

**EMPLOYEE HEALTH AND SAFETY MANAGEMENT IN THE OIL AND GAS  
INDUSTRY: A CASE OF GREATER PIONEER OPERATING COMPANY (GPOC)  
JUBA SOUTH SUDAN**

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**A DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS  
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THE AWARD OF A BACHELOR'S DEGREE OF SCIENCE IN OIL AND GAS  
MANAGEMENT OF UGANDA CHRISTIAN UNIVERITY.**

**MAY, 2023**

## **DECLARATION**

I Silvia Ambrose Lomin, hereby declare that the work presented in this dissertation is my original work and that it has never been submitted to any institution of learning for any academic award.

I, therefore, present it to Institute of Petroleum studies-Kampala in partial fulfilment of the requirement for the award of a Bachelor's Degree of science in Oil and gas management.

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Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

SILVIA AMBROSE LOMIN

## **APPROVAL**

This research dissertation titled “employee health and safety management in the oil and gas industry: a case study Greater Pioneer Operating company" has been submitted with my approval as the university supervisor.

\_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

**MUHINDO IVONA**

## **DEDICATION**

I wholeheartedly dedicate this work to my family especially my parents who worked with me to lay my education foundation from my first day in school up to what I am today. Thank you for guiding me through all walks of my life. To my classmates who have always offered me a lot of love and support through the years of my studies and not forgetting Mr. Patrick who made it possible for me to graduate through his sponsorship towards my academic thank you and may the almighty God bless you.

## **ACKNOWLEDGMENT**

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I wish to submit and extend my sincere appreciation and abundant thanks to the lecturers for their encouragement and guidance throughout the programme. Special thanks to my supervisor, **MUHINDO IVONA**, who has always been there for me in returning chapter drafts with prescriptive comments, and for her support and punctuality. My sincere gratitude goes to all my class mates for all the support through the years on this program.

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## LIST OF ABBREVIATIONS

ILO	:	International Labour Organization
WHO	:	World Health Organization
OSH	:	Occupational Safety and Health
EACOP	:	East African Crude Oil Pipeline
GPOC	:	Greater Pioneer Operating company
CVI	:	Content Validity Index

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## **ABSTRACT.**

In South Sudan, work-related injuries continue to be a big problem and the situation in the oil and gas industry is considered one of the most dangerous. It is estimated that over 15% of workers die every year from occupational hazards (Nwanna, 2019). This study was aimed at examining the employee health and safety management in South Sudan oil and gas sector, with Greater Pioneer Operating company as a case. The study employed a cross-sectional design and primary data was collected from a purposive sample of 14 employees of GPOC and analyzed using SPSS version 20. Majority of the respondents for this study were females with 57.1%, and most of the respondents were in the age bracket of 30 to 39 years. Most of the respondents were Bachelor's degree holders. The most frequently reported health hazard were personal near misses (92.9%), followed by work related injuries and confined space each with (64.3%). This was followed by 50% who reported new machines as a health hazard, and finally, 28.6% identified stress from travelling long distances as a workplace hazard. The study findings revealed that the respondents had a high level of awareness and positive attitudes towards occupational safety and health. However, most of the respondents agreed that their employees showed high commitment levels towards employee safety and health. The researcher recommends that a related study been conducted about the effect of demographic factors, knowledge, and attitudes on the implementation of Occupational safety and health, and appropriate measures be put in place to improve the functioning of the committee responsible for occupational safety and health at GPOC.

## **CHAPTER ONE:**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter will present the background of the study, statement of the research problem, the general objective of the study, specific research objectives, research questions, the statements of a specific hypothesis, the scope of the study, and significance of the study, the conceptual framework and the definition of key terms.

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

Work-related injuries are global public health and economic problem, constituting approximately 7% of all deaths in developed countries (Robert, 2021). In developing countries, non-occupational health hazards pose a bigger burden, but occupational injuries also pose a substantial burden (I.L.O, 2014). According to (I.L.O, 2014), globally, around 860,000 people get work-related injuries daily, and almost 1000 of them die after sustaining these occupational injuries. According to a study by the (WHO, 2021), more than 2 million persons die due to occupational injuries and diseases annually. Their study considered 19 work-related risk factors, such as workplace exposure to air pollution and exposure to long working hours, ergonomic risk factors, and noise. It was found out that exposure to long working hours resulted in approximately 750,000 deaths and workplace exposure to air pollution (particulate matter, gases and fumes) resulted in about 450,000 deaths

The oil and gas industry has more work-related risks than most industries, with oil and gas employees experiencing work-related deaths seven times more than employees in other sectors (Guzman et al., 2022). Oil and gas industry workers install, repair, and maintain high-pressure lines and vessels. Equipment failure, human error, and external circumstances can lead to unexpected pressure release, which is enormously dangerous (Insource Insurance Group, 2022).

