notes that positive work climate, employees need to feel respected and supported by their managers and colleagues.

Another factor that impacts employee performance is leadership. Avolio and colleagues' research suggests that the leadership style and behaviors of managers can significantly impact employee performance. Avolio et al., (2020). Specifically, they identified three key aspects of leadership that influence employee performance transformational leadership, authentic leaders, and servant leadership. Transformational leadership, this leadership style emphasizes creating a vision for the organization, inspiring employees to work toward shared goals, and developing employees' skills and abilities. Transformational leaders are typically more effective at

motivating employees, fostering teamwork, and improving employee performance. Secondly authentic leaders exhibit high levels of self-awareness, transparency, and consistency in their words and actions. Also, servant leadership, this leadership style is focused on putting the needs of employees and customers first, empowering employees, and creating a culture of trust and collaboration. Servant leaders tend to have more engaged and committed employees, which can lead to improved performance. Conclusively, Avolio and colleagues' research highlights the importance of leadership in shaping employee performance. Organizations should prioritize developing leaders who are transformational, authentic, and servant-oriented to maximize employee performance and well-being.

Thirdly a study conducted by Neff and Rogelberg's investigates the factor of how the "always-on" work environment particularly in remote work arrangements, can impact employee performance and well-being. Neff et al., (2021). They suggest that in this type of environment, employees may struggle to establish clear boundaries between work and personal life, leading to increased work stress, burnout, and decreased productivity. The authors propose that boundary management, the ability to establish and maintain boundaries between work and non-work domains, is an important factor in mitigating these negative effects. Neff and Rogelberg's study on boundary management and employee performance suggests several implications for both employees and employers. For employees, the study highlights the importance of developing boundary management strategies to maintain a healthy balance between work and personal life. This could include setting clear work hours, turning off work-related notifications during non-work hours, and making time for hobbies and social activities. For employers, the study suggests that they should consider implementing policies and practices that support boundary management.

In their study concludes with several recommendations for organizations looking to optimize employee performance and well-being in the context of an "always-on" work environment. Employers should provide employees with flexible work options, such as remote work, flexible schedules, or compressed workweeks, to help employees balance work and personal life commitments. Employers should encourage employees to set boundaries between work and personal life and provide them with the necessary tools and resources to do so.

More so, another factor is workplace culture and psychological safety Green et al., (2024). In their research, they review the existing literature on the relationship between workplace culture, psychological safety, and employee performance. Green and Stanford's systematic review

examines the existing literature on the relationship between workplace culture, psychological safety, and employee performance. Workplace culture refers to the shared values, norms, and beliefs that shape the behavior and decision-making of individuals in an organization. Psychological safety, on the other hand, refers to the extent to which employees feel comfortable taking risks, sharing their ideas, and being vulnerable without fear of negative consequences. The authors found that organizations with positive workplace cultures that prioritize psychological safety tend to have higher levels of employee engagement, job satisfaction, and performance. Green and Stanford's systematic review also identified several key findings and team-level factors. These authors found that the strength of relationships between members of a work team was a significant predictor of employee performance. In organizations with positive workplace cultures, employees reported higher levels of trust, respect, and support from their colleagues, which in turn led to better performance. The review also identified several organizational-level factors that impact workplace culture and psychological safety.

Lastly, workload is another factor that influences employee performance. According to Zellars et al., (2023) argue that workload acts as a cognitive resource demand, which refers to the mental effort required to complete a task. When employees experience high workloads, they may experience cognitive depletion, which can negatively impact their ability to engage in creative problem-solving and idea generation. Their study found that employees who experienced high workloads were less likely to produce novel ideas and engage in creative problem-solving compared to employees who had more manageable workloads. Zellars, Priesemuth, and Amabile's study also suggests that workload as a cognitive resource demand can have a cumulative effect on employee performance over time. This means that the impact of high workloads may not be immediately apparent, but can gradually lead to decreases in performance and increases in cognitive depletion. The authors propose that organizations should monitor employee workloads carefully and provide employees with resources, such as adequate time and support, to manage their workload effectively. They suggest that organizations should also prioritize job crafting, which involves tailoring work tasks and responsibilities to suit individual employees' needs and abilities.

To conclude, the study of factors influencing employee performance is an important topic in organizational behavior, with numerous researchers exploring the role of factors such as work design, leadership, and workload. Based on the research discussed, one can draw several conclusions. Factors such as work design, leadership, and workload can have significant

impacts on employee performance and well-being, highlighting the importance of organizations prioritizing these factors in their human resource management practices. Employees are more likely to perform at high levels when they have autonomy, challenging work, supportive managers, and manageable workloads.

Areas of improvement

To commence with, the integration of OHS and Human Resource Management, scholars such as Michael Beer and Cathy Menzies (2022) have argued for the integration of occupational health and safety (OHS) and human resource management (HRM) practices in organizations. They highlight several benefits of this integration, including improved employee engagement and motivation: When OHS and HRM practices are aligned, employees are more likely to feel valued, safe, and motivated to perform well. Increased organizational agility, and integrating OHS and HRM practices can help organizations become more agile and responsive to changing business environments, enabling them to adapt to new opportunities and challenges. Enhanced risk management: By integrating OHS and HRM practices, organizations can better manage risks and hazards in the workplace, reducing the likelihood of accidents, injuries, and costly litigation. Improved decision-making when OHS and HRM practices are aligned, managers and employees have access to more comprehensive data and information, enabling them to make more informed and effective decisions.

Another area of improvement is on employee engagement, scholars such as Nuria Chinchilla and Rodolphe Durand (2024) , have emphasized the importance of employee engagement for promoting safety and productivity in the workplace. They suggest that organizations should focus on creating a positive work culture that values employee input and fosters a sense of ownership in safety initiatives. These researchers have emphasized the importance of employee engagement in occupational health and safety (OHS) in their research. In their paper, "Employee Engagement as a driving force for occupational health and safety performance," (2014), they argue that employee engagement is critical for achieving superior OHS performance in organizations. Chinchilla and Durand's research suggests that employees who are engaged in their work are more likely to be more aware of safety issues and take proactive steps to prevent accidents and injuries. Speak up about safety concerns and offer suggestions for improvement.

