

**HEALTHY AND SAFETY ON EMPLOYEE  
PERFORMANCE: A CASE STUDY OF MIRERANI  
MBUGUNI MINE IN TANZANIA**

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**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF BUSINESS  
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## DECLARATION

I **Kivuyo Christopher Necerian**, a student of Bachelor of Human Resource Management of Kampala University, hereby declare that the work present herein, is my original work, the best of my knowledge and has never been presented by any other person or institution for any academic award within or outside Kampala University.

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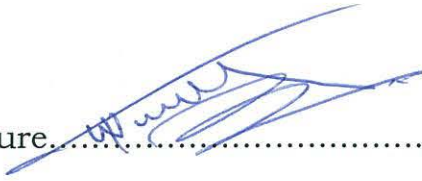
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Date.....*30<sup>th</sup> NOV 2011*.....

### **APPROVAL**

The student has been under my supervision and the report is ready for submission to the school of business with my approval.

Signature.....



Dr.WANDIBA AUGUSTINE

Date.....

30/11/2011

## **DEDICATION**

I dedicate this work to my father Mr. Christopher.L.Kivuyo, my mother Mrs. Anne Christopher Kivuyo and my brothers for helping me in the course of my education.

## **ACKNOWLEDGEMENT**

First and foremost, I would like to thanks the Almighty GOD for guiding and protecting me through this time.

I feel indebted to many people for the help, advice and support in as far as my education is concerned. Special thanks go to my supervisor Mr. Wandiba for the patient proof reading and general guidance in this research for which I am appreciative am also indebted to employees of mine industry for their valuable contributions, suggestion and comment they provided for the accomplishment of the study.

My heartfelt thanks to my parents, my dad Christopher .L.Kivuyo and my mother Anne.C.Kivuyo making sacrifices to educate me.

Lastly to all my friends, within or out of the university, and the entire community at large, who have, in one way or another helped me in my education.

## **ABSTRACT**

The study was to find out the effect of safety and health to employee performance. At mirerani mbuguni mine.

The purpose of the study was to establish the relationship between health and safety on employee performance at Mirerani Mbunguni objectives were, to investigate the cause of accident in organization in mirerani mbuguni, to investigate the effect of accident on productive on performance, to examine the measures to organization accident.

The study used survey design with both qualitative and quantitative approaches. The sample size was 60 respondents got by simple round sampling.

Findings indicated that there are possibilities for employee accidents to be avoided in an organization. By training and improve employee working environment.

The major cause of accident was working condition where by 76 (95%) respondents agreed. Although there are other causes like plant and machinery chemical, mental and psychological instability, health fe of employee.

The major effect was both physical and psychological impact on miners. As it was shown in fig 1, 44 respondents (55%) said the effects are mainly physical in nature.

The major ways of preventing accident in mine was training, 16% periodically hold safety meeting, 11% technological standard, 9% safety legislation.

Conclusion, the human resource management department should carry out employee safety and health training frequently and take into consideration the many factors that individual may require at the mine.

Most of the causes of accidents are working condition, mental and psychological instability, plant and machinery chemical can be avoided, and so it takes just a bit more caution to save many lives from death and destruction.

The accidents have various effects on the victims, both physical and psychological, and all these effects have a significantly negative impact on the productivity and performance of employees at their workstations

They are also ways which researcher identify them like training, safety engeneering,periodically hold safety meetings establish safety committee.

Recommendation, the management should recognized employees with less knowledge and skills and train them in order to improve their knowledge and at the same time to improve the organization performance and productivity.

## TABLE OF CONTENTS

DECLARATION.....	i
APPROVAL.....	iii
DEDICATION.....	iv
ACKNOWLEDGEMENT.....	v
ABSTRACT.....	vi
<b>CHAPTER ONE: INTRODUCTION TO THE STUDY.....</b>	<b>1</b>
1.0 Introduction.....	1
1.1 Background of the study.....	1
1.2 Statement of the problem.....	4
1.3 Purpose of the study .....	4
1.4 Specific objectives of the study.....	5
1.5 Research questions .....	5
1.6 Scope of the study.....	5
1.6.1 Geographical .....	5
1.6.2 Content .....	5
1.7 The significance of the study.....	6
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>7</b>
2.0 Introduction.....	7
2.1 Theoretical frame work.....	7
2.2 Conceptual Framework .....	8
2.3 Review of related literature.....	9
2.3.1 Causes of accidents in Mines;.....	9
2.3.2 The effects of accident on performance .....	14
2.3.3 Ways of preventing accidents in mines.....	15
<b>CHAPTER THREE: METHODOLOGY .....</b>	<b>17</b>
3.0 Introduction.....	17
3.1 Research design.....	17
3.2 Population of the study .....	17



3.3	Sample sizes .....	17
3.4	Sampling design and procedure .....	18
3.5	Methods of data collection.....	18
3.6	Sources of data .....	19
3.6.1	Primary data .....	19
3.6.2	Secondary data.....	19
3.7	Data control and Measurement .....	19
3.8	Data Processing and Analysis.....	20
3.9	Ethical procedures of Data analysis .....	20
3.10	Study Limitations .....	20
<b>CHAPTER FOUR: DATA PRESENTATION, INTERPRETATION AND ANALYSIS .....</b>		<b>22</b>
4.0	Introduction.....	22
4.1	Demographic characteristics of Respondents.....	22
4.2	Causes of accidents in Mirerani Mbuguni mine .....	22
4.3	Effect of accidents on productivity and employee performance....	26
4.4	Ways of preventing accidents in mines .....	27
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS .....</b>		<b>30</b>
5.0	Introduction.....	30
5.1	Summary of findings.....	30
5.2	Conclusions.....	32
5.3	Recommendations.....	32
<b>REFERENCES.....</b>		<b>34</b>
<b>Appendices.....</b>		<b>38</b>
Appendix i: Questionnaires for selected respondents .....		38
Appendix ii: Interview guide.....		41
Appendix iii: Time frame.....		42
Appendix iv: Research budget.....		43

## **CHAPTER ONE**

### **INTRODUCTION TO THE STUDY**

#### **1.0 Introduction**

This chapter tries to incorporate the following background of the study, statement of the problem, Purpose of the study, objectives of the study, research questions, scope of the study, Significance of the study and finally the conceptual Frame work.