The rate of work-related injuries and deaths in developing countries is higher than in developed countries. Asia is the most unsafe country for workers, with 65% of work-related injuries and

fatalities. Developed countries such as the United States and those in Europe too have registered over 0.6 million such deaths (Madhumita & Lalit, 2019). This calls for the attention of developed as well as developing nations to ensure healthier lives and increased productivity, which maximizes decent work and sustainable development.

In South Sudan, work-related injuries continue to be a big problem and the situation in the oil and gas industry is considered one of the most dangerous. It is estimated that over 15% of workers die every year from occupational hazards (Nwanna, 2019).

Several studies have investigated health and safety management within developed countries. In the majority of these studies, researchers have either developed a new framework model or replicated an already tested one intending to improve its adequacy. However, there is a lack of research in this area in the context of developing countries with specific requirements.

The oil and gas industry faces risks ranging from volatile commodity prices, which are less linked to basic supply and demand but more to global socio-economic factors, to increased health, safety, and environmental pressures resulting from past and recent major accidents negatively impacting the environment, industry image and its social charter. However, risks related to asset damage, business interruption, pollution, injuries to people, and damage to properties are intrinsic in normal oil and gas activities.

Several measures to prevent and control occupational injuries in South Sudan include the Occupational Safety and Health (OSH) Act of 2006, which calls for employers to protect their workers by ensuring that all possible measures to ensure that workers and the public are free from danger at workplaces, however, occupational injuries continue to claim lives at workplaces. It's against this background that the researcher intends to investigate employee health and safety management in the oil and gas sector.

## **1.2 Problem statement**

Countries endowed with natural resources like oil and gas, gold, diamonds, limestone, forests and others are exposed to both high-level development and risk eventualities. In South Sudan, work-related injuries continue to be a big problem and the situation in the oil and gas industry is considered one of the most dangerous. It is estimated that over 15% of workers die every year

from occupational hazards (Nwana, 2019). The oil and gas industry is operating in increasingly remote geographical locations and under harsher environmental conditions, with unconventional processes to extract hydrocarbons.

In South Sudan, Greater Pioneer Operating Company (GPOC) is an oil and gas exploration and production company. It was formed through a partnership between the government of South Sudan and a consortium of international oil companies, including China National Petroleum Corporation, Malaysia's Petronas, India's ONGC Videsh, and Sudan's Sudapet.

GPOC operates block 3 and 7 in the Muglad Basin, which is located in the southern part of South Sudan. The company is responsible for developing and producing crude oil from these blocks, which contain an estimated 500 million barrels of proven reserves.

GPOC has several departments which include exploration and development, production, finance, human resources, health and safety, and community relations. The company employs over 1000 people both in field and the head office, with most of its workforce being locals from the surrounding communities. In the recent times, a number of accusations have been made about companies not taking workers' safety as a priority. In 2019, the government of South Sudan had to first warn Gpoc against harassing staff following several complaints by their staff that the company was overlooking its' Sudanese workers' safety when making deployments to dangerous environments (Imaka & Wesonga, 2019).

Several measures to prevent and control occupational injuries in South Sudan include the Occupational Safety and Health (OSH) Act of 2012, which calls for employers to protect their workers by ensuring that all possible measures to ensure that workers and public are free from danger at workplaces, however, occupational injuries continue to claim lives at workplaces. It's against this background that the researcher intends to investigate the employee health and safety management in the oil and gas sector.

### **1.3 Objectives of the study**

#### ***1.3.1 Main objective***

The main objective of this study is to examine the employee health and safety management in South Sudan oil and gas sector.

### ***1.3.2 Specific objectives.***

- i. To examine the main occupational health and safety hazards in South Sudan oil and gas sector
- ii. To examine the level of employee awareness and attitudes towards health and employee safety management in South Sudan oil and gas sector.
- iii. To examine the extent of management commitment towards employee health and safety management in South Sudan oil and gas sector.