Improved safety culture, when employees are engaged, they are more likely to embrace the safety culture of the organization, leading to better safety performance. Also engaged

employees are more likely to generate innovative solutions to safety challenges, helping organizations to improve safety processes and procedures. Organizations with high levels of employee engagement are more likely to outperform their competitors in terms of safety performance, attracting and retaining customers who value safety. Chinchilla and Durand's research also suggests that organizations can promote employee engagement in OHS by providing training and development opportunities to build employees' knowledge and skills in safety management. Encouraging employees to participate in safety committees and initiatives to foster a sense of ownership and involvement. Recognizing and rewarding employees for their contributions to safety, such as identifying hazards or suggesting improvements. Overall, Chinchilla and Durand's research highlights the critical role of employee engagement in OHS and the benefits that organizations can realize by prioritizing it.

Another area of improvement is leadership development. According to studies conducted by Professor Eddie Edger et al., (2019), have suggested that developing effective safety leadership is a critical area for improvement. They argue that safety leadership should be a priority for organizations, as it can significantly improve employee safety attitudes and behaviors. These researchers note that effective leadership is essential for creating a safe and healthy work environment. Edger et al. found that leadership development in OHS can have several benefits for organizations, including, leaders who receive training and development in OHS are more likely to understand the complexities of safety management and have the skills to implement effective safety programs. Leaders who are engaged in OHS leadership development are more likely to exhibit positive safety behaviors, such as role modeling and coaching, which can influence employee safety performance.

Relationship between OHS and employee performance

The link between Health and Safety Programs and Employee Performance. A study by Segbenya et al., (2022) investigates how OHS affects Ghanaian construction workers' performance. The study concludes that OHS regulations in Ghana's construction industry had a statistically significant impact on worker performance. Furthermore, OHS policies in the construction industry are generally in line with best international standards, and workers are aware of these policies. Despite these advancements, it was discovered that Ghana's construction industry lacked the regularity required to provide orientation, refresher, and health and safety induction programs for construction workers. As a result, illnesses and accidents at work continued to plague those employed in the industry. Workers rarely disclose symptoms

and injuries they sustain on construction sites out of fear of losing their jobs. Furthermore, construction employees believed that the high expense of training might be the reason why companies weren't offering OHS induction and refresher courses regularly.

These findings call on the management of Ghanaian construction companies to take decisive action to make work sites safer for employees to lower the frequency and kind of industrial accidents in the country's construction industry. As a result, it is advised that the management of construction enterprises pay attention to the health and safety of their workers and be more sensitive to their demands. This can be achieved by giving employees a foundation upon which to build their proposals for improving safety. Additionally, this will improve the sector's management of construction enterprises in the industry should put the health and safety of their employees before the financial worry of the expense of training. To keep employees informed about occupational health and safety (OHS) issues in the industry, resources, and investments should be allocated to health and safety training and induction as well as refresher courses. Proactive measures like crash reports, accident investigations, risk assessments, compliance audits, and the application of proprietary technology ought to be a part of these initiatives. To motivate staff and deepen their grasp of ergonomics, the company ought to host OHS competitions amongst departments for the best OHS procedures. In this context, the rewards and penalties associated with the competition and training initiative reporting system without recognizing and frightening employees may be beneficial.

Furthermore, occupational health and safety (OHS) treatments have been shown to positively affect employee well-being and productivity in several nations, including the United States, Canada, Australia, and the United Kingdom, according to Professor D'Cruz's (2019) study. In particular, his research revealed that OHS measures can enhance worker health by lowering physical symptoms like weariness and pain. OHS treatments can also lessen stress and enhance psychological health, which includes lowering anxiety and depressive symptoms. Lastly, OHS measures can raise worker productivity by lowering absenteeism and raising job satisfaction.

Additionally, a study by Nwaeze, Mbamalu, and Oyeyemi was carried out in Nigeria. Effective OHS systems can positively affect employee performance in manufacturing businesses, particularly in the manufacturing industry, according to research by Nwaeze et al. (2023). Nigeria is a developing nation with an economy that is expanding quickly, and the manufacturing sector is crucial to the growth of the nation. Nigeria's manufacturing sector faces several obstacles, such as inadequate infrastructure, a shortage of skilled personnel, and

restricted financial availability. These difficulties may impact employee and OHS procedures in the industry, which makes it a crucial topic for policy action and research. According to their research, OHS initiatives that are successful can improve worker performance in Nigeria's manufacturing sectors.

They discovered, specifically, that workers at companies with strong OHS systems are more likely to be aware of safety risks and take preventative measures to avert mishaps and injuries. Second, workers in companies with strong OHS systems are also more likely to be driven to do their jobs well and to be involved in their work. OHS programs that cover safety concerns and provide training and instruction can assist staff in gaining the skills and information necessary to prevent mishaps and injuries. OHS programs that incorporate routine safety audits and inspections can assist in locating possible risks and implementing preventative measures to stop mishaps and injuries. Last but not least, firms can foster a culture of safety and raise productivity and performance levels by implementing OHS programs that incorporate a thorough safety management system.

Additionally, there is research that Padachi carried out in Nigeria (Padachi, 2023). Nigeria, home to more than 200 million people, is a sizable and quickly expanding economy in Africa. With millions of customers it serves and thousands of staff it employs, the banking sector is a major employer in Nigeria. The Nigerian banking sector has several obstacles despite its significance, such as high fraud rates, poor infrastructure, and lax regulations. These difficulties may jeopardize workers' safety and hurt their output and general well-being. The significance of OHS procedures in resolving these issues and enhancing worker performance in the industry was highlighted by Padachi's study.

According to Padachi's research, employee performance in the Nigerian banking sector was significantly impacted by occupational health and safety (OHS) standards. He discovered, specifically, that workers in banks with robust OHS procedures expressed greater levels of commitment, motivation, and job satisfaction. Additionally, it was discovered that banks with strong OHS policies had greater rates of customer satisfaction, profitability, and staff productivity. Padachi did point out that there is still space for improvement in Nigerian banks' OHS procedures, as many of them lack proper safety policies, training curricula, and equipment. It has been discovered that OHS procedures that prioritize physical safety, such as offering suitable safety gear and instruction, improve worker performance. Positive work environments and open communication are two examples of OHS practices that emphasize

psychological safety and have been shown to improve employee performance. Employee performance and customer satisfaction are highest at banks that take a holistic approach to OHS, covering both psychological and physical safety.