#### **1.1 Background of the study**

The safety and health of employees started long time ago; this is because most organization observed that safety and health of employees ensures that employees have the right skills which are crucial to the growth and success of every business. Employees as part of their day today activities adversely encounter o lot of technicalities and problems which require safety and healthy so as to attain the necessary skills for such activates. The research intends to conduct a study to investigate the effect of health and safety and employee performance of mine action.

Gareth R.Joes et al (2000) puts that, healthy and safety is the process of teaching organization members how to protect themselves and avoid getting hurt at work place and help them acquire the knowledge and skills they need to become effective performers. He also commented that safety and healthy is very important to be applied in many organizations so as to reduce disability people in the organization.

According to Reynolds (2004) point out, safety and healthy has a complementary role to play organization. Gomez (2000), says that safety and healthy is a planned effort to improve employees awareness and improve their performance. According to him he claimed that healthy and safety can also improve morale and increase an organization potential. Armstrong (1999) defines healthy and safety in terms of a systematic process which has been specifically designed to meet define needs, it is conducted b people how knows the important and the essential use to employees in the organization.

According to Parasad (2001),safety and healthy is a planned and systematic process of make employees be aware of their safety and healthy through healthy and safety programmers in order to enhance the achievement of organization institutional goals. Health and safety are major issues that have been the subject in the world for all long.

Cole (1997) .believed that the disaster and accident employees face at their working place is result of a health and safety condition being very poor.

Health is defined by world organization (1946) as a state of complete mental, physical and psychological and social well being of employees which clearly indicate that workers have to be safe in terms of health and security, very many organization (non government organization and government organization) in Tanzania have poor health and safety program's which need more attention like mine action at mirereni. They have inadequate protective gears, poor aerated offices among others.

The ability to be health and safety has a great effect on the organization success or life. This is because it affects team work and collaboration between the employees and management for instance, an employee who is mentally inactive cannot be productive in all ways. Therefore, it is the

organizational responsibility to ensure that workers are safe at work places. Performance management according to Armstrong has been defined as systematic process for improving organizational performance by developing the performance for individuals and teams. It is a means of getting better results by understanding and managing performance which in an agreed framework of planned goals, standards and competency requirements.

Performance management, according to John M. Ivancevich, is the process by which executives, managers and supervisors work to align employee performance with the firm's goals. an effective performance management process has a precise definition of excellent performance uses measurements of performance and provides feedback to employees about their performance. Performance management is the central feature in the implementation component of the human resources management according to Scarpello Ledvinka. According to Monica Belcart, et.al, Performance management has been defined as the process of establishing performance expectations the employees, designing ways to improve that performance and monitoring the success of those interventions.

He further narrate that this performance that organization are trying to achieve is always looked at in form of output, quality, productivity among others which are mainly emphasizes by management in their attempt to meet organization goals and objectives. Organization therefore, must provide good health and safe services to ensure that their employees are not exposed to hazards and risks that cause accident and disaster. This is true because, health and safe employees are on other hand are productive ones, (section 5 of the employment degree of 1995). Employees should be protected from accident that are likely to occur occupation health and safety is paramount in conditions of labors and

there is a need to balance them such that the employers can maximize profit and keep minimum standards of employees health and safety in an organization. Flipo (1984), also put it that management has a concern for their employees health and safety since a health employee is a productive one.

However, in order to address this problem, the mine action in Mirerani Mbuguni need to take several measures including provision of protective gears, formation of safety and health programs, training of health and safety programs, training of employees well ventilated offices.

## **1.2 Statement of the problem**

Today's many organization have use d different means of providing protective gears, designing signs and use of symbols to dangerous places and machinery, giving rest pauses to their employees to protect them from accidents and disasters at working place. In addition, training on how to use complicated machines is given to employees in order not Cause accidents.

(Cole 1997).this has lead to good performance in terms of productivity since workers operate under good and convenient environment with little risks to accidents and other disasters. it is due to this reason that, the research has taken the concern to analyze the effect of health and safety on employees performance in an organization, because there is still remain unclear whether they have had a significant contribution towards the reduction of accidents in organization at Mirerani mbuguni.

## **1.3 Purpose of the study**

The purpose of the study was to establish the relationship between health and safety on employee performance at Mirerani Mbuguni-Tanzania.

#### **1.4 Specific objectives of the study**

In order to achieve the purpose of the study, the following specific objectives were formulated.

- To investigate the causes of accidents in Mirerani Mbuguni mine.
- To investigate the effect of accident on productive and employee performance in Mirerani Mbuguni mine.
- To examine the ways of preventing accidents in mines.

#### **1.5 Research questions**

The study was aimed at answering the following research questions;

- What are the causes of the accidents in Mirerani Mbuguni mine?
- What are the effects of accidents on productivity and employee performance in Mirerani Mbuguni mine?
- What are the measures of preventing accidents in mines?

#### **1.6 Scope of the study**

##### **1.6.1 Geographical**

This research study was carried out in Mbuguni Mirerani, in Tanzania.

##### **1.6.2 Content**

The study will be focused on effect of health and safety on employee's performance, causes of accidents and their effects and solutions to organization performance in Mirerani Mbuguni and this will be based on different author's literature.

