



**HEALTH AND SAFETY PROGRAMMES AND PERFORMANCE OF EMPLOYEES
IN PUBLIC UNIVERSITIES IN UGANDA: A CASE STUDY OF KYAMBOGO
UNIVERSITY**

BY

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DECLARATION

I, Peter Mujuzi, do solemnly testify that this dissertation is my original work and has never been presented to any institution for any academic, research, and/or professional award in any institution.

Signature

Date:

APPROVAL

This dissertation entitled “Health and Safety Programs and Performance of Employees in Public Universities in Uganda: a case study of Kyambogo University” was written and submitted with the approval of the undersigned.

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DEDICATION

I dedicate this dissertation to my parents Mr. and Mrs. Joseph Mujuzi, Mrs. Kigeyi, fiancée Amy Mumeya and son JojoMujuzi.

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ABSTRACT

This study examined the relationship between Health and safety Programmes and Performance of Employees in public universities in Uganda using Kyambogo University as a case study. The study specifically looked at the influence of the health and safety programs on the performance of Employees at Kyambogo University. The study used case study and cross sectional survey research designs. The sample covered 120 Kyambogo University staff. Simple random sampling and purposive sampling techniques were used to select respondents for the study. The correlation results above 0.07 level, show that Health and Safety programmes significantly affect performance of employees at Kyambogo University. It is concluded that the prevalent work conditions in an organisation affect work performance of employees. The study recommends that Kyambogo University should have targets to generate sufficient and sustainable resources for health and safety activities and programmes, to use these resources optimally and to ensure that everyone has financial accessibility to health services through revenue collection, pooling of resources, and purchasing of interventions thus improved performance.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study explored the relationship between, health and safety programmes and performance of employees in public universities in Uganda, using Kyambogo University as a case study. This chapter presents: background to the study; problem statement; objectives of the study; research questions and hypotheses; conceptual framework; significance of the study; justification of the study; scope of the study and operational definitions of terms.

1.2 Background to the study

1.2.1 Historical Background

The concern for worker health and safety has been a top priority for the World Health Organization (WHO) since its inception. To this end, WHO joined ILO (International Labour Organization) to form the Joint ILO/WHO Committee on Industrial Hygiene. In the 1960s and most of the 1970s, the WHO occupational health strategies basically focused on the scientific and technical aspects of occupational health services, including the early diagnosis of occupational diseases, training and education in occupational health in order to boost the workforce performance and productivity of industries.

It is also imperative to note that, in pursuit of the aforementioned, new strategies like comprehensive workers' health programme stressing the need to organise primary health care services for the further development of occupational health services were adopted in 1979, with the World Health Assembly(WHA) resolution to mitigate the adverse health impact of work-related risk factors in other organisations like academic institutions and not concentrating on industries alone ([ILO-OSH 2001](#)). Although universities from different countries have been offering health services to the staff and students, there are no broad and comprehensive set of principles upon which decisions and actions on health related matters to guide action. It is

important therefore that a contemporary university develops a health and safety policy to address all decisions on health as well as safety related matters.

The need for employers to improve the health and safety of employees in public universities, in this case, Kyambogo University remains critical. Needless to mention that employers are expected to adhere to the Occupational Safety and Health Act (Constitution of the Republic of Uganda 1995 Article 32) in order to boost their organisation's productivity. However, most institutions in Uganda grossly neglect the implementation of good health and safety principles and practices as some look at it as a corporate issue other than a tool to improve organisational competitive edge over others. Thus losing many productive staff to other organisations which offer good health and safety packages to their workforce leading to their enormous performance. As a result this hampers public universities efforts to reduce their levels of staff turnover as well as enhancing high employee productivity.

1.2.2 Theoretical Background

It needs heretofore be mentioned that the major theories that underpinned this study are: Hierarchy of Needs theory as advanced by Abraham Maslow (1943) and Motivation-Hygiene (Two-Factor) Theory as advanced by Herzberg and his colleagues in the 1950's at the Psychological Service of Pittsburgh. Hierarchy of Needs Theory assume that people act to fill needs. A need is a tension that exists that creates a void that people seek to resolve. Maslow's Need Theory combines the notion of acting to satisfy deficiencies with the notion of moving towards personal growth after basics of life have been satisfied, including health and safety.

Meanwhile, regarding the Motivation-Hygiene (Two-Factor) Theory, Herzberg concluded that people have two different categories of needs, which he called hygiene factors and motivators. He found that when people felt dissatisfied with their jobs, they were concerned about the environment in which they were working relating to issues such as health and safety at the work place. On the other hand when people felt good about their jobs, this feeling had to do with the work itself. Herzberg called the first category of needs hygiene, or maintenance factors. This

was because they describe people's environment and serve the primary function of preventing job dissatisfaction. The rationale for calling them maintenance was based on the notion that they are never completely satisfied they have to continue to be maintained. Herzberg called the second category of needs motivators because they seemed to be effective in motivating people to superior performance.

Scholars have come up with theories with suitable health and safety at work place, however the current researcher believed that according to Maslow's Hierarchy of Needs theory (1943). It is the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfil their own unique potential (self-actualization). This theory is relevant to explain the need for good physical working environment, psychosocial environment, performance feedback, in order to retain employees, improve work commitment hence performance.

On the other hand the assumption of Herzberg's theory (1966) assumes that being closely related to hygiene and other motivational factors like work environment and working conditions for employees willingness to perform or not to perform.

This study was also guided by the systems theory which reveals that open and interactive environments enable one to acquire qualitatively new properties through emergence, resulting in constant advancement. Organisations including public Universities pursue relatively specific goals and exhibit relatively highly formalized social structures (Scott, 1992). This implies that public Universities to achieve better performance there should be interplay.

1.2.3 Conceptual background

From the conceptual perspective, the key variables of the study are, Workplace environment, Health Insurance and Job performance. Performance is a combined effort and work value to the organization of a separate behavioural affair that an individual performs over a standard interval of time (Motowidlo et al 1997). However in this particular study, it was operationalised in terms

of whether Kyambogo University employees perform their jobs well. Performance is an extremely important criterion that relates to organizational outcomes and success. On the other hand performance can be significantly achieved with a health work environment.

Disch (2002) healthy work environment is a work setting in which policies, procedures and systems are designed so that employees are able to meet organizational objectives and achieve personal satisfaction in their work. It emphasizes the external factors that impact satisfaction; it focuses on those things that are under the influence of the organization. While an individual's inner predisposition to satisfaction is not under the influence of the organization, a component of promoting a healthy work environment does involve hiring individuals who are positive and have the potential to perform once the proper environment is provided (Brooks et al., 2007).

The work environment is the result of numerous, interrelated factors (Alspach, 2009). These basically include the Physical environment, psychosocial environment, Learning and development, Performance outcome and feedback and organizational support (Hua, 2010). Therefore work environment creates atmosphere for more productive employees and this translates into bottom line cost savings.

On the other hand, employees positively impact corporate culture, resulting in many intangible but equally important returns. A work force is more committed to the job and to the customer. It should be noted that good work environment may not be seen, but all that can be seen is behavior thus performance. Well as work environment greatly influences job performance, Health insurance is relatively significant for performance, Zikusooka, Kyomuhangi (2007), notes that Health insurance involves collecting insurance premiums from either individuals or companies in return for specified health benefit package for those who are covered by insurance. This can be provided by either the company directly for its employees or the company involving the employees towards contribution of premiums for the insurance. Whereas Feldstein (2007) says that Health insurance is purchased not as a final consumption good but as a means of

paying for the future stochastic purchases of health services. The health services purchased in this context are to help those who may suffer from different illnesses along the way.

1.2.4 Contextual Background

Safety and health in the workplace are an integral component to the viability of business for employers, labour unions, governments, and environmentalists in general (Macintosh & Gough et al 2004). It is argued that extension of health and safety strategies has a larger effect on performance of organizations, Large percentages of employees receive employer sponsored health insurance. However it is considered to be just a right by many workers and not a performance benchmark (Sood et al 2009)

Naturally a need for health and safety is an intrinsically human concern. Every individual in life whether one is employed or not, both at the workplace and outside the workplace has the intrinsic need to be safe in order to perform the required duties effectively.

Due to globalized economic trends, the subject of health and safety in the workplace and more so academic institutions has taken on great importance. International conventions institute International organization for standardization to help regulate and bring about improved workplace conditions and services (Zwetsloot, 2003). Safety and health in the workplace covers a wide spectrum of issues. Among them are issues such as working with hazardous chemicals and minerals, exposure to contagious diseases and passive smoking, psychological safety such as stress, fears and attitudes, working within harmful workplace emissions and safety precautions, safety communication measures and personal protection equipment. Internationally, occupational Health and Safety policy remains an important need for billions of workers. Governments are striving to improve workers conditions of their citizens in order to boost their productivity (Daily monitor 1st may 2012).

From the contextual view, Kyambogo University has no well outlined health and safety programmes. Health insurance and work environment have not been employed as avenues to

forefront performance of employees. The University handles some minor safety issues like safety precaution while on duty and provision of firstaid services at their University medical centre. Employees have continued to face increasing challenges of lacking health insurance cover at work place not to forget potential hazards that are mainly contributed by metal dust, excess noise from workshops accidents, traffic and seasonal pollution, medical waste, garbage, fire, electricity related facilities, poor sanitary facilities , darkness, radio waves and asbestos roofing. Most of the cases contracted from such health hazards cannot be handled by the University Medical Centre consequently they are referred to Referral hospitals.