Furthermore, Dr. Knudsen carried out another study in Denmark, a country renowned for placing a high value on work-life balance and employee well-being. Denmark has implemented several measures to enhance Occupational Health and Safety (OHS), such as recurrent safety inspections, health promotion initiatives, and flexible work schedules. According to Knudsen, OHS has a particularly significant effect on worker performance in knowledge-intensive industries like finance and IT, where successful operations depend heavily on high worker engagement and innovation. According to Knudsen's most current research, OHS improves worker performance in Danish workplaces (2023). He concluded that companies with a strong OHS focus have more engaged, committed, and productive workers.

Additionally, he discovered that staff involvement in OHS initiatives, such as training courses and safety committees, might improve staff output. Knudsen discovered that different organizational structures have distinct effects from OHS on worker performance. For instance, OHS policies and practices are typically less formal in small and medium-sized businesses (SMEs), which may affect worker performance. Additionally, he discovered that OHS procedures that are included in more general HRM guidelines like hiring and training can improve worker performance.

In addition, Dr. Hans de Bruijn carried out more research. Although his work was published in 2021, it's more likely that data collecting and analysis happened over a longer time frame, perhaps beginning in the late 2010s or early 2020s. The study offers a useful overview of OHS procedures as well as worker health and well-being in the Netherlands over that time, and it emphasizes how crucial it is to give OHS top priority as a necessary component of both employee happiness and corporate success.

According to Bruijn, OHS procedures can benefit workers' health and wellbeing in the Netherlands, especially when it comes to lowering stress at work and enhancing mental health. He came to the conclusion that companies that put a high priority on OHS can help workers feel better and perform better at work since they can foster a more positive and supportive work environment. He also mentioned the many initiatives, such as laws, regulations, and incentive schemes that the Dutch government has implemented to support OHS in the workplace. De Bruijn discovered that businesses that make investments in OHS procedures like flexible work

schedules, ergonomic workstations, and mental health initiatives report greater levels of workers' health and welfare. Additionally, he mentioned that OHS procedures can improve worker performance, especially when it comes to lowering presenteeism and absenteeism (the practice of having workers report to work despite being ill or unwell). High work-related stress workers are more prone to report health issues such as sadness, anxiety, and sleeplessness. Workers are more likely to report greater levels of job satisfaction and productivity when they receive assistance from their managers and co-workers in managing stress and other health. Social discourse and collective bargaining have a long history in the Netherlands, which has aided in the advancement of OHS procedures in the workplace. Employee loyalty and retention are frequently higher in organizations that place a high priority on OHS because workers are less likely to quit positions that offer a positive and healthy work environment. To encourage OHS in the workplace, the Dutch government has launched several programs and regulations, including the Dutch Healthcare Innovation Campus (NHIC) and the Social Economic Council (SER). The significance of a comprehensive approach to OHS that takes into account the social, mental, and physical facets of employee health and well-being is emphasized by De Bruijn's research.

2.6 Research Gap

The research gap in this study relied in the limited exploration of the impact of Occupational Health and Safety (OHS) programs on employee performance, particularly in specific organizational contexts. Existing research focused primarily on the physical health and safety aspects, with less attention to the effects on job satisfaction, engagement, and productivity. Additionally, mediating factors such as organizational culture, leadership, and communication have not been thoroughly investigated. Furthermore, methodological limitations in previous studies, including small sample sizes and cross-sectional designs, warrant more robust and generalizable research. Finally, the rapidly evolving nature of OHS and employee performance demands updated research to reflect current best practices, policies, and technological advancements, making this study a timely and necessary contribution to the field.

2.7 Chapter Summary

This chapter reviewed the theoretical and empirical literature on the implication of OHS on employee performance. The reviewed literature highlighted several important findings, including positive findings between OHS and employee performance. The studies show that health and safety programs are crucial to organizations and that this affects the performance of

the organization and the achievement of employees. Occupational health and safety programs should aim at promoting and maintaining the highest level of physical mental and social well-being of workers in all occupations and prevention of the departures from health caused by their working conditions. Now we are moving on to chapter 3, the purpose of this chapter was to provide a clear and thorough detailed description of how data for this study was collected and analysed. This will allow the reader to better understand the strengths and limitations of the study and to assess the validity and reliability of the findings.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

This study employed a mixed-methods research design to investigate the implications of occupational health and safety programs on employee performance. The research methodology was chosen to align with the research questions and objectives, which sought to explore the relationships between occupational health and safety programs and employee performance outcomes. This section outlined the research approach, study population, sampling strategy, data collection methods, data analysis techniques, and ethical considerations that guided this research.

3.2 Research Philosophy

An analysis of how Khayah employees' performance were affected by occupational health and safety (OHS) programs, a pragmatism approach was used as a research philosophy, a pragmatic research can be applied to study the relationship between OHS and employee performance in the organization.

Pragmatism is a philosophical approach that emphasizes practical consequences and the value of research findings in solving real-world problems. A pragmatic researcher studying OHS and employee performance at Khayah focused on both quantitative and qualitative data to gain a comprehensive understanding of the topic. The researcher considered not only the statistical relationships between OHS programs and employee performance but also the subjective experiences of employees and managers regarding OHS initiatives and their impact on performance. Pragmatism involved a mixed-methods approach, combining surveys and statistical analysis with interviews, observations, and case studies to provide a nuanced and holistic view of how OHS programs influence employee performance at Lafarge. The pragmatic approach would also consider the practical implications of the research findings for improving OHS policies and programs at Khayah to enhance employee well-being and performance.

3.3 Research design

This study employed a mixed methods research design, combining quantitative and qualitative methods to investigate the relationship between Occupational Health and Safety (OHS) programs and employee performance. A survey was administered to a large sample of employees to collect quantitative data on OHS programs and employee performance metrics. Semi-structured interviews and focus groups was conducted with a subsample of employees to gather qualitative data on their experiences and perceptions of OHS programs. The quantitative and qualitative findings was integrated and triangulated to identify areas of convergence and divergence, providing a comprehensive understanding of the research question. The strengths was a comprehensive understanding which provided combination of both quantitative and qualitative methods, triangulates findings. Whilst its weaknesses was resource-intensive which required expertise in both method and challenging to integrate findings. Area of improvement suggestions was to align these methods with research questions, mixed methods sampling, employ integrative data analysis techniques, address ethical considerations.