### **1.7 The significance of the study**

- The study of affects of health and safety on employees' performance will help management of different organizations to address health and safety problems effectively basing on this research finding in Mirerani mbunguni.
- This study will also help employees in Mirerani Mbunguni to improve on their performance in terms of productivity which will enhance a stiff relationship between employees and management.
- The study again is of much importance to the government, because this will help or enable government to form an appropriate occupational health and safety act, 2006 of Uganda.
- To provide up to date literatures for academicians and managers in the department of human resource management and finding may be used for literature review.
- It can be used by other researchers, student of Kampala international university, lecturer and administrator for further references.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

In this chapter, the researcher presents literature related to the topic of study. It covers findings of other researcher, definition of keys terms, and al relevant information about the causes of accidents at working place and affects of health and safety on employee's performance in organization.

#### **2.1 Theoretical frame work**

##### **Accident Causation Models**

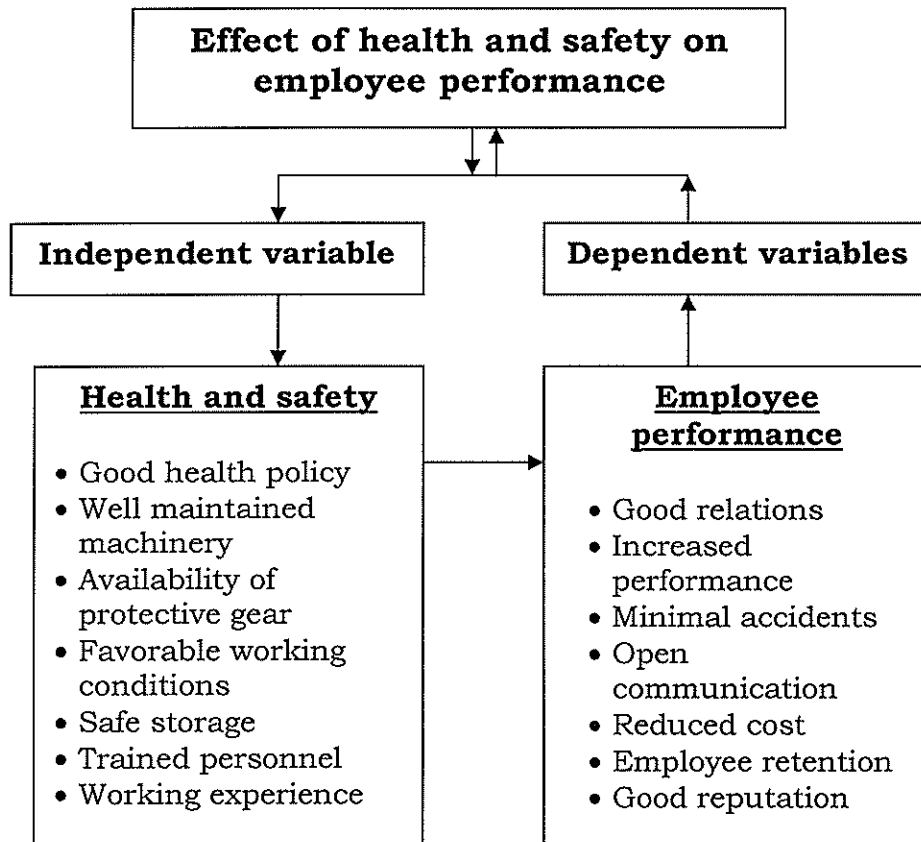
Factors in Accidents Model; It suggests that the interaction of individuals with the work environment, equipment and other contributing factors leads to adverse effects on work systems, which in turn trigger a sequence of events ending in an accident. Worker error causes equipment design limitations and poor maintenance practices exacerbate these faults, with the combination resulting in an incident. This model encourages firms to invest in safety training to develop worker skills and safety consciousness.

A significant weakness, however, is that it attributes all system faults to human error. Strategically, firms cannot achieve the elimination of human fallibility. The broader contributing factors such as the natural tendency of systems to degrade that counter the firm's risk reduction strategies are also not considered by the model. In the 1980s, individual



perceptions of risk and motivational factors became the central theme of accident causation. It explains that firms need to provide employees with training to develop these competencies.

## 2.2 Conceptual Framework



Good healthy policy when organization have good healthy policy which favor employees more especially that aimed at helping employees with accident there would be increased of performance, employee retention (Cole, 1997). Well maintained machinery in organization would reduce the rate of accidents that would occur due to mechanical problems hence leading to increase in performance. (Davar, 1988)

Koontz,(1988)refers, availability of protective gears as tool which will help employees not to be affected direct with the economic hazards which leads to minimizes accidents in organizations hence reduce costs. Favorable working conditions this leads to good relationship between employees and management and this result into high performance in the organization (robin Stephen, 2003).

Uganda business journal, (2003).refers safe storage as a tool which will help to reduce the rate of accidents occurrences due to good location of the storage. Training personnel help to work effectively which will result in the retention of the employees in the organization. (Flippo, 1984) Working experience employees who are experienced are having less risk compare to inexperienced employees and inexperienced are trained leads to open communication channels that the occurrence of accident low in the organization (Bart, go, 2000).

## **2.3 Review of related literature**

It was reviewed objectives by objectives. That is causes, effects and measures of health and safety of employee performance.

### **2.3.1 Causes of accidents in Mines;**

Accidents are usually resulting of combination situation to another. This combination may other factors and conditions. It is said that accidents are caused by a multiplicity of cause which are closely related for that matter, causes/factors that contribute to accident. They include chances, occurrences, unsafe conditions and unsafe acts. (Casio Wayne F, 1998).

Condition of working environment; these conditions consist of the physical environment of the work place, hours, of lighting, temperature and work design. the longer the workers are jobs during a work day, the more they are vulnerable to accident, as they are likely to be tired (flippo, 1984) deemed lighted offices will exposed workers to accidents because they will not be in position to see properly what will be taking place as will as when temperature is so high workers fail to stabilize at work because high temperature disorganizes an individual.