As a result of the fore going information employees have to incur medical bills and are refunded 80% of the expenses (Terms and Conditions of Service, 2005),they continue to be absent from duty and all this has affected their customer care, commitment and quality of services which directly affects the general performance of the University as a whole. On the otherhand it affects University employee retention since most employees try seek better opportunities to organisations with better health and safety programmes leaving the University understaffed hence better performance . Being an employer, Kyambogo University is mandated to formulate safety procedures for its employees as per the health Act chap 128. in order to engineer performance of their work force . This could enable it develop health and safety programmes to address all decisions on health as well as safety related matters to employees thus better performance.

1.3 Statement of the Problem

Health and safety largely contribute to personnel performance (Harrison et al.90).Kyambogo University offers a number of health services to its employees at its medical centre; these include daycare & outpatient treatment, first aid and counseling. The terms and conditions of service for members of staff (2009) provides for a refund of up to 80% on expenses incurred by Kyambogo University employees for medical, dental and ophthalmic treatment, In addition ,one spouse and up to seven children are provided with health services bearing in mind that they attend council designated hospitals. Despite of all this, the performance of its employees is still largely lacking. Action on other health, safety and risk management related matters like health insurance for all employees, ensuring a health physical and psychological work environment to engineer performance have been ignored. If the University does not consider a health and safety instrument and think positively, its employees will increasingly continue to face health and safety challenges leading to cases of unexplained absenteeism, illnesses, ill-health and dissatisfaction hence under performance and a slump in the performance of the University in general as an academic institution.

1.4 General Objective

The general objective of the study was to investigate the effect of the health and safety programmes on the performance of public University Employees: A case of Kyambogo University.

1.5 Specific Objectives

- To establish the relationship between work environment and performance of employees at Kyambogo University.
- To establish the relationship between health insurance and the performance of employees at Kyambogo University.

1.6 Research Questions

The study will answer the following questions:

- What is the influence of work environment on the performance of employees of Kyambogo University?
- What is the influence of Health Insurance policy on the performance of employees of Kyambogo University?

1.7 Hypotheses of the study

- Work environment does not significantly affect the performance of employees.
- Health Insurance does not significantly affects the performance of employees.

1.8 Conceptual framework

Employee productivity is critical for an institution’s overall performance. In this study, the concept of ‘productivity’ comprises of two components – an employee’s personal motivation and the work environment. The conceptual framework explains how health insurance and work environment affects, Employee retention, reduced absenteeism, improved customer satisfaction, work commitment and quality of services. The model explains the relationship between the independent and dependent variables. These are anticipated to be organizational policies.

Figure 1: Conceptual model

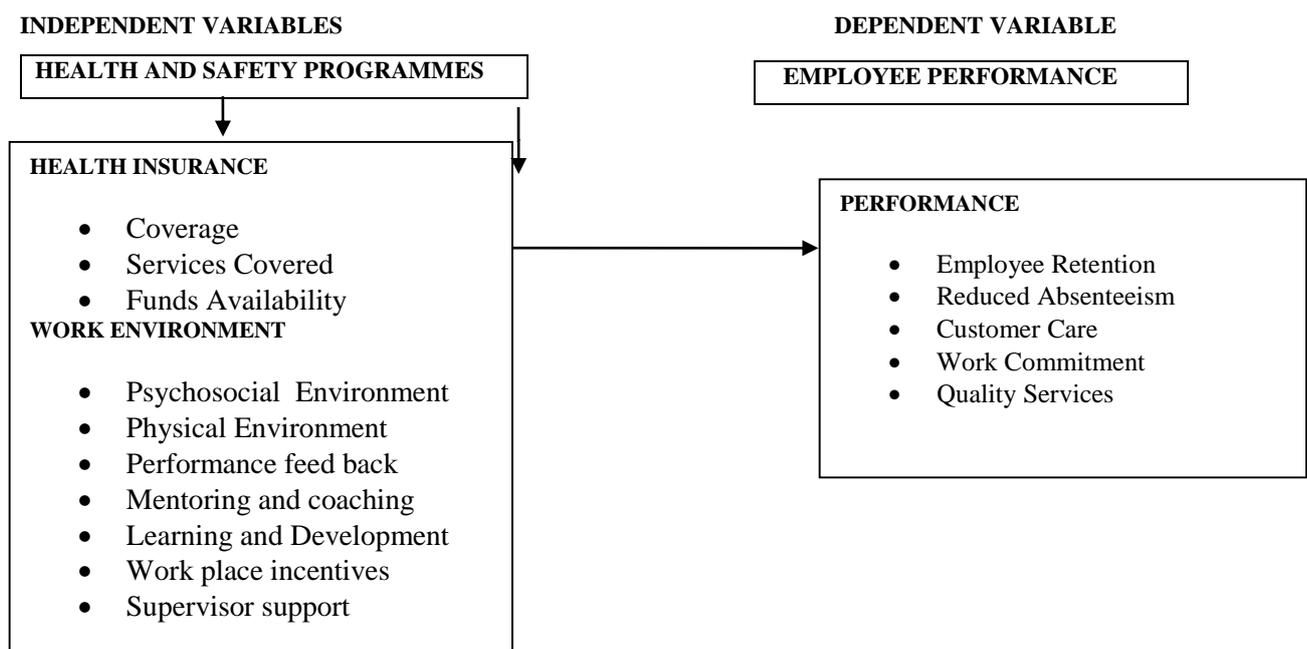


Fig.1 Source: Adopted and modified from (Maslow 1943 and Herzberg 1966)

1.9 Significance of the study

As health and safety of employees is continuously becoming one of the main contributing factors to organizational performance, The study will therefore contribute to the existing literature, create new debates on the study and also fill gaps found which have not been filled in the previous studies . It will further be of use to the policy makers in the University since it addresses employee desires in an academic environment. The study findings will also be beneficial to human resource development officers as they will be able to formulate health insurance and work environment policies that meet the expectation of the staff of Kyambogo University. Similarly, managers, policy makers and educators will become sensitized about the relationship between health insurance and work environment. This will enable them employ appropriate steps to structure competitive health insurance and work environment policies and programmes. The study will form a basis for further research into other factors that affect the employee performance other than health insurance and work environment related issues.

1.10 Justification of the study

Given the discontent magnitude of the various illnesses, ill-health and other health related grievances caused by poor work environment and health. It was very important to investigate the underlying problems that may not be easily recognized without applying scientific research. The researcher wanted to scientifically study and inform management of the need for putting in place health and safety programmes in order to improve employee's performance.

1.11 Scope of the study

Geographically, the study was limited to Kyambogo University, the second largest public university in Uganda created out of a merger of three institutions namely; ITEK, UPK and UNISE. It was assumed that the views obtained regarding the relationship between health insurance and work environment related issues from staff of Kyambogo University, with such rich history would be generalisable to other universities in Uganda. The content scope was limited to examination of: the Health Insurance policy and practices and work environment

related issues on the performance of employees of Kyambogo University. In terms of time scope, the study was conducted from 2012 to 2013. This period of one year enabled the researcher to thoroughly interact with the staff of Kyambogo University in the various faculties/ departments/units/sections in regard to Health Insurance policy and practices and work environment related issues influence on their performance at Kyambogo University.

1.11 Operational Definitions

Health Insurance: This is a type of [insurance](#) whereby the insurer pays the medical costs of the insured if the insured becomes sick due to covered causes, or due to accidents.

Population Coverage: It refers to the proportion of the population that has access to needed health services.

Service Coverage: It refers to the extent to which a range of services necessary to address health needs of the entire population are covered.

Availability of funds: It refers to the finances available to cover for the services that will be offered to the employees

Workplace Environment: A work setting in which policies, procedures and systems are designed so that employees are able to meet organizational objectives and achieve personal satisfaction in their work

Psychosocial: Psychological safety such as stress, fears and attitudes.

Physical Environment: Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects.

Working hazards: Exposure to contagious diseases and passive smoking

Job aids: These are put in place to make work easier and help minimize error rates and customer dissatisfaction by supplying job aids. These can include templates, guides, models and checklists.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the theoretical and the actual review of literature relevant to the study. The related literature highlights what has been provided by different authors about theory, concepts and relationships between Health Insurance policy and practices and work environment related issues influence on employee performance. The chapter starts with the theoretical review and progresses to the review of related literature, and lastly to the summary of literature. The literature is reviewed according to the themes derived from the objectives of the study.

2.2 Theoretical Review

The theories that underpinned this study are motivational theories in general and Frederick Herzberg's Two-Factor Theory in particular, complemented by Abraham Maslow's Hierarchy of Needs Theory.

2.2.1 Herzberg's Two-Factor Theory and Workers' performance

The Motivation-Hygiene Theory resulted from the analysis of an initial study by Herzberg and his colleagues in the 1950's at the Psychological Service of Pittsburgh. This study involved extensive interviews with some 200 Engineers and Accountants from 11 industries in the Pittsburgh areas. These were interviewed about what kind of things on their jobs made them unhappy or dissatisfied and what things made them happy or satisfied.

In analyzing the data from these interviews, Herzberg concluded that people have two different categories of needs, which he called hygiene factors and motivators. He found that when people felt dissatisfied with their jobs, they were concerned about the environment in which they were working. On the other hand when people felt good about their jobs, this feeling had to do with the work itself. Herzberg called the first category of needs hygiene, or maintenance factors.

This was because they describe people's environment and serve the primary function of preventing job dissatisfaction. The rationale for calling them maintenance was based on the notion that they are never completely satisfied they have to continue to be maintained. Herzberg called the second category of needs motivators because they seemed to be effective in motivating people to superior performance (see Table C for a summary of motivation and hygiene factors).

Table 1: Herzberg's Motivation and Hygiene Factors

MOTIVATOR	HYGIENE FACTOR
THE JOB ITSELF	ENVIRONMENT
Achievement	Policies and administration
Recognition for accomplishment	Supervision
Challenging work	Working conditions
Increased responsibility	Interpersonal relations
Growth and development	Money, status, security

Source: Herzberg (1959) as presented by Hersey, Blanchard and Johnson (2001).