3.4 Population, Sampling Technique, and Sample Size

3.4.1 Target population

The target population for this study would be around 100 employees working at Lafarge, specifically those who are directly impacted by the organization's Occupational Health and Safety (OHS) programs. This could include workers in various departments such as business unit, hygiene services, logistics, security and production. It would be important to involve a diverse range of employees from different departments and levels within the organization to provide a comprehensive understanding of how OHS programs affect employee performance across the board.

3.5 Sample

Sampling is a process that enables information to be collected from a small number of individuals or organizations within a project or program and then used to conclude a wider population. Poppwell (2013).

Table 3.1 Khayah Employees Data Base

NO.	DEPARTMENT	POPULATION NUMBER	SAMPLE SIZE
1	HYGIENE SERVICES	13	9
2	MAINTAINANCE	12	5
3	BUSINESS UNIT	14	7
4	LOGISTICS	12	6
5	SECURITY	17	6
6	HUMAN RESOURCES	3	3
7	PRODUCTION	29	12
	TOTAL	100	48

Source: *Khayah Cement, Human Resources Department 2022.*

Population: The population of interest for this study consists of all employees working at Lafarge, a cement manufacturing company that is subject to occupational health and safety programs. This includes employees across all 7 departments and roles within the company.

Sample size: The Yamane formula was used to calculate the following: the population size we examined was 100 employees; the margin of error (e) was roughly 0.041, or 4.1%. This demonstrates that the sample size of 48 employees was acceptable. Yamen, (1973).

The Yamane formula for calculating sample size is:

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

Where:

n = sample size

N = population size

e = margin of error (as a decimal)

To calculate the sample size of 48 employees with a population size of 100 employees, we can plug in the values as follows:

$$n = 100 / (1 + 100(e^2))$$

To find the value of e (margin of error), we can rearrange the formula to solve for e:

$$e = \sqrt{((N - n) / n)}$$

Substituting the values, we get:

$$e = \sqrt{((100 - 48) / 48)}$$

$$e = \sqrt{(52 / 48)}$$

$$e = \sqrt{(1.083)}$$

$$e = 0.041$$

So, the margin of error (e) was approximately 0.041 or 4.1%.

Now, we can plug this value back into the original formula to verify the sample size:

$$n = 100 / (1 + 100(0.041^2))$$

$$n = 100 / (1 + 100(0.001681))$$

$$n = 100 / (1 + 0.1681)$$

$$n = 100 / 1.1681$$

$$\underline{\underline{n = 48.02}}$$

This confirms that the sample size of 48 employees was appropriate for a population size of 100 employees with a margin of error of approximately 4.1%.

- I. **Sampling Method:** A stratified random sampling method was employed to ensure representation across different departments and job roles within the organization. This method helped in capturing a diverse range of experiences and perspectives related to OHS and its implications on employee performance.
- II. **Characteristics:** The sample included employees from various departments such as production, maintenance, administration, and management to ensure a broad representation of perspectives on the implications of OHS on employee performance. Employees with varying levels of experience and tenure within the organization will also be included to capture a comprehensive view of the subject.

By selecting a diverse sample representative of the larger employee population at Lafarge, this study aimed to provide valuable insights into the effects of Occupational Health and Safety practices on employee performance within the organization.

3.6 Data collection method



Figure 3.1: Data collection method

Adopting the mixed approach data collection method structured questionnaires were used to collect primary data. The structured questionnaire was divided into 2 sections where section A contained general employee history and Section B contained questions on the relationship between OHS programs and employee performance. The respondents who were at the non-managerial level filled the questionnaires physically, whilst the managerial respondents received and responded via online platforms. Departmental interviews were held in order to accommodate the disadvantaged employees. Interviews were done strategically at convenient times so as to avoid interrupting production hours. For a comprehensive appreciation of the correlation of OHS programs and employee performance. The researcher spent roughly 62 days observing all departments at Khayah on a rotational basis of at least a week per department. In order to ascertain the OHS trends for previous years at Khayah an analysis was done using the annual statistical database.

3.7 Research Instruments

3.7.1 Questionnaire

A questionnaire refers to a list of questions or items used to gather data from respondents about their attitudes, experiences, or opinions. Bhandari (2021). The reason for using a questionnaire as the research instrument for this research was due to several reasons mentioned below. Firstly, questionnaires allowed me to collect data from a large number of respondents in a short period. Secondly, questionnaires can be designed to include standardized questions and response options, which helps to ensure that the data collected is reliable and valid.

More so, the questionnaires were distributed through a physical and online survey platform. This method allowed me to reach a wide range of respondents, including those who may be difficult to contact through traditional methods. Data was collected through the questionnaires while using stratified sampling. This means that, the population was divided into subgroups based on demographic characteristics such as age, gender, and location, and ensure that the sample includes a representative number of respondents from each subgroup.

One of the advantages of using a questionnaire as a research instrument was that it is a relatively low-cost and low-effort method of data collection

3.7.2 Interviews

It is a qualitative research method that involves asking questions to collect data from individuals who have knowledge, experience, or opinions on a particular topic or subject matter. Veinden (2019). The reason for the usage of interviews as a research instrument was that it provides with the opportunity to collect in-depth, qualitative data from a small number of respondents. This allows the exploration of complexities on research questions gaining a deeper understanding of the experiences and perspectives of respondents. The interviews were conducted physically.

The sample size chosen was 48 respondents the reason behind being that it provides with a sufficient number of interviewees to generate rich, detailed data, while still being manageable in terms of time and resources.

One of the advantages of using interviews as a research instrument was that they allow for a high degree of flexibility and adaptability.

3.7.3 Observations

It is a process in which one or more individuals observe some real-life situation or process and record pertinent outcomes. The reason for choosing observations as a research instrument was that they allow data to be gathered through observing people in their natural environment and context. In this study, the observed employees were at Khayah Cement Manufacturing Company, a leading cement manufacturer in Zimbabwe. By observing the workers in their daily routines and interactions, it provides a better understanding of the factors that influence employee performance and how they relate to OHS practices.