Flippo(1984).also hard way an managements failure to provide things like protective gears, training employees, poor record keeping of employees health, orientation and place new employees that causes accidents at work place. However he concludes by saying that individuals themselves/employees have an affect toward the occurrence of accidents at work place. Which is referred to as unsafely act? such unsafe act include operating without authority from management, failing to use attires or personal protective gears/equipments, using un safety procedures in loading, mixing and combing. Others are as result of stress within employees, health status, age, working experience that leads to occurrences of accident at the work place since some employees will think that working for long in the organization make them relax, hence accidents at working place.

Chemical in plant and machinery; Robert Gupta Luis R, David bet al (1994, 2007, and 1995) believed that chemical like grasses, vapors fumes and solids which are components and mixtures of different materials do cause accidents at work place regardless whether employees have got protective gears. Robert again emphases that, industries and factories dealing in chemicals are dangerous according to the section 5 of the employment decree of 1975, an employee should be protected such as

fencing of machinery and vessel. All these make employee safe at working place or exposed to accidents (Evan, 1981).

Job in security and communication quality; Massie & Nelson, Quick (1994, 2003), believed that employees feel uncertainty of their position of next moment or tomorrow. Due to this, employees may reject change in job. Bureaucratic practices; hence hindering productivity due to low performance because of constant fear which affects their mental health; therefore, it is advisable that employees are assured of their sincerity so that they are not psychologically disturbed.

James, (1960), referred bureaucratic practices as a long chain of communication between employees and management. Decisions are to follow from top up to lower level and this usually affect performance due to many procedures to be followed. Lack of protective gear; many organizations, for instance Kakira Sugar Works have failed to put in place health and safety incentive so as to protect employees against accidents, which is dangerous to employee's health and safety. These incentives include protective wears like gum boots cover head, gloves and many more that would have controlled accident rates (Uganda business journal 2003)

Alternatively, Robert, (1994) says that not only provision of protective gears can protect employees from accident but also these gears should be of quality depending on the field. 'f work. Because factories of acids need different protective gears and prohibition notice, sings and cautious are to avoid encroachment of employees. Such notice should be put in areas like acids, high transmission of current among other (Evan, 1999). Long working hours; this is situation where employees do work for long time without rest pauses. Many organizations do not consider this since

what they want is to maximize profit on the expense of employees. Which result to accidents (komunda, 2006).

When employees are not given enough time to rest, they will lack continuity in activities which will result in to stress or at times faint and collapse thus exposing them to accidents risks. However to compensation indirectly make the management more careful to prevent accident occurrence (Diva, 1988).in proper maintenance of machinery; Davar, (1988) believed that, most organization put in to consideration that machinery and equipments have to be maintained. This can be done through repairing but unfortunately most of the organizations have not done for exposing the life of employees to accidents risk or hazards.

Increased technology; Has also advanced in the day to day world that is why things are changing day and night leading to manufacture of toxic acids and other materials, for instance there is interested use of chemicals and it estimate to be two (2) millions chemical compound have been developed and this is why some workers at their jobs can willingly pour acids to then hence accident and poor health at working place (flippo, 1984).

Personal causes; These are factors that cause accidents as the result of individual themselves they include the following among others.

Drug abuse; there are some employees who are addicted to alcoholism and drugs. They cannot work without drinking alcohol and in the process of work; they may cause accidents to themselves or to their co-workers because of instability of their bodies (Coles & Harris, 1996, 2000).

Cognitive ability/intelligence; It is believed that human beings do not understand at the same capacity this is true because there are some employees who get accidents in working place because they lack common sense for example, how can an employee temper with machinery when it is not his area of work. Therefore people get accident due to lack of common sense (komunda & Maier, Boston, 2006, 1973)

Age/young, untrained; It is good for the management to high they retire people an old age, experienced than the young ones baluywa92004) believed that other people are exposed to high chance of accidents compared to the young ones. but this is not true because some time, old people have got different defects like poor sight, poor hearing where by an accident can occur when he or she is not aware.

Working experience; experienced people in most cases know what to do because of the long time he/she have spent on the job. However, the people who are inexperienced are of high risk to accidents compared to the experienced ones. But research indicates that experience can be got or attained from on jobs, which is got by people who have worked for a long time. (Myer, 1982).

Health status; this is perhaps the most factors to cause accidents at work place. Simply because some people have very poor health mental illness, heart burn and allergies which give a high risk for individual to exposed to accidents hazard, therefore management should be very carefully in examining the health of employees in order to minimize on the occurrence of accidents (knootnzi, 1998).

Lack of employees commitment; most employees in organization are not committed to the safety and health programs due to employees ignorance and even being hostile toward safety and health measures which they

viewed as intrusive and inefficient that is why some employees do neglects protective gears provided by management(Luis R. David B. et al, 1995).

Accident; Most of employees in organizations are not committed to the safety and health programs due to employees' ignorance and even being hostile toward safety and health measures which they viewed as intrusive and inefficient that is why some employees do neglects protective gears provided by the management(Luis R. David bet al,1995).

### **2.3.2 The effects of accident on productivity and employee performance**

Compensation of workers; Accident make the organization to compensate workers who hard work related accidents and injuries as stated by compensation law in the early 1 900s and this affect profitability of the organization as result of accidents (cassia, 1998 &Gome-mejia, balking, candy, 1998).

Death; Accident leads to some many employees to lose their lives in an organization. For example in the starting company which result in to low-performance by the rest of the employees. (Casio, 1998) & (Lawrence Miller. article 25) pg 150.