Management of organizational behaviour: Leading human resources. p. 67

The implication of Herzberg's Two-Factor Theory to this study is that, just like in the business work environment, university employees if provided good terms and conditions of service, covering good working conditions, health and safety principles and practices peak performance from the employees in question would be realised, leading to overall institutional effectiveness and efficiency.

2.2.2 Maslow's Hierarchy of Needs Theory and Workers' Performance

The Needs Theory assume that people act to fill needs. A need is a tension that exists that creates a void that people seek to resolve. Maslow's Need Theory combines the notion of acting to

satisfy deficiencies with the notion of moving towards personal growth after basic needs have been satisfied.

The foregoing theory is based on the assumption that the needs of an individual can be classified into five categories and arranged in form of a hierarchy (see Fig. 1). In his motivation theory, Maslow put forward certain propositions about the motivating power of these needs thus:

- Man's needs can be arranged in a 'hierarchy of relative pre- potency'.
- Each 'level' of need is dominant until satisfied, only then does the next level of need become a motivating factor.
- A need, which has been satisfied no longer, motivates an individual's behaviour. However, it is imperative to note that the need for self-actualization can never be satisfied.

Figure 2: Maslow's Pyramidal-Motivation Theory

Self, Actualization, Needs, Esteem needs Social needs, Safety needs, Physiological needs

Source: Maslow (1954) as presented by Hersey, Blanchard and Johnson (2001).

Management of organizational behaviour: Leading human resources. p. 40

Basing on Figure 2, Maslow suggested that man's innate needs can be arranged in a 'hierarchy of relative pre-potency'. This implies that there are 'levels' of needs each of which is dominant until satisfied, only then does the next level of need become a motivating factor. These needs, according to Maslow, include:

- a) Self-Actualization-the need to realize one's potential by using all of one's talents.
- b) Esteem-the need for self-respect and self-confidence. Respect, recognition and appreciation from others.
- c) Social-the need for group membership, friendship, affection and acceptance of one's peers.
- d) Security-the need to have a degree of safety in one's life, freedom from bodily harms or threat. This may also extend to safety of prized elements of life styles.

e) Physiological-basic needs to everyone such as food, water, shelter, rest and sex. It is important to remember that without fulfilment of these needs most persons are not motivated by higher needs.

The implication of Maslow's Hierarchy of Needs Theory to this study is that university employees under normal circumstances are first and foremost concerned with satisfying their basics life such as good accommodation, nutrition, clothing, health and safety before being concerned with higher order needs. To this end, university managers should give due attention and put good working conditions, safety and health programmes for staff

The word 'health' is defined in the Oxford Dictionary as 'the state of being free from illness or injury'. However, the World Health Organization (WHO) defined health in its broader sense in 1946 as 'a state of complete physical, mental, and social wellbeing and not merely the absence of disease or infirmity'. The WHO's 1986 Ottawa Charter for Health Promotion further said that health is not just a state, but also 'a resource for everyday life, not the objective of living. Health is a positive concept emphasizing social and personal resources, as well as physical capacities.' Employee well-being is increasingly recognized as an important issue in organizations, particularly as instances of, accidents, stress related illness at work continue to rise (Cooper & Cartwright, 1996).

Current trend shows that organizations started giving attention to organizational and management impact on safety performance particularly the function of health and safety management. Hale et al (1997) , argues that the interest in health and safety management is due to major disasters that highlighted the failings of management to protect the health and safety of their workers. To this end, organisations are required to comply with Occupational Health and Safety Acts in their countries if they are to fulfill their responsibilities as employers thus ensure that workers have a safe work-place.

However, in general terms, legislation in most countries in Africa, Uganda inclusive is inadequate to address the Health and safety and work environment related problems as many organizations experienced problems in managing health and safety in the work place. This is due to the “people” element having a tendency to engage in safe or unsafe behavior according to their interpretation and the unsafe behavior can lead to accidents. For instance, from safety experts, Fleming and Lardner (1999) it is advanced that human factors contributed to 80 – 90% of all industrial accidents as people in most cases neglect the correct procedure in doing their job. For that reason, effective health and safety management and its relation to productivity have been considered an important element when managing the interaction between systems and people (Fleming and Lardner, 1999). It is crucial to note that job satisfaction is important to an organization's success. Several studies generally have found that job satisfaction is associated with salary, occupational stress, empowerment, company and administrative policy, achievement, personal growth, relationship with others, and the overall working condition which ultimately increases worker productivity (Shikdar & Das, 2003).

In the same line of thinking, Herzberg's Two Factor theory found that hygiene was a highly rated motivator for employee performance. In contrast, Lucas (1985) discovered that the supervisor-employee relationship was a significant factor influencing worker environment hence employee performance. Carr (2005) for example, argues that the two hygiene factors namely "company policy" and "relationship with peers “could greatly improve the productivity of employees if they are considered by the employers. On the other hand, Huselid (1995) believes that if workers are not motivated, turnover will increase and employees will become frustrated and unproductive.

To this effect, in the retail setting for example, Winer and Schiff (1980) conducted a study using Herzberg's two-factor theory and found that achievement was the highest rated motivator for employees to realise peak performance. Making more money received the second-highest rating in the study, followed by chances of promotion and recognition. In contrast, Lucas (1985)

discovered that the supervisor-employee relationship was a significant factor influencing worker satisfaction in an organisation. In this light, managers in organisations should endeavour to make attempts to meet the health and safety as well as good working conditions for staff if high levels of productivity is to be realised.

2.3 influence of work environment on the performance of employees

The need to provide a safe work environment for employees has had a long history in human resource management. In Beer et al. (1994) model of human resource management, it is acknowledged that work systems cannot only affect commitment, competence, cost effectiveness and congruence but also have long term consequence for workers' well-being, there is some evidence to indicate that work systems designs may have effects on physical health, mental health and longevity of life itself. Conducive work environment ensures the well-being of employees which invariably will enable them exert themselves to their roles with all vigour that may translate to higher productivity (Akinyele, 2007).

The environment is man's immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work (Chapins, 1995) while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002). Physical environment affect how employees in an organization interact, perform tasks, and are led. Physical environment as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and satisfaction level. The workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old

has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

Longman dictionary of contemporary English (2003) defines work environment as “ all the situation, events, people etc. that influence the way in which people live or work” while “ work” is defined as “ a job you are paid to do or an activity that you do regularly to earn money”. Accordingly, Kohun (1992), defines work environment as “an entirety” which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee’s activities and performance. Work environment is the sum of the interrelationship that exists within the employees and between the employees and the environment in which the employees work. Brenner (2004) was of the opinion that “the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge”. In addition, Brenner (2004) argued that work environment designed to suit employee’s satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. Work environment when appropriately designed, motivates employees toward higher productivity.

Meantime, productivity implies reaching the highest level of performance with the least expenditure of resources. The foregoing are in consonance with the common approach to productivity which according to Adamu (1991), is a type of relation between output and input. The relations as Adamu states further, compares outputs with one or more inputs, often factors inputs like labour and capital to define some meaningful measures like: the work environment has to be safe and healthy that is, no hazards and no undue risks; the opportunity to use talents effectively to acquire new skills and knowledge for advancement must be ever present; the employees at all levels have occasions to develop their capabilities through problem solving

and planning; the social climate of the organization is free from prejudice and rigid classifications; and the job does not take excess time and energy from other aspects of life.

Most of employee performance problems reside in the work environment of organizations (Akinyele, 2009). The work environment has a direct and indirect effect on the performance of employees. The type of work environment in which employees operate determines the way in which such organisations prosper. Brenner (2004) advances that the ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment. However, most of the universities in Uganda are characterised by staff strikes mainly attributed to lack of appropriate conditions of their work environment.

Productivity in an organization can, in principle, be influenced by a wide range of internal and external factors, which may be categorised as: General factors- among which are climate, geographic distribution of raw materials, fiscal and credit policies, adequacy of public utilities and infrastructural facilities, etc.; organizational and technical factors: namely, the degree of integration, percentage of capacity, size and stability of production, etc.; Human factors: Which include labour- management relations, social and psychological conditions of work, wage incentives, physical fatigue, trade union practices, etc. (Akinyele, 2009). There is no doubt that improved work environment enhances employee productivity. For example, standard health facilities protect the life of the workers, as in case of any hazard on the job they have some assurance of some income. This assured income tends to minimize any inhibitory fears of the workers devoting themselves fully to their work.

The work environment according to Opperman (2002) is a composite of three major sub environments viz: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. This environment creates elements that enable employees perform their respective responsibilities and activities. The human environment

refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. Human environment is designed in such a manner that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment include, systems, procedures, practices, values and philosophies. Management has control over organizational environment. For instance, measurement system where people are rewarded on quantity hence workers will have little interest in helping those workers who are trying to improve quality. Issues of organizational environment influence employee's' productivity.