Direct observations were conducted of around 48 workers at Khayah Cement Manufacturing Company over a period of three months. This sample size allowed to observe a representative

cross-section of the workforce, while still being manageable in terms of time and resources. One of the advantages of using direct observations was, that it allowed the observation of non-verbal cues and nuances of behavior that might not be captured through other research methods.

3.8 Data Collection Procedures

This section discussed the instruments that were used to gather data for the study and the steps that were taken to achieve the research goals. A formal letter was sent to the departmental heads seeking approval for the intended research. Therefore, following approval by the respective departmental heads' questionnaires were distributed to numerous employees within the departments. These questionnaires were open endingly structured, upon total return of the questionnaires data was collected and classified. The results obtained were then used as basis of analysis and recommendation. Also, from the present six departments at Khayah Cement Zimbabwe interviews were conducted selecting eight workers per department. Data collected from these interviews was then summed up. Lastly, observations were conducted for thirty-six working days using both overt and covert observation methods. Mainly participant observation was done and the study was conducted for a year.

3.8.1 Data presentation and Analysis procedures

The researcher presented and examined data in this study based on the research topic and research questions. A variety of findings from the questionnaire, interviews, and secondary sources of data were used to display the data. There were graphs and tables throughout the lecture. The results of data analysis using both quantitative and qualitative methodologies were documented. Some results were reached by data analysis by examining the reasons, regularities, and patterns.

3.8.2 Validity and Reliability

The degree to which a procedure is consistent or predictable when measuring any object is referred to as the instrument's reliability. Accurate and consistent outcomes are what a trustworthy tool should deliver. Data distortion was prevented by conducting in-person interviews, and questionnaires with the ideal number of questions were designed to cross-validate the collected data. The questionnaire gave responders enough time to consider the topics and provide thoughtful, accurate responses.

3.9 Ethical consideration

As a researcher, it is crucial to respect the rights and well-being of the participants and provide informed consent to participate in the study. This research ensured that participants provide informed consent to participate in the study. Privacy was protected by anonymizing all data collected and their identities remained confidential throughout the process. Maintaining a high standard of safety and well-being for all participants ensured that the study does not place them at a risk of physical or psychological harm. Any sensitive or personal information collected during the study was treated with utmost confidentiality and only relevant personnel had access to the data. Moreover, all procedures were designed to minimize any potential inconvenience or discomfort for the participants.

3.10 Chapter Summary

This chapter covered the study approach and how well it addressed the problem statement and the study objectives. A thorough research design, demographic model, sample size, data presentation, and analytic process were all covered in detail in this chapter. Insofar as they pertain to the study subject, the data analysis and findings presentation will be the main topics of the upcoming chapter.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

Taking it from the previous chapter, this chapter analysed and presented data gathered in Chapter 3 and reviewed the studies carried out by past researchers. The purpose of this chapter was to demonstrate the presentation and analysis of research data regarding the effects of occupational health and safety (OHS) programs on worker performance at Khayah Cement Zimbabwe. It will be possible to present and analyse data effectively by using pie charts, tables, figures, column graphs, and statistical summaries. Findings from the research will be compared and contrasted with findings from earlier studies that were examined in Chapter 2, and inferences will be made to determine the significance of the findings.

NB: To analyse data in explanations and interpretations, the data will be combined with agree and strongly agree and the same with disagree and strongly disagree.

4.2 Response rate

Table 4.1: Questionnaire response rate of this study.

	Questionnaire Distributed	Questionnaires Returned
Frequency	48	48
Percentage	100	100

Source: Primary data

A total of 48 questionnaires were distributed at Khayah Cement Zimbabwe. Table 4.1 above summarizes the response rate for the 48 questionnaires distributed to Khayah Cement Zimbabwe and successfully completed and returned. Constant emailing and reminders helped to achieve a response rate that above the recommended range of 50% to 80% (Holtom, Baruch, & Ballinger, 2022). He also considers a response rate of 50% as adequate, 60% as good, and 70% as very good, with a response rate of more than 80% deemed great. Given the 100% response rate, the study's conclusions were expected to be reliable.

4.3 Results and Findings

The results for this section are presented in two parts: demographic characteristics and findings for the research topics that guided the investigation. Table 2 shows the results for respondents' demographic characteristics. Table 4.2 reveals that the majority of respondents were males (75%), between 31 and 45 years old (56.7%), with undergraduate certificates (49.2%), and 15 to 20 years of experience in Zimbabwe's Khayah cement manufacturing sector.

Table 4.2 Demographic information.

DEMOGRAPHICS	SUBSCALE	FREQUENCY	PER CENT
GENDER	Male	36	75
	Female	12	25
	Total	48	100.0
AGE	16–30 years	6	12.5
	31–45 years	27	56.2
	46–60 years	15	31.3
	Total	48	100.0
LEVEL OF EDUCATION	Senior high school	2	3
	Diploma	6	12
	Under-graduate	24	49.2
	Graduate	17	35.8
	Total	48	100.0
WORKING EXPERIENCE	1–5 years	4	8.3
	6–10 years	6	12.5

DEMOGRAPHICS	SUBSCALE	FREQUENCY	PER CENT
	11–15 years	9	18.3
	16–20 years	27	56.7
	Above 21	2	4.2
	Total	48	100.0

Source: Field Survey.

4.4 Data Presentation

Research question 1: What is the present status of Khayah Cement OHS programs, their influence on employee performance, and how are they being implemented?

Table 4.3 shows that out of the 48 responses, 25.8% were **Written HSE Rules and Policies**. It is important to have documented Health, Safety, and Environment (HSE) Rules and Policies in place to ensure the well-being and protection of individuals and the environment. Written HSE Rules and Policies provide clear guidelines and instructions for employees, contractors, and visitors to follow to maintain a safe and healthy workplace. These guidelines and standards address a variety of subjects, including reporting incidents, managing hazardous products, emergency protocols, PPE, and workplace inspections. By having written HSE Rules and Policies, organizations can demonstrate their commitment to safety and environmental stewardship, and ensure compliance with applicable laws and regulations. 43.9% are **Awareness & campaigns** in the industry. **Operational** laws had 18.2% since the innovations are not fresh but rather benchmarked from other countries and companies. Ideas are copied from those creative entities. About 12.1% of the respondents voted for Monitoring & Auditing.