Disablement; Accidents because some employed to be total or partial disable, a temporary or permanent disablement reduces earning capacity of an individual in the employment in which he/she was engaged when he sustained an injury at the time of accident hence refusing performance of accidents hence reducing performance of employees in organization;(Myers Charles, 1981) & (Luis r.David B. Robert 1, 2000).

The loss of profit on production; Due to accidents or injuries that had occurred to the employees and unable to work at the same time the machine becomes idle reducing production.(Maier, Boston, 1973).

### **2.3.3 Ways of preventing accidents in mines**

Provision of protective gears; the employees like clothing, eye goggles, face shield and related device, to employees. These all reduced the rate of accidents occurrence in organization. (Denise, griffin, 2001) pg 456 & (Dan l.costly, 1994).

Safety engineering; This is process where safety engineers or expert carefully study the work place trying to identify and isolate particularly dangerous situations and recommend solution for dealing with those situations. (Byers, rue, 1991).

Use of bulletin board throughout the organization; Pictures, sketches and cartoons can be effective if properly presented. The bulletin boards are to be changed frequently. (Byers, me, 1991).

Scarpello, Leduinka. (1988) said that, whenever an accident occurs, it should be reported and investigated as soon as possible to identify its causes and these also allow managers to identify factors which need immediate change it further accidents are to be avoided. For example, employees not wearing safety glasses, oil spills on the floor, broken guard rail and many others. However, heneman, (2000; also supported the same idea.

Determination of percentage of accident due to unsafe behaviors and unsafe conditions should be analyzed such that useful strategies will be developed for the safety programs. For example, if vast majority of accidents are due to unsafe behaviors, trust of safety effects and



resources will be oriented to the implementation of programs to change those behaviors. (Heneman Schwab et al, 2000) pg 696.

According to Heneman, Schwab et al, (2000) pg 698. Training of both supervisors and employees is to be emphasizes in organization in working place as a solution to accidents occurrences. Such training include typical program for supervisors like safety rules and regulations, enforcement, safety control procedures. Recognition hazard and disciplinary problems. While employees training programs focus on instructions and practices in performing the job safely.

Making of work interesting for employees; Will also reduce boredom, fatigue and stress which all would have caused accident, often, simple changes can made to make the work more meaningful and increase the employees satisfaction with the job(byars,rue, 1991).

Establish safety committee; Composed of operative employees and representatives of management the safety committee will provide means of getting employees directly involved in the operation of safety program which is rotating membership and its size usually range from 5 to 12 members such that their duties are inspected, observed and work practice investigated.(byars,rue,1991).

Feature employee safety contests; This is through giving prizes to the work group or worker having the best safety record for a given time of period will be given prized awarded periodically to employees who submit good accident prevention ideas. (Byars, me, 1991).

Periodically hold safety meetings; Employees participation in meeting has a big role to play and themes such as "Get the (electric) shock out of your life" audiovisual aids like movies and slides might also be used.(byars.rue.1991).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter deals with the methodology to the study; discuss aspects of the geographical area in which the research was conducted, the research design, the study population, sampling techniques, the sample size, the study instruments, sources of data, data analysis methods, data process methods respectively.

#### **3.1 Research design**

A survey design having both quantitative and qualitative, aspects was used and total of employees was held with observation in different work place using simple random sampling method.

#### **3.2 Population of the study**

The study involved a population of 100 employees from Mirerani Mbuguni-Tanzania, in the departments of production, information technology, research training, human resource and employees.

#### **3.3 Sample sizes**

The sample size of the study was made up of 60 respondents, that is; 10 people from the management and 50 employees. Whereby there will be four departments, 4 in production, 2 information technology, 3 research training, 1 human resource and 50 employees as in the table below.

Department	sample size
Production	4
Information technology	2
Research training	3
Human resource	1
Employees	50
<b>Total</b>	<b>60</b>

### 3.4 Sampling design and procedure

The researcher used simple random sampling techniques in this case; respondents were identified depending on their willingness and availability to take part in the exercise or study. The various levels of departments formed samples where respondents were selected randomly.

### 3.5 Methods of data collection

The data collection tools or instruments were self administered questionnaires which comprised of open and close-ended questions that required respondents to answer all questions to best of their knowledge. Interviews were also used in data collection from which the researcher asked questions and respondents answered from selected departments.

**Questionnaire;** These were questions relating to the topic of study. During the course of the study, the researcher printed the questions and distributed them to selected respondents (who could read and write), the respondents answered the questions and returned them to the researcher.

**Interviews;** This involved the use of interview guides. The researcher had interview sessions with various selected respondents, he asked them direct questions and while recording their responses.

**Observation;** Here the researcher made visual observations of what was happening. The researcher personally observed the conditions of work, safety gear available, the conditions of the machinery used and other aspects of health and safety in the mine. The researcher observed the activities of the subjects following the observation checklist and any relevant information was recorded.

### **3.6 Sources of data**

The data for this research was obtained from both primary and secondary sources

#### **3.6.1 Primary data**

This included the data obtained from the field of study

#### **3.6.2 Secondary data**

This involved the data got from journal, books, magazines, news paper and from the internet.

### **3.7 Data control and Measurement**

The data obtained was tested for authenticity by the researcher. This was done by carrying out additional search and applying other methods like observation and literature check. The information got from all these

sources was put together and measured to determine its correctness and accuracy to ensure consistency of the data obtained.

### **3.8 Data Processing and Analysis**

In analyzing the data, the quantitative data was edited, coded and tabulated manually by the researcher and presented in form of frequencies and percentages in tables and figures.

### **3.9 Ethical procedures of Data analysis**

The use of questionnaire and interview guides was applied by the researcher to the various respondents. The same questions were informally given to different people and the answers from these people were useful in minimizing chances of biasness.

The researcher also physically participated in literature search on health and safety and its effects on employee performance. With the use of guiding check lists the researcher recorded the correct impression that was provided by the first hand information.