The push for more productivity from public universities is not a new phenomenon. These factors may be important; yet, believing that the attitudes and management styles of mid-level managers are what really influence employee productivity. One of the primary tasks of the managers is to motivate people in the organization to perform at high levels (Steers and Porter, 2000; Caldwell, 2001; Christesen, 2002). It is generally agreed that the more accurately managers can answer the question of what motivates their employees, the more effective they will be at maximizing productivity, enhancing productivity, enhancing performance and advancing the notion of organisational accountability (Chernis and Kane, 2004). In view of the foregoing literature much is mentioned on increasing productivity of employees. However, there studies did not mentioned how health and safety programmes can also come in to this cause in this way there is need to also investigate how it can also be important

A large number of work environment studies have shown that employees are satisfied with reference to specific workspace features. These features preference by employees are highly significant to their productivity and workspace satisfaction. These include: lighting, ventilation rates, access to natural light and acoustic environment (Becker, 1981; Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004; Karasek & Theorell, 1990). Lighting and other

factors like executive furniture has been found to have positive influence on employees health (Dilani, 2004; Milton, Glencross & Walters, 2000; Veitch & Newsham, 2000) and consequently on productivity. This therefore implies that public universities like Kyambogo have to seriously give due attention to the work place in which the staff operate. This is attributed to the assumption that ambient features in office environments, such as lighting, temperature, existence of windows, free air movement etc, suggest that these elements of the physical environment influence employee's attitudes, behaviours, satisfaction, performance and productivity (Larsen, Adams, Deal, Kweon & Tyler, 1998; Veitch & Gifford, 1996).

It is no longer debatable that the workplace environment of an institution, regardless of nature and type, impacts employee morale, productivity and engagement - both positively and negatively. The work place environment in a majority of institutions whether public or private is considered unsafe and unhealthy especially in developing countries such as Uganda (Chandrasekhar, 2011). These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus productivity is decreased due to the workplace environment. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance (Chandrasekhar, 2011).

In today's competitive knowledge-based economic environment, institutions can no longer afford to waste the potential of their workforce. To this end, there are key factors in the employee's workplace environment that impact greatly on their level of motivation and performance. The workplace environment that is set in place impacts employee morale, productivity and engagement - both positively and negatively. It is not just coincidence that new programs addressing lifestyle changes, work/life balance, health and fitness - previously notconsidered key benefits - are now primary considerations of potential employees, and

common practices among the most admired companies. In an effort to motivate workers, firms have implemented a number of practices such as performance based pay, employment security agreements, practices to help balance work and family, as well as various forms of information sharing. In addition to motivation, workers need the skills and ability to do their job effectively. And for many organisations, training the worker has become a necessary input into the production process (Chandrasekhar, 2011). However the above studies have not clearly brought out the importance of health and safety programmes to performance of employees and in this study it is important that it is clearly brought to air .

The importance of work environment cannot be overemphasized, as creating productive work environment for employees is all about exerting the right influence on the employees' mindset. It is imperative to note that productive work environments can be built by incorporating simple physical changes and employing appropriate management styles. It is advanced that, once employees feel that the institutions cares about them, they will reciprocate with higher levels of efficiency and productivity (Akinyele, 2009).

In view of the foregoing observation, managers ought to create a work environment where an employee look forward to come back to work the next day. However, most of Ugandan universities are characterised by intrigue and antagonism between staff of the different levels. This is not healthy at all and grossly impairs peak performance from the staff and the overall institutional performance.

From the work of Chandrasekhar (2011) and Akinyele (2009), simple steps to follow for creating work environment conducive to employee productivity are suggested. These include: Providing ample rewards and recognition to employees, thus, creating an environment where employees can realise the full value of their contribution to the organisation; appoint mentors for the employees to assist them in setting achievable goals and evaluate their career objectives; keep a balance between formal and casual work environments so that employees don't get bored at work; for a start-up or growing organisation, democratic methods of deciding workplace

policies can be very motivating; giving employees an overview of the company's current status, changes planned and the road map ahead; initiatives like 'employee of the month', office outings, Friday potluck etc. also go a long way in adding value to the work environment; hang motivational posters or legends across the work place; keep office with vibrant colors, good lighting and kept clean; encourage Green environment initiatives in the workplace so that the employees feel socially connected in the office; provide comfortable and ergonomic workplace design to keep the niggling injuries away; and provide a Library, a Recreational zone, Child care, Travel and other useful facilities in the office for a motivating and productive environment. From the forgoing observations, it can be fairly deduced that proper management of work environment creates highly motivated, productive and engaged employees, thus, resulting in low attrition and lower cost of talent acquisition; a win-win situation for both employer and employee. To this end, Ugandan public universities are implored to put in place good work environments both socially and physically.

2.4 Influence of Health and safety policy and practices on the performance of Employees at the work place

Healthy and safe workplaces are critical to achieving productive work and high quality working lives in any country. Thus, the need to increase our understanding of why workplace health and safety is important if we are to increase the number of healthy, safe and productive universities and other tertiary institutions in Uganda. In general terms, workplace health and safety is important as a commitment to employees in a particular institution, their workmates, families and friends. Needless to mention that, it is important as an investment in a country's economy as well as being important as a legal obligations organisations have to undertake (Wagstaff & Pradhan, 2005).

A big volume of literature especially from the developed countries, show that there is a positive correlation between health, safety and productivity. In other words, good health, safety and working conditions leads to: fewer injuries that stop people from working; increased

innovation; improved quality of services and products in the organisation; enhance corporate reputation; lower costs to compensate workers; and improve staff recruitment and retention (Wagstaff & Pradhan, 2005).

Over the past two decades, the number of studies measuring the effects of health and safety on worker productivity have increased dramatically, as employers strive to understand and control health care costs. More fundamental, however, is the growing recognition that productivity drives economic growth and profits in an organisation, and may create a competitive business advantage. To this light, the literature advances a number of common success factors in organisations that demonstrate the links between work quality and productivity. These include: a high-quality working environment; good levels of co-operation between management and employees; work organisation that gives employees challenges, responsibilities and job autonomy; the development of new working methods and equipment to improve working postures and decrease the strain of physical work; allowing creative solutions for specific safety and health problems; a thorough analysis of the different production costs that can be directly or indirectly related to health and safety hazards (costs of incidents, loss of productivity and quality, and other production costs due, for example, to the use of inadequate materials). In addition, the literature identified the need for both employers' attitudes and employees' behaviours to change in order to reduce injuries, disease and deaths, and increase performance and productivity (WHO, 2008).

There are two main types of productivity cost arise from workplace incidents and illnesses. These include: direct and indirect the former are tangible and measurable, whilst the latter are harder to measure. It is advanced that estimates of the hidden costs of workplace injury and illness vary greatly- anywhere between 0.5 and 20 times wage and/or salary costs (Oxenburgh, 1991; William et al, 1997; Doorman, 2000; Viscusi, 2004; Burton et al, 2005; Oxenburgh and Marlow, 2005; NOHSAC, 2006). Other studies reveal that health and rehabilitation costs make up 14 per cent of the economic and social costs of occupational disease and injury. (Pezzullo

and Crook, 2006). “The loss of worker productivity resulting from health problems is an indirect health cost to the organisation that is largely unmeasured. When organisations do consider the impact of health costs, the losses considered are usually in the form of health insurance claims...(Burton et al, 1999:863).”

“High levels of worker productivity are critical to the success of all sorts of organisations, whether for-profit, government, or non-profit... As a result, health and safety risks and productivity have been key areas of priority within organisational medical departments, executive suites, academic centres, and government agencies around the world (Brandt-Rauf et al, 2001:1).” As recognition grows that safer and healthier workplaces translate into increased productivity, more job satisfaction and stronger bottom-line results, the imperative to prove the links has grown stronger. This has been driven by government agencies, trade unions and progressive employers. (Brandt-Rauf, 2001; Occupational and Environmental Health Foundation (OEHF), 2004; Boles et al, 2004; De Greef and Van den Broek, 2004).

The foregoing authors, indicate that the common elements in organisations that clearly demonstrate the link between health, safety and productivity include: a good level of co-operation between the management and employees; a high-quality working environment; employees being given challenges, responsibilities and job autonomy; and the development of new working methods and equipment to improve working postures and decrease the strain of physical work. Most workplace health and safety programmes that try to prevent injuries and illnesses focus on: job/task redesign; engineering processes redesign; work environment redesign; personal protective equipment/clothing; education and training measures; improvements to management and monitoring; and improvements in inter-personnel communication.

2.4 Summary of Literature Review

From the reviewed literature it has been generally seen that a number of factors can influence employees performance in the workplace. Regardless of the field or industry in which one works, the factors influencing employee performance and morale are very much the same. It has been seen that due attention should be given to good terms and conditions of service so that employees can operate from a conducive work environment Brenner (2004). This acts as a motivation and retention strategy. Good health and safety Programmes and practices are critical in improving institutional effectiveness and efficiency.

From all the above studies it can be hypothesized that health and safety programmes in Kyambogo University will realise improved customer care, reduced absenteeism, employee performance, employee retention and commitment thus significantly affecting performance of employees in the University.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the research methods used by the researcher in answering the research problem and the gathering of data to answer the research questions. It includes the research design, study population, determination of sample size, sampling techniques and procedures, data collection methods, data collection instruments, validity and reliability tests, procedure of data collection, data analysis and measurements of variables.

3.2 Research Design

This study used a case study design to explore and describe the relationship between Health and Safety Programmes and the performance of employees of Kyambogo University. Case study research method has been defined as 'an empirical inquiry that investigates a cotemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident and in which multiple sources of evidence are used' (Yin, 1994) This research examined the health and safety related issues of concerns by Kyambogo University and how they affect its employees. One of the advantages of a case study design is that it gives a holistic analysis of complexities of action and meaning. Second, it allows for a close view of the subject under study. Third, the importance of a case study design is increased by the quantitative and qualitative as well as the historical approaches utilized in the study. For purposes of obtaining quantitative data to enrich the study findings, within this case study, the cross-section survey was employed. This method was considered appropriate for the study, owing to the fact that, it is used to gather data from a sample of a population at a particular time, in order to obtain information about preferences, attitudes, practices, concerns or interests of a group of people (Amin, 2005). The method was able to provide both quantitative and qualitative data thus enabling the study to establish the influence of working conditions, safety, and health on employees of Kyambogo University.

3.3 Study Population

A population of 120 respondents was selected to provide qualitative and quantitative data for the research for all employee levels in Kyambogo University.