Table 4.3 Types of OHS in Khayah Cement Zimbabwe

	Type	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Written HSE Rules and Policies	12	25	25	25
	Awareness & campaigns	21	44	44	44
	Operational	9	19	19	19
	Monitoring & Auditing	6	12	12	12
	Total	48	100.0	100.0	100.0

Source: Primary Data

Research question 4: What strategies can be implemented to improve employee performance?

The OHS policies and dangers among Khayah Cement manufacturing employees in Zimbabwe are displayed in Table 4.5. The findings indicate that even though their company had an OHS policy (70.8%) and the content of the current health and safety policy included procedures for environmental health and safety (EHS) and working conditions (69.2%), the majority of employees saw fatalities occurring at the workplace for the past 12 months (71.7%). On construction sites, however, there was no confirmed protocol in place for workers to report industrial incidents (43.3%).

Table 4.4 Strategies implemented at Khayah Cement Zimbabwe.

Awareness measures	A & SA %	N %	D & SD %
I am aware my organization has a safety policy	70.8	6.7	22.5
I am aware that the organization has a written health and safety policy that includes programs and procedures for environmental, health, safety (EHS), and working conditions.	69.2	15.8	15
My organization's written health and safety policy or programs available to all employees	60.8	18.3	20.8
I am aware that within the previous 12 months, there have been diseases and accidents at your organization.	71.7	22.5	5.8
Am I aware that my firm has mechanisms in place for employees to report pains or other diseases related to workplace processes?	40	43.3	16.7
I am aware that there is an accident book or similar accident record system	68.3	20	11.7

Source: Field Survey.

(Where, A- agree, SA- strongly agree, N- neutral, D- disagree, SD- strongly disagree)

Research question 2: How does OHS influence employee performance in Khayah Cement Zimbabwe?

The findings for the third research question, which looked at how OHS affected workers' performance, are shown in Table 4.6. Based on regression analysis, which is represented by R-Square (R²), OHS is thought to account for about 30.4% of the variance in worker performance at Khayah Cement Zimbabwe. The findings imply that variables or other factors not included in the study could account for roughly 69.6% of the variance in employee performance. It is

noteworthy that OHS's individual contribution to employee performance is indicated by a beta value of .728. More significantly, OHS affected worker performance at Khayah Cement Zimbabwe in a statistically meaningful way (Beta = .728, P = .000).

Table 4.5 Relationship between OHS and employee performance at KCZ

	Sum of squares	Df	Mean square	F	Sig
Regression	38.759	1	38.759	51.519	.000
Residual	88.773	118	0.752		
Total	127.531	119			
Beta	Sig	R ²	Adjusted R ²	t	
.728**	.000	0.304	0.298	6.435	

Source: Field Survey.

Research question 3: What challenges are associated with the implementation of OHS practices in Khayah Cement Zimbabwe?

Descriptive statistics were used to analyse the final research question for the study on the difficulties encountered by OHS practices in the construction industry. Table 4.7 displays the mean and standard deviation values for the results. According to Table 4.7's results, seven of the eight elements used to gauge the challenges with OHS procedures in Zimbabwe were agreed upon by workers there. Low literacy was a major factor in these issues, and employees of Khayah Cement Zimbabwe had low health and safety awareness (M = 4.48, SD = 0.987), which was a problem for OHS procedures in Ghana's construction industry. Obtaining qualified health and safety personnel for the promotion of OHS at workplaces (M = 4.26, SD = 0.874); workers' reluctance to report minor injuries out of fear of losing their jobs (M = 4.29, SD = 1.126); and the high cost of providing OHS training to employees (M = 4.27, SD = 0.755) were other noteworthy challenges found. In the meantime, the respondents (M = 3.91, SD = 1.277) barely disagreed that providing health and safety products constituted an expense for their organization.

Table 4.6 Challenges associated with health and safety practices.

Challenges	N	Mean	Std. deviation
1. The organization had to bear the financial burden of providing health and safety materials.	48	3.91	1.277
2. The huge working population with a low literacy rate and low awareness of health and safety is a challenge.	48	4.48	0.987
3. Lack of clarity about the issues surrounding health and safety in the organization is a problem.	48	4.18	1.270
4. Getting the right personnel to help in promoting health and safety practices in the organization is a challenge.	48	4.26	.874
5. The organization has struggled to win over management's commitment to health and safety.	48	4.27	1.209
6. It can be difficult for employees to disclose small accidents or near misses out of concern that they would lose their jobs.	48	4.29	1.126
7. It is problematic when employees refuse to put on personal protective equipment (PPEs) in the workplace.	48	4.13	1.199
8. One problem is the expense of providing health and safety training to staff members within the company.	48	4.47	0.755

Source: Field Survey.

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Lowly Disagree, 4 = Agree and 5 = Strongly Agree.

4.5 Discussion / Interpretation

The study examined the relationship between employee involvement and participation, safety performance, employee satisfaction, and safety training and competency. The study significantly added to the body of knowledge on OHSMS since it empirically evaluated several of the links indicated above, which had not been done before. It was shown that staff interest

and participation are directly impacted by safety competency and training. To the best of our knowledge, this association was investigated empirically for the first time. The results corroborate those of earlier research by Ghahramani (2016) and Bahn & Barratt-Pugh (2014). Additionally, safety performance is positively impacted by safety competence and training, which is in line with previous studies by Burke et al. (2011), Wilkins (2011), Bahn and Barratt-Pugh (2014), and Ashour et al. (2018). According to Ashour et al. (2018), safety performance is significantly impacted by safety training, and they also put forth a conceptual framework for improving safety performance. However, no relationship between worker participation and safety performance was found. Research by Shearn (2005), Neal and Griffin (2006), Li et al. (2010), Hillage et al. (2000), and Shearn (2005) conflicts with this result.

Furthermore, the results contradict research by Reilly et al. (1995) and the International Labour Office (2011), which contend that having a trade union or OHS committee within an enterprise can lower the incidence of lost-time injuries. Employee involvement and participation were shown to be significantly positively correlated with employee satisfaction, a finding that is consistent with research by Chang et al. (2010), Martin & Kaufman (2013), and Zhu et al. (2015). Additionally, the study discovered that safety performance has a favourable impact on employee satisfaction, which validates the findings of Fernández-Muñiz et al. (2009) and Bayram, et al. (2017). However, the effect of OHS on employee performance has received considerable attention in the safety literature. According to Stoilkovska (2015), contented employees are less likely to be involved in accidents and injuries, while Bayram (2018) discovered that employee satisfaction has a large positive effect on performance.