For purposes of confidence building among the respondents, the researcher explained the reasons for carrying out the study and this is to analyze the effects of health and safety on employee performance. The researcher also guaranteed anonymity for respondents who wished to be protected from exposure.

### **3.10 Study Limitations**

The study was limited by financial constraints and the time scale. It was not possible for the researcher to cover all the relevant people in the field,

thus the need to formulate a sample which would be used to represent the entire area of study.

Accessibility to confidential information which was necessary was not easy. Therefore the researcher tried to assure the respondent that the information obtained would be used for academic purposes only and would be treated with a high level of confidentiality.

## **CHAPTER FOUR**

### **DATA PRESENTATION, INTERPRETATION AND ANALYSIS**

#### **4.0 Introduction**

This chapter is a presentation, interpretation and analysis of the data collected from the field. The objectives of the study were; to investigate the causes of accident in organization in mirerani Mbuguni mine, to investigate the effect of accidents on productive and employee performance in mirerani Mbuguni mine; and to examine the measures of preventing accidents in mines. The results are presented in tables and in form of frequency counts and percentages as follows;

#### **4.1 Causes of accidents in Mirerani Mbuguni mine**

The Independent variable in this study was health and safety, and the first specific objective was to investigate the causes of accidents in Mirerani Mbuguni mine. In achieving this objective, responses were asked for their responses on the various factors that could cause accidents. Their responses are presented in Table 4.2 below;

**Table 4.2: Respondents' responses on the causes of accidents**

Causes of Accidents		Responses		Total
		Agree	Disagree	
Working conditions	Count	76	4	80
	%	95	5	100
Plant and machinery chemicals	Count	64	16	80
	%	80	20	100
Mental and psychological instability	Count	72	8	80
	%	90	10	100
Negligence due to drug abuse, alcoholism,	Count	48	32	80
	%	60	40	100
Cognitive abilities/intelligence	Count	40	40	80
	%	50	50	100
Age/experience	Count	68	12	80
	%	85	15	100
Health status of employees	Count	72	8	80
	%	90	10	100

**Source:** Respondent's Field Data, 2011

From the findings of the study in table 4.2 above, 76 respondents (95%) agreed that the condition of the working environment is a major cause of accidents in Mirerani Mbuguni mine, while 4 respondents (5%) disagreed. The conditions consist of the physical environment of the work place, hours, lighting, temperature and work design. The longer the workers are jobs during a work day, the more they are vulnerable to accidents, as they are likely to be tired Work places which are not sufficiently lit will expose workers to accidents because they will not be in position to see properly what will be taking place as well as when temperature is so high workers fail to stabilize at work.



The findings also show that 64 respondents (80%) agreed that plant and machinery chemicals are a major cause of accidents in Mirerani Mbuguni mine, while 16 respondents (20%) disagreed. The existence of chemicals like glasses, vapors fumes and solids which are components and mixtures of different materials do cause accidents in mines regardless of whether employees have got protective gear. Most of the gasses used in mines are inflammable; therefore, exposure to fire leads to catastrophic accidents.

Further more, 72 respondents (90%) agreed that mental and psychological instability is a major cause of accidents in Mirerani Mbuguni mine, while 8 respondents (10%) disagreed. Mental and psychological instability of workers may be caused by job insecurity, the exposure to risk of accidents and long hours of work. When employees are not given enough time to rest, they will lack continuity in activities which will result in to stress or at times fainting thus exposing them to increased risk of accidents.

Respondents also said that the personal weaknesses of employees are another source of accidents in mines. From the findings, 48 respondents (60%) agreed that negligence due to drug abuse and alcoholism is a major cause of accidents in Mirerani Mbuguni mine, while 32 respondents (40%) disagreed. Due to drug and alcohol addiction, addicts may not be able to properly work without drinking alcohol and taking drugs, and in the process of work; they may cause accidents to themselves or to their co-workers because of instability of their minds and bodies.

The findings also show that 40 respondents (50%) agreed that cognitive abilities/intelligence are a major cause of accidents in Mirerani Mbuguni

mine, while 40 respondents (50%) disagreed. It is believed that human beings do not have the same understanding capacity. Some employees may get accidents in working place because they lack common sense, for example, an employee can temper with machinery when it is not his area of work, and this may lead to accidents.

Also, 68 respondents (85%) agreed that age/experience of workers is a major cause of accidents in Mirerani Mbuguni mine, while 12 respondents (15%) disagreed. The working experience of employees is also a factor that may cause accidents in mines. Those who are inexperienced are more likely to cause accidents due to the fact that they are not very familiar with the equipment used in mines. On the other hand, those who have worked in mines for long are experienced in how to handle machinery and equipments in mines and are less likely to cause accidents. However, employees who have worked in mines for too long may have developed eyesight defects and poor hearing, thereby making them more vulnerable to making mistakes that may result into accidents.