3.4 Respondents and Selection Criteria

Different selection criteria for each group of the study population were used. Of the 25 senior administrative staff, 6 top managers were purposively sampled to act as key informants of the study while the rest were randomly sampled. Purposive sampling technique was used based on its usefulness in identifying the respondents. Purposive sampling technique is a common non-probability technique where the researcher selects a sample basing on personal knowledge and experience of the group to be sampled. In addition, purposive technique was used because it provides the researchers with justification to make generalizations from the population that is being studied, whether such generalizations are theoretical or analytic in nature.

A two stratified random sampling was used to select the categories of employees of Kyambogo University .The first stage involved selecting three out of four employment levels. Senior administrative, academic and support staff were selected. The second stage involved Simple random sampling was used for the senior administrative staff, academic and support staff was used. The technique was used to give equal selection probability to the academic and support staff of Kyambogo University (Amin, 2005).

Tables were formulated as suggested by Krejcie & Morgan (1970) to determine appropriate targeted population for the research activities. This was done to select senior administrative, academic and support staff samples (see appendix 7). It should be noted here that the sampling error was best at a minimum of 0.05 This was because the key square method answered the level of significance for each population value and its chosen population.

Table 2: Accessible Population and Sample Size for the Study

No.	Population Category	Total Population	Target Population	Sampling Method
1	Senior Administrative Staff	25	25	Simple Random/Purposive Sampling
2	Academic Staff	60	51	Simple Random Sampling
3	Support Staff	50	44	Simple Random Sampling/ non random sampling
n		135	120	

Source: Adapted from Krejcie & Morgan (1970 as cited in Amin, 2005) and modified for use by the researcher

3.5 Data Collection Methods

Both primary and secondary sources were used to collect data related to variables in the study. In this case interviews were carried out on key informants this is because these are expected to be with the direct information that is needed by the researcher and it was done using the interview guide, the documentary review was also done to access the past information about the problem (Amin, 2005).

3.5.1 Primary sources of Data Collection

Primary data was collected related to variables in the study. In this case interviews were carried out on key informants this is because these were expected to be knowledgeable and had direct information that was needed for the study.

3.5.2 Secondary sources of Data Collection

Library and archival survey was used as a secondary source of data collection. According to Wangusa (2007) library and archival survey method of data collection enhances the analysis of the findings in relation to the objectives of the study as well as the relationship of the extension strategies used by the developed countries. The library and archival survey included documents such as reports, journals, conference proceedings and textbooks in relation to the study. Library

and archival survey was further sought to validate the responses given by the different employees in Kyambogo University through analysis of documents (Amin, 2005).

3.6 Data Collection Instruments

Data collection instruments included self-administered questionnaire and interview guide. These instruments gave the information needed about the research problem of the study.

3.6.1 Interview Guide

An interview guide was used to solicit information from the top managers of the university who were the key informants. According to Amin (2005) interviews obtain information by means of spoken words and this is essential in obtaining more data and more clarity on the study problem. This was superior because it enabled the interviewer probe the selected top management officers until the relevant data was got. It was very helpful since information was got first hand from representative or 'naturalistic' samples who were the desirable group to give the required information.

3.6.2 Observation

Observation was employed to record pertinent happenings according to Wangusa (2007). First hand information of the events with or without full knowledge of the respondents was noted. This is based on the assumption that, observation provides direct access to the social phenomena under consideration. Instead of relying on some kind of self-report, such as asking people what they would do in a certain situation, the researcher actually observe and record their behaviour in that situation. This, in principle at least, avoids the wide range of problems associated with self-report. In an interview situation or in response to a questionnaire item, for example, a person may not always provide accurate or complete information, or they might answer in ways that correspond to what is socially desirable (Amin, 2005).

3.6.3 Structured Questionnaire

A questionnaire consists of a set of questions to which the subject responds Amin (2005). Self-administered questionnaires were targeted to obtain information from employees from all categories. A questionnaire was selected because it faster, convenient and yielded first hand information (ibid). In addition, it was a self report and the respondents were expected to answer honestly. It was also less expensive and did not consume a lot of time for the respondent. The questionnaire was dropped and collected from the respondents immediately or after some time.

3.7 Validity and Reliability

Validity and reliability were measures used for data quality control. This was done by ensuring acceptable levels of validity and reliability. According to Amin (2005), validity is useful in ensuring accuracy and acceptability of the data while reliability is concerned with the consistency of the results to yield similar results when the research is carried out by others.

Validity

According to Amin (2005), validity is the ability to produce findings that are in agreement with theoretical or conceptual values. In other words, to produce accurate research results, content validity index (CVI) was employed.

$$\text{CVI} = \frac{\text{Number of items declared as relevant}}{\text{Total number of items}} = \frac{120}{135} = \mathbf{0.8}$$

Where **C=Content**

V=Validity

I= Index

The variables had a CVI of above 0.99 or 99% as the recommended value for the instruments to be considered relevant (Amin, 2005).

Reliability

Reliability refers to the extent to which the research instrument will yield consistent findings (Saunders et al.; 2007). This is the ability of an instrument to produce the same results whenever it is repeatedly used to measure a variable or concept from the same respondents even by other researchers. The researcher will adopt a split-half as follows:

$$\text{Reliability of Scores on total test} = \frac{2 \times \text{reliability for } \frac{1}{2} \text{ test}}{1 + \text{reliability for } \frac{1}{2} \text{ test}} = \frac{2 \times 0.60}{1 + 0.60} = \underline{\underline{0.99}}$$

3.9 Procedure of Data collection

A letter from the Department of Higher Degrees at Uganda Management Institute will be addressed to the case-study company. Each questionnaire used by the researcher will be pre-tested and an appropriate cover letter attached to it. An adequate sampling methodology will be chosen, validity and reliability tests will be carried out on the data collection instruments. The questionnaires will be either answered on-spot by respondents or dropped off for collecting later.

3.10 Data Analysis Techniques

Data collected was analyzed both by qualitatively and quantitatively.

3.11.2 Quantitative Data

Quantitative data was analysed using the Statistical Package for Social Science Research (SPSS) Computer Programme. In specific terms, the researcher used frequencies and percentage distribution to analyse the background, independent and dependent variables of the study so as to establish the influence of work environment, safety and health of performance of university employees at Kyambogo University. The frequencies and percentage distribution were obtained through analysing the entered data in the SPSS programme through following the analyse command and then descriptive statistics to obtain frequencies and percentages (Amin, 2005).

3.11.3 Qualitative Data

The qualitative data obtained from the open ended questions on the questionnaire and the structured interview were transcribed, edited, coded, and segmented according to the study objectives. Thereafter, the transcriptions were analysed to determine the extent of agreement or disagreement of the respondents regarding the influence of work environment, safety and health of performance of university employees at Kyambogo University (Amin, 2005).

3.12 Ethical considerations

Academic ethical values and confidentiality of respondents were considered during execution of this study. Majority of the respondents participated voluntarily on declaration that academic ethical values of anonymity and confidentiality of respondents were to be observed by the researcher. In addition, respondents were assured that data collection was for only academic purposes and evidence will be destroyed after the analysis of responses. As a result, majority of targeted respondents participated in the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

The study set out to examine the influence of work conditions, health and safety programmes and practices of performance of employees of Kyambogo University. The central focus of the study was on three factors namely: work conditions, health and safety issues. The data collected was presented using Tables and analysed using frequencies and percentage distribution.

4.2 Background Information of Respondents

Table 3: Background Information of the Participants in the Study

Sex	Frequency	%age
Male	49	41%
Female	71	59%
Total	120	100%
Age Bracket		
Below 25 Years	20	17%
25-30 Years	38	32%
31-40 Years	43	36%
41 and above	19	16%
Total	120	100%
Marital Status		
Single	43	36%
Married	69	58%
Widowed	5	4%
Divorced	3	3%
Total	120	100%

Employment Level in Kyambogo		
University		
Senior Administrative Staff	25	21%
Academic Staff	51	43%
Support Staff	44	37%
Total	120	100%
Highest Qualification		
Diploma	15	13%
Degree	42	35%
Post Graduate	5	4%
Master's Degree	52	43%
PHD	4	3%
Any Other (Pursuing Degree)	2	2%
Total	120	100%

Findings of in Table 3 reveal that over half (59%) of the respondents were female while 41% were male. Table 3 further shows that majority (68%) of the respondents were aged between 25- 40 years while the least were 41 years and above (16%). Table 3 also indicate that most of the respondents were married and single, that is (58%) and (36%) respectively while the least were divorced (3%). Table 3 further still reveal that almost half of the participants in the study were academic staff (43%), Support Staff are (37%), while the Senior Administrative Staff were the least participant (21%) s. Table 3,also shows that nearly half (43%) of the participants are Masters Degree holders, about 35% are degree holders, while 13%, 4% and 3% are diploma, post graduate diploma and Phd holders respectively while 2% of the respondents were pursuing degree qualifications.