According to Terry and Galloway, the assessment of seven items used to evaluate the implementation of Occupational Health and Safety (OHS) practices in Ghana's construction sector indicates that the sector performs well in terms of OHS policies. Workers in the sector have been employing safety equipment provided by their employer, assuring their colleagues' safety, and conducting fire exercises to test emergency reactions and system preparation.

This shows that the majority of OHS best practice indicators have been implemented in Ghana's construction industry, which is crucial to ensuring employees' health and safety and lowering the frequency of industrial accidents at work. The findings are consistent with Heinrich Domino's theory of accident causation, which holds that workplace accidents can be prevented by protecting workers' safety. However, when it comes to arranging for frequent health and safety orientation, induction, and refresher courses for employees, Ghana's construction

industry has not been able to match the best standards. This makes it difficult for the industry's current OHS procedures to remain sustainable because new employees are constantly joining the workforce and new tools and technology are always being developed. Therefore, it is essential to offer frequent orientation, refresher, and health and safety induction programs to teach both new and current employees how to use new and existing technology and approaches to prevent workplace accidents. Unfortunately, the sector has not fared well in this area, which may lead to a rise in industrial accidents. This finding is consistent with Bianca and Ngaruiya et al's research, which shows that educating workers on safety regulations and procedures is an important part of lowering the likelihood of workplace injuries and fatalities.

4.6 Chapter Summary

In order to get information necessary to establish findings, this chapter has provided the data collected from the research study through the distribution of questionnaires. In this chapter, the research findings were explained and analyzed using primary data. Advanced Excel was used to evaluate the data, which was then presented in the form of tables and interpreted to produce the appropriate study conclusions. Consequently, when reporting, noteworthy outcomes would take precedence over unimportant ones. The format in which the results were presented was determined by the research objectives of this particular study. Because they were primarily control variables, the demographic data collected at the commencement of the questionnaire were presented first to guide the presentation. For this investigation, the researcher was able to minimize extraneous data by focusing exclusively on noteworthy results.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

It should be noted that the results were presented just as they were in the previous chapter. The data was presented, analyzed, and interpreted, however, this did not provide the information with enough context. The data still has to be expanded upon and compared with further empirical and theoretical discoveries from other local, regional, and international research projects. The results are contextualized by the discussion in this chapter. In this chapter, the results of the implications of Occupational Health and Safety Programs (OHS) on employee performance at Khayah Cement Zimbabwe were discussed as presented in the literature. The discussions were presented regarding the research objectives of this study and the layout used in the previous chapter.

5.2 Summary of Findings

The study sought to explore the effects of occupational health and safety programs (OHS) on employee performance at Khayah Cement Zimbabwe. A sample of 48 respondents from the company was used and the methodology used was a descriptive survey. The study was largely prompted by numerous reports that were received about high levels of absenteeism and high labour turnover. The following findings were discovered:

5.2.1 To investigate the current OHS programs in the manufacturing sector.

The study concluded that Khayah Cement Zimbabwe has adopted the following OHS programs awareness, campaigns, expectations and requirements, monitoring, auditing, employee participation, and operations.

5.2.2 To identify how OHS programs influence employee performance

The study concluded that health and safety training for construction workers is critical to their job safety, as are hazard management and emergency protocols for safety management. Furthermore, Taylor et al. and Cao et al. discovered that if general health and safety policies are to be implemented into specific job practices and skill levels are to be improved to an

acceptable standard, training is essential, which is supported by this findings study. Furthermore, the study found that OHS programs had a considerable impact on employee performance in Zimbabwe's cement manufacturing sector, validating the study's applicability. This indicates that employers can improve their employees' performance by addressing OHS issues at work. The possibility that workers' performance will increase within the company increases with workplace safety, which also reduces industrial accidents and increases employee peace of mind. The results also show that if OHS regulations are disregarded, there would be a higher chance of occupational diseases and accidents in the industry, which will negatively impact workers' lives and productivity. The results made by Abuga Bitire and Chuma that employee performance is impacted by workplace health and safety are supported by these data.

5.2.3 To assess the challenges confronting OHS practices in the construction sector

The results of the study highlighted the obstacles that OHS practices in the cement manufacturing industry face. These include the high expense of providing workers with OHS training, workers' reluctance to report minor injuries out of concern for their job, and the difficulty in finding qualified health and safety personnel to promote OHS at work. This indicates that a higher number of workplace accidents were unreported because employees were afraid of losing their jobs if they disclosed any industrial mishaps. It is crucial to remember, nevertheless, that human lives cannot be prioritized over the exorbitant expense of training. Employers must therefore find a method to provide workers with safety training at work, notwithstanding the expense. The training approach used has a direct impact on how much OHS training costs. Depending on whether OHS training is received off-the-job or on the job, there may be differences in the cost of that training in the cement production industry. Consequently, the financial obstacle for companies is untenable given the legal and humanitarian arguments in favour of a safe workplace for employees. This is due to the fact that money cannot make the dead come back to life.

5.2.4 To identify strategies for existing OHS programs that may lead to improved employee performance.

Results indicated that more thought needs to be given to occupational illnesses and accidents throughout the previous 12 months. According to the findings, there is still a lack of safety on building sites, and occupational injuries are still occurring. That being said, this result calls into question the respondents' claim that an OHS policy, which addresses safe and healthy working environments, actually existed. By contrasting the two viewpoints, it is likely that there will be some gaps in the OHS policy implementation, conscientization, and enforcement at the workplace. This means that in order to ensure that OHS policies are effective in lowering accidents in the construction industry, awareness-raising and monitoring are just as important as having strong policies. The outcomes support previous research showing that, despite the existence of OHS policies in Zimbabwe, their implementation and oversight have proven to be ineffective, which will allow industrial accidents to continue happening.