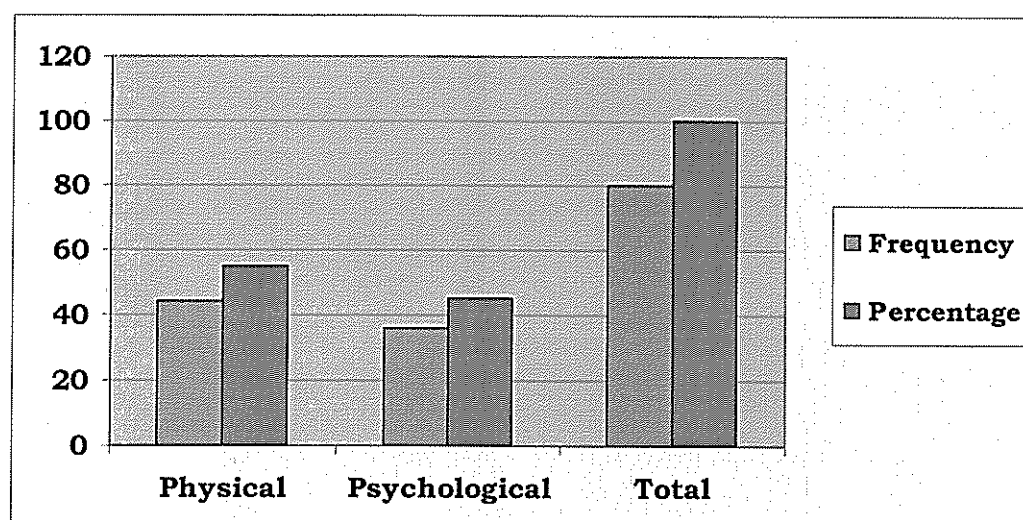
Further more, 72 respondents (90%) agreed that the health status of employees is a major cause of accidents in Mirerani Mbuguni mine, while 8 respondents (10%) disagreed. The state of health of the employees is also a factor that is very likely to cause accidents in mines. Some employees may have very poor physical health like body weakness, mental illness, heart burn and allergies which put them at a high risk of exposure to accidents.

The researcher interviewed employees by asking some questions what are the cause of accident in an organization? to simplify this the researcher showed that the highest cause was condition of working environment where 76 responses (95%) agreed and minor cause was cognitive ability where 40 responses (50%) agreed.

## 4.2 Effect of accidents on productivity and employee performance in Mirerani Mbuguni mine

The dependent variable in this study was employee performance, and the second specific objective was to investigate the effects of accidents on productivity and performance of employees in Mirerani Mbuguni mine. In achieving this objective, responses were asked to comment on how accidents affect them. Their responses are presented in Figure 6 below

**Fig 1: Effect of accidents**



**Source:** Respondent's Field Data, 2011

According to the respondents, accidents have both physical and psychological impact on miners, and from the above figure, 44 respondents (representing 55%) said the effects are mainly physical in nature, and 36 respondents (represented by 45%) said the effects are mainly psychological in nature. The physical impacts, according to the respondents, are in form of broken arms, legs, head, back and chest injuries, amputation and even death.

According to the respondents, apart from the extreme of death, the other physical effects can be treated, but according to the respondents, any physical effect has a major effect on the performance of the employee at his/her work station. If an accident leaves a worker with broken bones (arms, legs or ribs), it takes a long time for the broken or fractured bones to heal, and in all that time of recovery, the worker is totally unable to perform their duties, or at least not up to full capacity.

Respondents also say that internal injuries such as chest, head and back injuries also take long to heal and they sometimes have long-term effect on the bodily abilities of the victims. A person with a chronic back injury will have a more or less permanent incapacitation which will tremendously reduce his/her productivity and performance at work.

Respondents also point to the psychological effects of accidents, and from their responses, psychological effects are in form of fear, trauma and mental instability. This is caused by the constant fear of accidents and death, and it significantly reduces the employees' ability to perform to their full capacity.

The respondents were interviewed and their responses were as follows: 44 respondents (55%) said the effects are mainly physical in nature and 36 respondents (45%) said the effects are psychological in nature.

### **4.3 Ways of preventing accidents in mines**

The third and last specific objective was to examine the measures of preventing accidents in mines. In achieving this objective, responses were asked for their opinions on the best practices for accident reduction in mines. Their responses are presented below;

**Table 4.3; ways of preventing accidents in mines**

<b>Ways</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Training	10	16
Prevention through stimulation	6	10
Safety legislation	5	9
Technology standard	7	11
Freedom of the press and public concern	5	9
Safety engineering	6	10
Establish safety committee	6	10
Periodically hold safety meetings	10	16
Feature employee safety contests	5	9
<b>Total</b>	<b>60</b>	<b>100</b>

As it is seen in the table above 16% of the respondents believed that the major ways of preventing accidents in mines was training, 16% periodically hold safety meetings, 11% technological standard, 10% safety engineering, 10% establish safety committee, 9% freedom of the press and public concern, 9% feature employee safety contests, 9% safety legislation. Among the numerous respondent say that training and periodically hold safety meetings was highest way of avoiding employee accident in an organization.

Further more the researcher interview the employee by asking some question what are the ways of preventing employee accident in an organization?, to exemplify this the researcher showed that the highest ways was 16% training and 16% periodically hold safety meetings, 10% establish safety committee and lastly was 9% safety legislation.

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the summary of the findings of the study, the conclusions drawn and the recommendations made in the research. The study used both qualitative and quantitative methods of analysis, with a view of making appropriate recommendations on the best interventions based on the findings of the research. Below is a summary of the key findings;

#### **5.1 Discussion of findings**

Discussion will be done objective by objective

##### **5.1.1 Causes of accidents**

The study found out that there are various causes of accidents in Mirerani Mbuguni mine. Among them are working conditions (the work environment in the mine), plant and machinery chemicals, mental and psychological instability, negligence due to drug abuse and alcoholism, cognitive abilities/intelligence, age/experience, health status of employees. The condition of work was the most common cause of accidents.

Flippo(1984)deemed lighted offices will exposed workers to accidents because they will not be in position to see properly what will be taking place as will as when temperature is so high workers fail to stabilize at work because high temperature disorganizes an individual.

### **5.1.2 Effect of accidents**

The study also found out that the accidents have both physical and psychological effects on the lives of miners. The physical effects were in form of broken arms, legs, head, back and chest injuries, amputation and even death.

The psychological effects, according to the respondents were in form of fear, trauma and mental instability. These were identified as more severe than physical effects because they are not visible, and so are easily ignored. But both physical and psychological effects were sighted as having diverse effects on the performance of employees.