4.3 Influence of work environment on the performance of employees at Kyambogo University

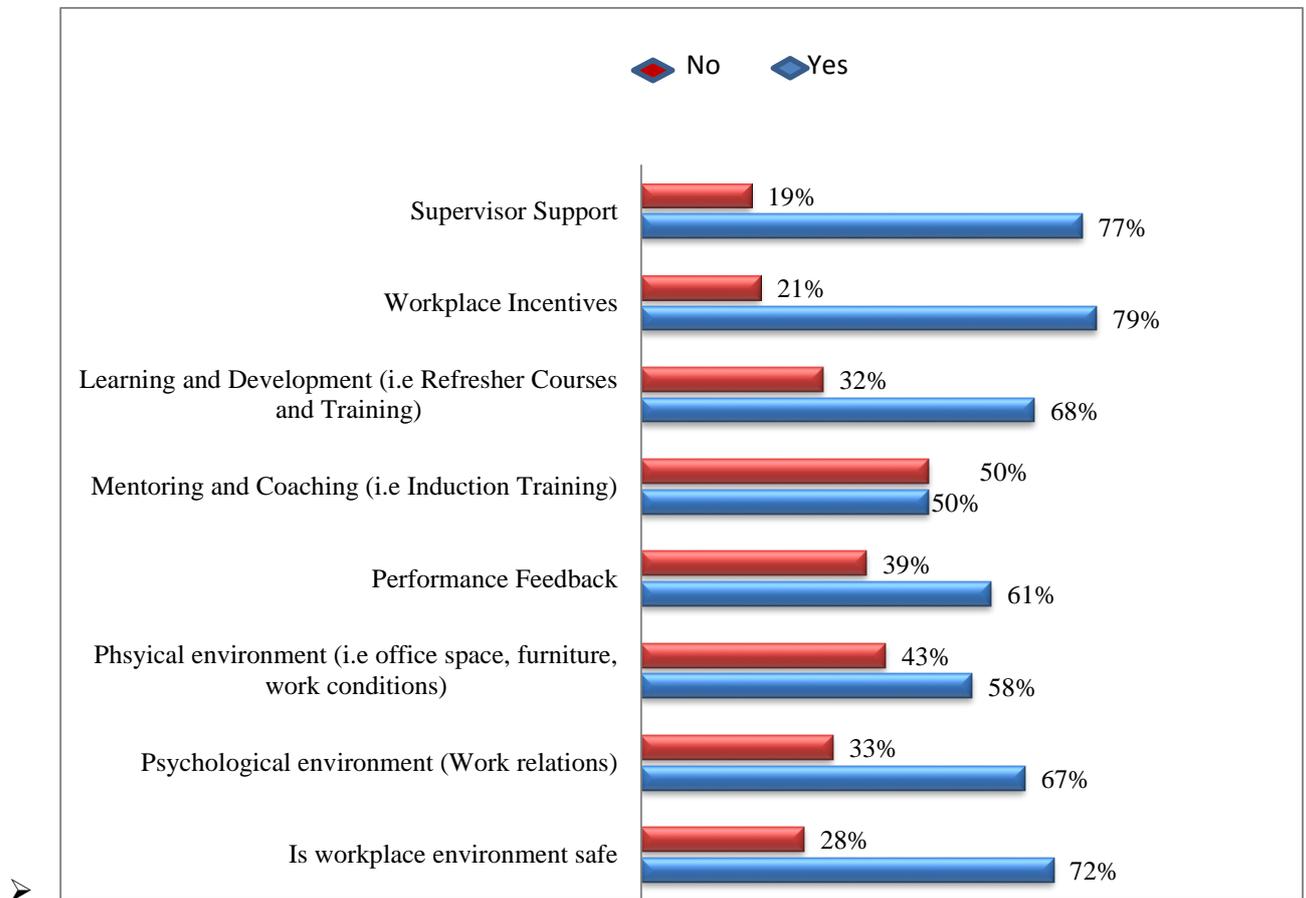


Figure 3: Respondents opinions in relation to work environment concerns

Figure 3, shows that 28% of the respondents disagreed and 72% of the respondents agreed that Kyambogo University was a safe environment to work in. Meanwhile 33% of the respondents disagreed and 67% of the respondents agreed that psychological environment in terms of work relations improved work relations. Similarly, 43% of the respondents disagreed and 58% of the respondents agreed the physical environment such as office space, furniture and work conditions enhanced service quality and service delivery.

Figure 3, further indicate that 39% of the respondents disagreed and 61% of the respondents agreed that performance feedback improved work relations. In Figure 3, it is also seen that one half (50%) of the respondents disagreed while the other half (50%) agreed that mentoring and

coaching was necessary to improve work performance. Figure 3 also indicate that 32% of the respondents disagreed while 68% of the respondents agreed that learning and development in form of refresher courses were essential to improve work performance. Meanwhile, 21% of the respondents disagreed and 79% of the respondents agreed that workplace incentives facilitated work performance. Whereas 19% of the respondents disagreed and 77% of the respondents agreed that supervisory support was an important an important to improve work performance.

Although results in Figure 3 portray that 67% of the respondents agreed that that psychological environment in terms of work relations improved work relations, findings indicated that they had varying rationale in relation to the statement. The explanations provided included that Kyambogo University as a workplace could create favourable and flexible working conditions among workers so as not work under stress.

The workplace conditions with improved teamwork, good relations and morale for the employees could possibly enhance increasing and effective productivity, performance and output. This could in turn improve the employees' ability to share experiences and learn from each other at the workplace. Additionally, the workplace could also enhance employees' mental ability and work capacity and as a result good coordination among employees would be noted. Also, cooperation was noted among employees and as a result unity, confidence, good communication and harmony was created.

On the other hand, Figure 3 indicate that 33% of the respondents disagreed that psychological environment in terms of work relations improved work relations. They cited situations where they were not comfortable at the workplace and as a consequence their work innovativeness was not enhanced and this led to absenteeism among employees to an extent. The work rapport was not good amongst many employees in the different sections of the university and this often led to stress. This was attributed to lack of staff meetings.

The large communication gap in the workplace could affect dialogue between employees hence creating a vacuum. This could eventually affect the positive influence on employees' attitudes, decisions, perspectives, and practices in work related activities and issues in the workplace. This implies that employees may not be able to manipulate the acquired skills to increase productivity and innovation. In a nutshell, Kyambogo University and employees could work as a team so that the workplace is safe to work in.

Figure 3 further still reveal that more than half of the respondents (58%) agreed that physical environment such as office space, furniture and work conditions enhanced service quality and service delivery. The different findings from the respondents enlightened that a clean, comfortable and conducive workplace enhanced an effective and healthy settled mind increased the employees working ability.

The respondents also revealed that the physical environment in the study area improved their posture and good health during the working process. For instance, if employees had enough space to move easily and sit comfortably while working, productivity and output could be increased since they were motivated by good working conditions. In addition, if the university furniture, ventilation and lighting were comfortable enough to facilitate them perform their tasks, the employees would work for longer hours with concentration. In conclusion, good and healthy working conditions are favourable for quality service delivery and delivery security.

From Figure 3, it can also be noted that close to a half (43%) of the respondents disagreed that physical environment added to service quality and service delivery. This could be attributed to their unsuitable working conditions they experienced in the university. The reasons for respondents' unenthusiastic statements were that the obsolete furniture in their workplaces could easily harm them during the work processes. They also mentioned that, although the office space was clean, it was not enough and it often led to a disorganized workplace, limited storage space which sometimes led accidents.

Figure 3, shows that 61% of the respondents agreed that performance feedback was crucial and improved work relations. The attributing factors for the predisposing statement were that feedback improved work relations, good atmosphere and confidence hence good quality work and service on the tasks to be done. They explained that if one of the employees at the made a mistake while performing a task, they could be immediately corrected by their colleagues at the workplace. The respondents further expressed that performance feedback could reduce the communication gap between administrators, heads of departments and subordinates hence promoting good working relations.

Basing on the previously mentioned backdrop employees could be motivated for positive feedback vice and versa. In addition, tasks that needed to be corrected or adjusted could easily obtain attention. In conclusion, performance feedback is a good practice as it checks and balances the employees' performance. Correspondingly, it enables the university come up comprehensive assessment needs in terms of strengths, weaknesses, opportunities and threats to foster future plans. None the less 39% of the respondents disagreed that performance feedback improved work relations in the study area. This is due to the fact that the respondents explained that it was nonexistent to large extent, lost truck and meaning thus leading to frustration.

Figure 3, shows that one half (50%) of the respondents agreed that mentoring and coaching was necessary to improve work performance. Findings of the study revealed that mentoring and coaching in the form of seminars and workshops enabled employees develop new knowledge and skills and well as improve the previously acquired ones. This minimizes errors and losses as well as keeps them abreast with the in university's desired goals and polices. For instance, some respondents expressed that there was no institution that trained professional lecturers yet not all of them were trained. It was therefore important that the lecturers trained as teachers in order to be competent in their tasks. A few other respondents' also mentioned that new and

appointed employees of the university sought to be inducted to familiar themselves with the university as well as perform their tasks better.

Enabled employees gradually learn to handle their tasks thus acquiring experience. All in all mentoring and coaching creates confidence while performing a particular task, assures employees of their work the following day, enhances efficiency and improves the public image of a workplace. The other half (50%) of the respondents disagreed that mentoring and coaching was necessary to improve work performance. This was attributed to the fact that the respondents mentioned that it was nonexistent to a larger extent in the university. They also noted that there was work duplication and academic employees of the university.

Figure 3, furthermore show that 68% of the respondents agreed that learning and development were essential to improve work performance in Kyambogo University. The respondents expressed that capacity building and improvement of service or product delivery, evaluating one's performance through appraisals could improve one's productivity. The respondents further suggested that refresher courses such as seminars and workshops could assist the employees refresh their minds so as to improve on the already acquired knowledge, skills, abilities in order to gain expertise for good performance their your job description or careers. As a result, employees were reminded of their responsibilities and corrected where necessary to improve work performance.

Also through observation, learning and development could keep employees with updated and dynamic technology and innovations so as compete favourably or adapt to new skills in Kyambogo University. These in turn would bring about better performance as well as create trust and agreement which act as a morale boosters. In addition, learning and development offered a platform to share experiences with others in the same field in the University. However, 32% of the respondents disagreed that learning and development in Kyambogo University was not existent and those who tried to upgrade on their own ended up being frustrated.