5.3 Conclusions

The impact of OHS on the work performance of Khayah Cement manufacturing employees is investigated in this study. The study's conclusion is that OHS regulations had a statistically significant impact on worker performance in Zimbabwe's cement manufacturing industry. Furthermore, OHS policies in the construction industry are generally in line with the best international standards, and workers are aware of these policies. Despite these successes, it was discovered that Zimbabwe's cement production industry does not regularly organize health and safety orientation, induction, and refresher courses for its workers. As a result, illnesses and accidents at work continued to affect workers in the industry. Workers rarely disclose symptoms and injuries they sustain on construction sites out of fear of losing their jobs. Additionally, construction workers believed that the high expense of training could be the reason why their employers weren't offering OHS induction and refresher courses regularly. These findings necessitate a tangible move on the side of Zimbabwe's cement production industry management to make building sites safer for employees, hence lowering the rate and kind of industrial accidents in Zimbabwe. As a result, it is recommended that the company's management be more attentive and open to the demands of its employees, as well as prioritize their safety and health. This can be accomplished by providing a framework for workers to make suggestions on how to improve safety. This will also improve the reporting procedure in the sector, preventing personnel from being identified and intimidated. This paper's primary goal was to evaluate the connections between OHS and worker performance. A study model has been created to illustrate the relationship, and data from Khayah Cement's OHSMS implementation in Zimbabwe was gathered and examined. The results showed that OHS

initiatives significantly improve worker performance. In order to increase safety performance and job satisfaction, the business should encourage its employees to actively participate in OHS concerns, according to the study's overall conclusions. Organizations may decide to redesign their decision-making process and organizational structure in order to promote involvement. In order for their employees to meaningfully engage in OHS-related decisions, they must also give them extensive training. Ultimately, they need to implement preventative measures in order to raise employee satisfaction and enhance safety performance.

5.4 Recommendations

- ❖ Management should prioritize workers' health and safety over economic concerns concerning the cost of training.
- ❖ Funds and investments should be made into health and safety training and induction as well as refresher programs to continuously update workers on OHS issues in the sector.
- ❖ These programs should include proactive measures such as crash reports, accident investigations, risk assessments, compliance audits, and the use of proprietary technologies.
- ❖ The organization should organize OHS competitions between departments for the best OHS practices to inspire employees and enhance their understanding of ergonomics. Awards and sanctions attached to the training programs and competitions could be helpful in this regard.
- ❖ Health and safety policy should be adapted with other policies of the company. Additionally, the risk management policy of the company should be developed, and risk assessment should be performed regularly and efficiently.
- ❖ Zimbabwe Institute of Occupational Safety & Health to enforce policies that ensure compliance of all companies to the stated policies and to conduct investigations on proper business practices and standards.

Recommendations for further studies

- ❖ OHS is only one of the human resource management issues in the cement manufacturing sector of Zimbabwe, and further studies could consider several other indicators of workers' work conditions in the industry.
- ❖ These include social security issues and the effect of the dusty environment on the health of construction workers after construction activities.

- ❖ Subsequent research in this field ought to concentrate on the connections among the fundamental components of OHSMS.

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APPENDIX

Questionnaire

Dear respondent

My name is Lorraine Magavagava and I am a registered student at Bindura University of Science Education, pursuing an Honours Degree in Human Capital Management. I am carrying out a research study on **“The Implications of Occupational Health and Safety Programs on Employee Performance at Khayah Cement Zimbabwe”**. You, being an important stakeholder, you are kindly being requested to participate in this research study by answering the questions on this form as truthfully as possible. Any of your contributions will be treated strictly, confidentially and purely for academic purposes and as grouped data. You are **not required** to identify yourself on this document by writing your name or any form of identification.

Please tick in the appropriate box or write in the spaces provided.

Section A. Socio-Demographic information

1. Kindly indicate your gender

Male	
Female	

2. What is your age group?

16 to 30 years	
31 to 45 years	
46 to 60 years	
61 and above	

3. What is your highest level of academic qualification?

O level/A Level	
Certificate/Diploma	
Bachelors' Degree	
Masters' Degree	

4. Which range of years have you served in the firm?

1 to 5 years	
6 to 10 years	
11 to 15 years	
16 to 20 years	
21 and over	

Section B.

5. Kindly indicate the type of OHS in Khayah Cement Zimbabwe.

Written HSE Rules and Policies	
Awareness & campaigns	
Rent-seeking	
Operational	
Monitoring & Auditing	

6. Indicate the extent to which you agree or disagree with the following statements on the strategies that can be implemented to improve employee performance, where SD = Strongly Agree, A = Agree, NS = Not Sure, D = Disagree and SD = Strongly Disagree.

Factors	Response				
	SA	A	NS	D	SD
I am aware my organization has a safety policy					
I am aware that the organization has a written health and safety policy that includes programs and procedures for environmental, health, safety (EHS), and working conditions.					
My organization's written health and safety policy or programs available to all employees					
I am aware that within the previous 12 months, there have been diseases and accidents at your organization.					
Am I aware that my firm has mechanisms in place for employees to report pains or other diseases related to workplace processes?					
I am aware that there is an accident book or similar accident record system					

7. Kindly indicate how does OHS influence employee performance in Khayah Cement Zimbabwe.

Relationship	
Positively	
Negatively	
Neutral	

8. Indicate the extent to which you agree or disagree with the following challenges are associated with the implementation of OHS practices in Khayah Cement Zimbabwe, where SA= Strongly Agree, A = Agree, N = Neutral, D = Disagree and SD = Strongly Disagree.

Strategy	Response				
	SA	A	N	D	SD
1. The organization had to bear the financial burden of providing health and safety materials.					
2. The huge working population with a low literacy rate and low awareness of health and safety is a challenge.					
3. Lack of clarity about the issues surrounding health and safety in the organization is a problem.					
4. Getting the right personnel to help in promoting health and safety practices in the organization is a challenge.					
5. The organization has struggled to win over management's commitment to health and safety.					
6. It can be difficult for employees to disclose small accidents or near misses out of concern that they would lose their jobs.					
7. It is problematic when employees refuse to put on personal protective equipment (PPEs) in the workplace.					
8. One problem is the expense of providing health and safety training to staff members within the company.					

THANK YOU FOR YOUR TIME AND COOPERATION.

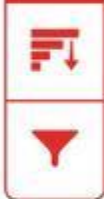
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