Myers Charles(1981) a temporary or permanent disablement reduces earning capacity of an individual in the employment in which he/she was engaged when he sustained an injury at the time of accident hence refusing performance of accidents hence reducing performance of employees in organization

### **5.1.3 Ways of preventing accidents**

The study also aimed to find ways of preventing accidents in mines, and on this, the study found out that training was very important in accident prevention. Other ways of accident prevention included passing and strict enforcement safety legislation, upholding technological standards as well as freedom of the press and information, and public concern.

Heneman, Schwab et al, (2000) pg 698. Training of both supervisors and employees is to be emphases in organization in working place as a solution to accidents occurrences. Such training include typical program for supervisors like safety rules and regulations, enforcement, safety control procedures. Recognition hazard and disciplinary problems. While employees training programs focus on instructions and practices in performing the job safely.



## **5.2 Conclusions**

From the findings presented in chapter 4 above, the researcher drew a conclusion that the occurrence of accidents in mines is a common phenomenon, with both simple and serious effects on the victims, both in the short-term and long-term. The accidents are caused by many factors, among the most common of which is human error or negligence or incompetence.

Most of the causes of accidents can be avoided, and so it takes just a bit more caution to save many lives from death and destruction.

The accidents have various effects on the victims, both physical and psychological, and all these effects have a significantly negative impact on the productivity and performance of employees at their workstations

There are also ways which researcher identify them like training, safety engineering, periodically hold safety meetings establish safety committee.

## **5.3 Recommendations**

From the findings and the conclusions made in the study, the researcher made the following recommendations;

There should be mandatory and compulsory training requirement for any one who is employed in a mine. Knowledge of machinery operation and handling of equipment is important in avoiding many of the accidents. Therefore training of new recruits and re-training of old employees in the new technological innovations which are introduced with new machines should be enforced with maximum emphasis.

The government should pass strict legislations on the health and safety requirements in mines. The safety laws have to take into consideration the vulnerability of ignorant workers, and the exploitative and profit-oriented nature of mine firms, sometimes even leading to cover-ups of accidents. There should be clear and well publicized laws on the compensation of victims of mine accidents, so that ignorant workers are not cheated.

There should be freedom of press and public information in order to counter the desire to be secretive by mine operators. Whenever an accident occurs, it should be openly reported and adequately investigated as soon as possible to identify its causes so as to allow the mine managers to identify areas which need immediate attention if further accidents are to be avoided. If there is public information about an accident in a mine, it induces public outcry, thereby forcing mine operators to improve safety requirements in order to avoid public embarrassments.

Establishment of workers' associations is also crucial to the safety of workers. Workers associations/unions help workers in collective bargaining on safety requirements in mines, and is important in ensuring that the workers voices are heard. Unlike the demands of one employee which can easily be ignored, the demands of all employees echoed collectively are not easily ignored.

#### **5.4 Limitation of the study**

In the process of carrying out the study, a number of limitations were met, these obstructed the speed at which the study was carried out.

- There was inadequate finance because the expenses went beyond the estimated budget.
- There was inadequate time as the study was demanding.
- Some respondents were reluctant to provide the appropriate information thinking that their jobs are not secured.

#### **5.5 Areas of further research**

The researcher recommends future research on the following areas:

- The effects of accident on productive on performance.
- Measures to organization accidents.
- The effects of employee development on the performance of the employees in the organization.

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## **APPENDICES**

### **APPENDIX I**

#### **QUESTIONNAIRES FOR SELECTED RESPONDENTS**

Dear Respondent,

I am called Kivuyo Christopher Necerian. A BHR student at Kampala International University, I am conducting research on "effect of health and safety and employees performance", a case study of mine action at Mbuguni Mirerani. The purpose of this study is to fulfill my academic requirement. Therefore I kindly request you to answer the following questions.

Note: your responses will be treated with the high degree of confidentiality

#### **SECTION A**

Back ground information

Respondents Profile

Please tick the most appropriate box

1. Age

a) 20-25

b) 25-30

c) 30-35

d) 35-40

e) 40-45

f) 50 and above

2. Sex

a) Male

b) Female

3. Marital status

a) Married

b) Single

4. Level of education

a) Primary level

b) Secondary level

c) Professional certificate

d) Diploma

e) Degree

## **SECTION B**

5. Are there accidents in your organization?

<b>YES</b>	
<b>NO</b>	

6. If yes, what are the causes to the accidents?

.....

.....

.....

.....

7. Which of the cause of the accident are common in your organization?



.....  
.....  
.....

8. Do you agree that accidents have an effect on organization performance?

<b>YES</b>	
<b>NO</b>	

9.Ifyes,what are these effects

.....  
.....  
.....

10. What the measures to organization accidents?

.....  
.....  
.....  
.....

## **APPENDIX II**

### **INTERVIEW GUIDE**

1. Who is an employee?
2. What is an organization?
3. What is healthy and safety of employees in an organization?
4. What action does the organization takes to those employees who fail to practice safety and healthy?
5. Do the organization makes proper follow up to make sure that all employees practice safety and healthy?

### **APPENDIX III**

#### **TIME FRAME**

This section shows the time which will be taken for this research work. It will take to complete the research activities and report submission.

<b>Months</b>	<b>activities</b>
August	Familiarize/orientation Research design Data collection
September	Answering research question Data analysis
October	Documentation and submission of report.

## **APPENDIX IV**

### **RESEARCH BUDGET**

Budget breakdown; the following are the estimate budget.

<b>NO</b>	<b>ITEMS</b>	<b>AMOUNT (TSHS)</b>
1.	Traveling expenses during data collection	<b>100000</b>
2.	Meal and accommodation expenses	<b>350000</b>
3.	Stationary expenses	<b>250000</b>
4.	Printing and binding expenses	<b>150000</b>
5	Miscellaneous expenses	<b>150000</b>
	<b>GRAND TOTAL</b>	<b>1000000</b>