Figure 3, also indicate that 79% of the respondents agreed that workplace incentives facilitated work performance. Findings indicated that work incentives could reduce absenteeism, improve employees' morale and commitment as well as encourage workers do their best and improve performance in the University. Respondents revealed that proper management imitative enabled workers settle at their duty stations in the university instead of moving around looking for side duties to earn an income. The respondents urged that financial and non-financial rewards like extra load and transport allowances, bonuses, praise, recognition, pay raise, promotion, responsibility, and personal growth were very important and could be given to employees to motivate them as well as create trust from the employees and Kyambogo University.

Respondents added that work incentives could be given basing on factors such as employment level as well as the level at which work exposed one at risk. They also cited situations similar to employees with disabilities could be given incentives such as wheel chairs, lifts to enable them work effectively and efficiently so as to improve the output in their tasks. Nevertheless, findings of the study showed that 21% disagreed, that workplace incentives facilitated work performance basing on the experiences they faced at the university. They expressed that though they were given allowances, they much later than they needed them. As a result they were demotivated. Other expressed that they were lacking and discouraging.

Figure 3, further still show that Majority of the respondents (77%) agreed that supervisory support was an important an important to improve work performance. They revealed that administrative sustainability in the university was relatively okay. However, facilities needed to be extended to all departments for easy regulation and control. The respondents added that supervisors in several departments could be more guiding, encouraging and supportive to their colleagues by showing them the right direction since there is room to mitigate mistakes.

Further findings of the study showed that supervisory support enhanced immediate feedback and support where necessary, encouraged employees to be diligent with work as well as execute their duties efficiently in a prescribed time frame. Through observation, it was also noted that

supervisory encouragement could build the respondents confidence, team work and sharing of experiences, supervisor/ supervisee work relations among employees and as a result they could perform their tasks to the to the required standards.

Basing on the above mentioned backdrop, of employees working as supervisors in Kyambogo University could keep their subordinates updated with creative and fresh knowledge and skills in order to bridge the knowledge and skill gaps of those being supervised. In addition, employees of the university could become more seriousness and motivated in a way that if mistakes were corrected then performance could be improved. The respondents revealed that supervisory support was extremely important as supervisors guided, mentored and assisted them to do the tasks correctly where they went wrong. This implied that the employees of the university acquired several appropriate skills to perform their tasks effectively and efficiently. This is was a key indicator to the improvement of employees' performance to improve productivity. Meanwhile 19% of the respondents disagreed that supervisory support was important to improve work performance. This was based on the experiences they had at their workplaces in the university. They expressed that they only faced negative criticism rather than team building and that the supervisors were too slow and time management is poor.

Other measures expressed by the respondents to improve work environment concerns included employees meeting once in two months, administration having clear and listed updated safety and healthy polices set for employees of the university, proper and updated safety and healthy protective gears to staff members working in the laboratories, workshops and the hospital, periodic health checkups for employees of the university, the university investing more in university hospital in terms of university structure with proper and updated, provision of the occupational safety and health act for the employees to study it, putting in place safety and health representatives in the different departments, training staff in first aid skills and equipping of the different departments with the necessary first aid equipment and kits, more refresher courses in health because its dynamic and has got new technology and innovations, vigorous

sensitization of workers in various health and safety measures should be put in place. From the above findings it is important to note that an average of 57.8% of the employees agreed that work environment issues influence performance of employee performance .It can therefore be deduced that employee performance and work environment can not be separated.

4.3 Influence of health and safety programmes on the performance of employees at Kyambogo University

Figure 4: Respondents opinions in relation to health and safety programmes influence on work performance.

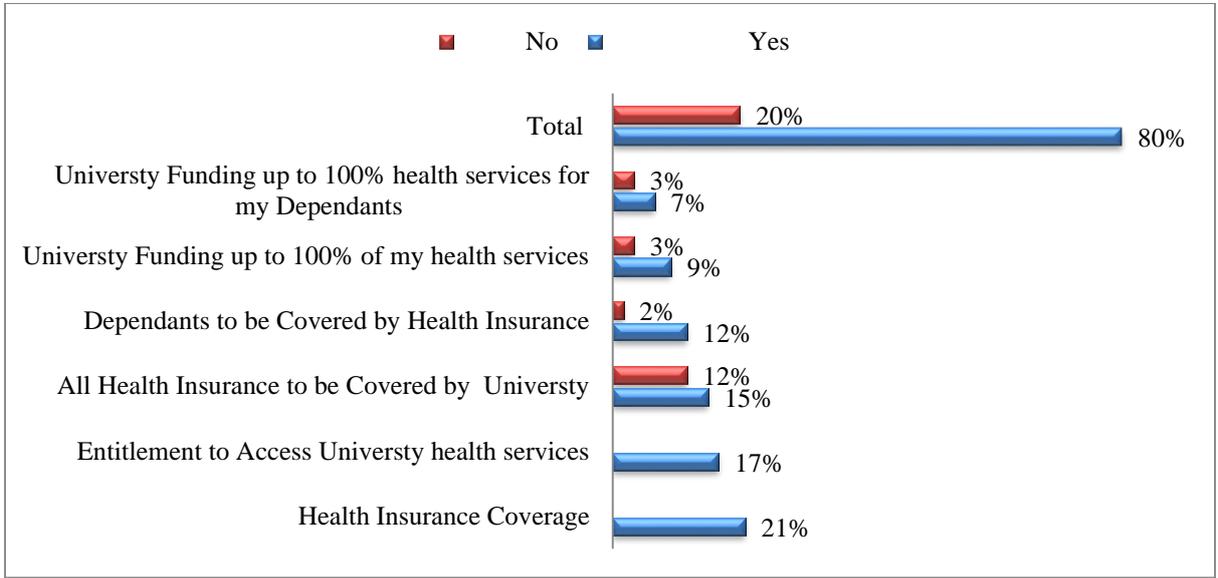


Figure 4, shows that although majority of the respondents (80%) agreed that Kyambogo University needed to address health insurance concerns of employees while the rest disagreed (20%). Figure 4, shows that 21% of the respondents revealed that the university needed to include health and safety programs to improve workers performance. Figure 4, shows that 17 % agreed that entitlement to access university health services was a pre-requisite to improve the university staff well being so as to improve service and product delivery. On one hand, Figure 3, shows that 12% agreed while 15% disagreed that all health services given to employees needed to be covered by the University. Figure 4, shows that 9% agreed and 3% disagreed that Kyambogo staff required to fully benefit from health insurance services covered by the

University. Figure 4, also shows that 7% agreed while 3% of the respondents disagreed that Kyambogo University staff dependants need to be funded up to 100% health insurance services.

Findings of the study revealed that all the respondents advocated that every fulltime employee of Kyambogo University be entitled to health insurance coverage. Respondents expressed that with a healthcare benefits, they less likely to be absent from work and would enjoy a faster health recovery period. Respondents further highlighted that numerous concerns related to exposure to communicable diseases, working with dangerous substances and minerals, tools, equipment and materials in several laboratories and workshops, passive smoking and stress related activities in the university affected their service delivery of their activities.

Through observation, it was noted that most employees were not aware of the health services offered at the University. Even though Kyambogo University has offered health services to its employees since 2003, findings indicated there were limited and narrow set of principles upon which resolutions and measures on health related matters to guide action. The likely attribute for the pre-disposing statement could be that there were no limited set of principles upon which decisions and actions on health related matters to guide action as affirmed in the background of the study. As a result, absenteeism due to issues such ill health were noted among employees and consequently poor service delivery.

Finding of the study revealed that about 12% disagreed while 15% of respondents that health insurance privileges could be graded according to employment levels of the university. For instance, the high ranking senior administrative personnel and highly qualified academic staff such as doctors and professors could be entitled for full health insurance benefits. The middle ranking support staff and other qualified academic staff could be entitled to half of the university's suggested health insurance benefits while the low ranking support staff could be entitled to a third of the suggested health insurance benefits. However 12% of respondents opposed that health insurance privileges be graded. They emphasized that they were all university employees and therefore all of them were entitled to full insurance benefits.

According to Figure 4, 16% of the respondents agreed while 6% disagreed that all health services given to employees needed to be fully funded by the University. In addition, of the 23% of the respondents further suggested that the university staff dependants need to be funded up to 100% health insurance services. Findings indicated that employees did not have adequate finances to cater for their safety and health financing. Findings from the study further indicated that work environment concerns were important to improve performance.

From the above statistics a conclusion can be seen that 80% of the respondents all agreed that health and safety programmes including health insurance cover and funding were very important in influencing employee performance in the University. It can therefore be deduced that health insurance and health and safety programmes have great influence on performance of employees of Kyambogo University.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study, discussion of the results in relation to the reviewed literature, conclusion of the study and recommendations in relation to the objectives of the study.

5.2 Summary of findings

5.2.1 Objective one: influence of work environment on work performance of employees at Kyambogo University

Study one objective was to examine the influence of work environment on work performance of employees at Kyambogo University. The study findings show that the work environment significantly influence work performance of employees at Kyambogo University (see Figure 2). 28% of the respondents pointed out that Kyambogo University does not have a very good work environment. As a consequence, this has greatly impeded realisation of effective and efficient service delivery at Kyambogo University.

5.2.2 Objective two: influence of health and safety programmes and practices on work performance of employees at Kyambogo University

Study two objective was to establish the influence of health and safety programmes and practices on work performance of employees at Kyambogo University. The study findings reveal that health and safety programmes and practices significantly affect work performance of employees at Kyambogo University (see Figure 3). Majority of the respondents expressed that Kyambogo University does not have competitive health and safety programmes and practices. As such, the university severely suffers from having a well-motivated and committed workforce. This grossly impairs effectiveness and efficiency in the institution.

5.3 Discussion of results

5.3.1 Influence of work environment on work performance of employees

The first objective was to establish the influence of work environment on work performance of employees at Kyambogo University. Findings from Figure 3, indicate that majority of the respondents (80%) agree that Kyambogo University needed to address health insurance concerns of employees while the rest (20%) disagreed.

This is in line with the qualitative data findings were most of the respondents indicated that Kyambogo University lacks an ideal work environment. This inevitably negatively affects the way university activities are carried out and greatly hampers all efforts to realise effectiveness and efficiency in the institution.

The results from the foregoing observation are in agreement with Akinyele (2009) who advance that improved work environment enhances employee productivity. In this study, it has been seen that work environment significantly influence work performance of employees at Kyambogo University.

The study findings also agree with several authors such as Dilani, 2004; Milton, Glencross & Walters, 2000; Veitch & Newsham, 2000 who assert that Lighting and other factors like executive furniture has been found to have positive influence on employees health. In this study, it has been seen that all the above factors are very crucial in driving Kyambogo University employees towards improved performance.

Similarly, the findings of this study are in consonance with Chandrasekhar (2011) who advance that the quality of the employee's workplace environment significantly impacts the level of motivation and subsequent performance of employees. In this study, it has been seen that work environment has a big impact on the performance of employees and more so employees of Kyambogo University.

5.3.2 Influence of health and safety programmes and practices on work performance of employees

The second objective was to establish the influence of health and safety programmes and practices on work performance of employees at Kyambogo University. Findings from Figure 4, indicate that majority of the respondents (80%) agree that Kyambogo University needs to put in place health and safety programmes as a way of improving performance of the employees.

This is in line with the qualitative data findings were most of the respondents indicated that Kyambogo University does not have comprehensive and favourable health and safety programmes and practices.

The findings from the foregoing revelations are in line with Wagstaff and Pradhan (2005) who advance that every organisation should strive to have good health and safety programmes as they lead to: fewer injuries that stop people from working; increased innovation; improved quality of services and products in the organisation; enhance corporate reputation; lower costs to compensate workers; and improve staff recruitment and retention. In this study, it has been seen that health and safety programmes once implemented are very instrumental in improving performance of employees in public Universities.

The findings of this study are in agreement with Brandt-Rauf et al (2001) who advance that health and safety should be taken as key areas of priority within organisational medical departments. It has been seen in this study that though Kyambogo University has in place health and safety programmes .However the University has not fully stepped up such services for its employees. This is not healthy at all for Kyambogo if it is to realise her dream of being a centre of professional and academic excellence.

5.4 Conclusions

From the study findings and the subsequent discussions, it is hereby inferred that the prevalent work conditions in an organisation significantly affect work performance of employees.

It is hereby deduced that the adopted health and safety programmes and practices in an organisation significantly affect work performance of employees. It has been indicated in this study that very good Health Insurance programmes and practices are crucial if an institution is to achieve peak performance for its workers. This is owed to the fact that the institution does not incur costs and resource wastage associated with poor health and safety programmes.

It can also be deduced from the study findings that safety and health in the work environment is seen as a critical issue these days at the work place and has become a big concern for employers and employees in several public and private institutions. It is widely accepted that health and safety programmes to a significant extent affect the performance of employers and employees in several organizations.

5.5 Recommendations

In line with the overall findings of the study, this study wishes to suggest that in order to have ideal work environment, health and safety programmes in Ugandan public universities, the following should be done.

University management should enhance the physical environmental comfort which links the psychological aspects of workers' environmental likes and dislikes with concrete outcome. Employee health and aspects of the physical environment at work such as indoor air quality, ergonomic furniture and lighting should be addressed. A clean, well ventilated and well lit office space, equipment with up to date technology and comfortable furniture should be created for employees who perform their tasks/ activities for longer hours. This possibly would influence several aspects of their employee's physical and psychological well-being in ways which can improve their productivity, commitment and attendance but University management should also create favourable and flexible working conditions such as improved teamwork,

sharing experiences and learning from each other, enhancing employees' mental ability and work capacity and among workers so as not work under stress.

University management should also put in place appropriate and guaranteed health Insurance financing system could help employees of the University access effective health insurance and personal health care which will possibly improve productivity of employees as well as commitment, retention and reduce absenteeism of employees. University management should have targets to generate sufficient and sustainable resources for health insurance activities, to use these resources optimally and to ensure that everyone has financial accessibility to health services through revenue collection, pooling of resources, and purchasing of interventions.

5.6 Limitations of the study

The study only examined the influence of work environment, health and safety programmes on work performance of employees in a Uganda public university. Yet, there are number of other internal and external factors that significantly could improve employee performance in Ugandan public universities.

5.7 Contribution of the study

This study despite the foregoing limitations has clearly brought out the influence of work environment, health and safety programmes on employee performance in a public university such as Kyambogo University. It has been seen in this study that lack of good work environment, health and safety programmes, without any reasonable doubt grossly impairs work performance of employees in any organisation. And as a result, the organisation is likely to suffer from chronicle ineffectiveness and inefficiency in the organisation, thus leading to dissatisfaction of staff and clients/customers.

5.8 Areas for further research

Having explored the influence of work environment, health and safety programmes on employee performance in public universities in Uganda, using Kyambogo University as a case study, the researcher suggests further research on:

Work environment and staff job satisfaction in institutions of higher learning in Uganda

Health programmes and staff job satisfaction in institutions of higher learning in Uganda

Safety programmes and staff job satisfaction in institutions of higher learning in Uganda

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APPENDIX A

Questionnaire for employees of Kyambogo University regarding the effect of working conditions, health and safety on work performance

Dear Respondent,

I am Mujuzi Peter (MMSPAM) candidate at the Uganda Management Institute researching on **Health and safety policy and performance of employees in public Universities: A case study of Kyambogo University.**

Given your unique experience and position in the University, you have been selected for the study. Your responses are therefore very instrumental to the success of my research.

Kindly assist by answering the following questions as honestly as possible. The data sought shall be used purely for research purposes only and will therefore be treated with anonymity and utmost confidentiality.

Instruction

Tick the most appropriate box.

SECTION A: GENERAL INFORMATION

1. Gender:

(a) Male

(b) Female

2. Age bracket:

(a) Below 25

(b) 25-30

(c) 31-40

(d) 41 and above

3. Marital Status

(a) Single

(b) Married

(c) Widowed

(d) Divorced

4. Employment Level with Kyambogo University:

(a) Senior Administrative staff

(b) Academic Staff

(c) Support Staff

5. What is your highest academic qualification?

(a) Diploma

(b) Degree

(c) Postgraduate

(d) Master's Degree

(e) PhD

(f) Any Other

Section B: Health Insurance Concerns

1. What areas would you like to suggest to be included in the University Health and Safety programs to improve your performance? Please tick where appropriate.

- | | |
|--|---------|
| 1. Health insurance coverage | Yes /No |
| 2. Entitlement to access University Health services | Yes /No |
| 3. All health services covered by the University | Yes/No |
| 4. Dependants covered by health insurance | Yes/No |
| 5. The University funding 100% all my health services | Yes/No |
| 6. The University funding 100% health services for my dependants | Yes/No |

2. Please suggest how you would want each of the following areas to be addressed by the University in order to improve your job performance.

(i) Entitlement to Health insurance coverage

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

(ii) Insurance coverage for all Health services

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

(iii) Funding health insurance by the University

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

Section C: Work Environment Concerns

1. Do you think your work environment is safe for good performance? Yes/No

2. (i) In your opinion do you think the following work environment concerns are important in improving performance ? Please delete where appropriate.

- (i) Psychosocial environment (Work relations) Yes/No
- (ii) Physical environment (i.e office space ,furniture, work conditions) Yes No

- (iii) Performance Feedback Yes/No
- (iv) Mentoring and Coaching (i.e Induction training) Yes/No

- (v) Learning and Development (i.e Refresher courses and Training) Yes/No
- (vi) Workplace Incentives Yes/No
- (vii) Supervisor Support Yes/No

(ii) If, yes could you please provide details why you think the above would improve your performance as an employee of the University?

Psychosocial Environment (Work relations at workplace)

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

Physical Environment (Work space, furniture, work conditions)

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

Performance feed back

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.....
.....

Mentoring and Coaching (i.e Induction training)

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.....
.....

Learning and Development (Refresher courses and Training)

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.....
.....

Workplace incentives

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.....

Supervisor Support

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.....
.....

3. What other measures would you suggest to be put in place to address the health and safety policy programs in order to improve performance of employees in the University?

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

Thank you may the Lord bless You

APPENDIX B

Interview guide for selected key informants at Kyambogo University regarding the effect of working conditions, health and safety programs on work performance

Health Insurance

1. Does the University have a health and safety programs in place?
2. Does the University offer health insurance to its employees?
3. What are some of the steps taken to ensure that funds for health insurance are available?
4. Does the university cover all health bills for the staff?
5. Does the University cater for health insurance for the staffs dependants?

Work Environment

6. Do you think your working environment is safe?
7. What are some of the measures management has taken to ensure a safe working environment?
8. What are some of your responsibilities towards managing a health and safety working environment in the University?
9. How does the University view psychosocial issues in improving the working environment of its employees?
10. What steps have been taken by management to ensure a that the physical environment for employees is the best?
11. Do you think that the performance feed back in the University can improve employee performance?
12. Are there any mentoring and coaching measure s initiated by management to ensure a good working environment for employees and improve on their performance?
13. Does the University consider learning and development as a contributing factor to performance of employees and health environment?
14. What are some of the work incentives initiated by management to ensure a conducive work environment for employees?
15. Do you think supervisors support can improve on the working environment of employees?
16. Do you consider the health and safety policy as tool to improve the general performance of employees?