### **1.4 Research questions**

- i. What are the main occupational health and safety hazards in south Sudan oil and gas sector?
- ii. What is the level of employee awareness and attitudes towards health and employee safety management in South Sudan oil and gas sector?
- iii. What is the extent of management commitment towards employee health and safety management in South Sudan oil and gas sector?

### **1.5 Significance of the study**

Employee health and safety management is a very key in organizational performance and economic development. The research findings will be of importance to many stakeholders. It is the hope of the researcher that the findings of this study;

1. Will enable the government and other key players in the oil and gas sector identify the different work-related health and safety hazards, thus leading to better planning and decision making
2. Will add value to the body of existing knowledge and perhaps lead to ventures in further research about employee health and safety management.
3. Will also serve as a partial requirement for the award of a Bachelor's degree in Oil and gas Management from the Institute of Petroleum Studies, Kampala.

## **1.6 Justification of the study**

Work-related injuries are a global public health and economic problem, constituting approximately 7% of all deaths in the developed countries.

The oil and gas industry has more work-related risks than most industries, with oil and gas employees experiencing work-related deaths seven times more than employees in other sectors (Guzman et al., 2022).

In South Sudan, employee safety & health is a critical part of public health, an area that is neglected in many African countries. Industrial activity in the oil and gas sector is increasing, but unfortunately, the health and safety of workers are hardly discussed. As a result, work-related injuries continue to be a big problem and the situation of the oil and gas industry is considered one of the most dangerous. It is estimated that over 15% of workers in south Sudan die every year from occupational hazards (Nwanna, 2019), and this motivated the researcher to examine the employee health and safety management in South Sudan s oil and gas sector.

## **1.7 Scope of the study**

### **1.7.1 Geographical scope**

The data for this study was collected from the employees of Greater Pioneer Operating company (GPOC).GPOC Ltd.headquarters is located in juba, South Sudan (Kator).

### **1.7.2 Time scope**

The study comprised literature between 2012 up to date because it is the time where South Sudan got independence from Sudan.

### **1.7.3 Content scope**

This study aimed at examining employee health and safety management in South Sudan oil and gas sector. Employee health and safety management shall be looked at in terms of the main occupational health hazards, employee awareness and attitudes towards health and safety



management, and the management's commitment towards ensuring employee health and safety management in the oil and gas sector.

### 1.8 Operational definition of key terms

<b>Health and Safety</b>	:	The term Health and Safety is generally used to describe Occupational Health and Safety and relates to the prevention of accidents and ill health to employees and those who may be affected by their work.
<b>Employee</b>	:	An employee is someone who gets paid to work for a person or company.
<b>Safety and health management</b>	:	A safety and health management system means the part of the Organization's management system which covers: the health and safety work organization and policy in a company. The planning process for accident and ill health prevention.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0 Introduction**

The chapter reviews the literature pertinent to the study which aims at examining the employee health and safety management in South Sudan oil and gas sector. The chapter will further show the contribution of different scholars and the knowledge gap that exists in the established literature.

### **2.1 Employee health and safety management**

Work-related injuries are global public health and economic problem, constituting approximately 7% of all deaths in developed countries (Robert, 2021). Several resesrchers define employee health and safety management in a number of ways. According to (Muthuviknesh & Anil Kumar, 2014), employee health and safety management is defined as “the science of the anticipation, recognition, evaluation and control of hazards arising in or from the workplace that could impair the health and well-being of workers, taking into account the possible impact on the surrounding communities and the general environment”. Similarly, (Australian Government comcare, 2022) defines an employee health and safety management system as the part of the Organization’s management system which covers: the health and safety work organization and policy in a company. The planning process for accident and ill health prevention.

In developing countries, non-occupational health hazards pose a bigger burden, but occupational injuries also pose a substantial burden (I.L.O, 2014). According to (I.L.O, 2014), globally, around 860,000 people get work-related injuries daily, and almost 1000 of them die after sustaining these occupational injuries.

For this study, employee health and safety management will be defined as the anticipation, recognition, evaluation and control of hazards arising in or from the workplace that could impair the health and well-being of workers.

### **2.2 Empirical Literature Review**

#### ***2.2.1 The main occupational health and safety hazards in the Oil and Gas sector***

Oil and gas is one of the most lucrative industries in sub-Saharan African (SSA)

Countries (ILO, 2017). It is an important driver of economic growth in the region and as such has contributed to poverty reduction and technology transfer and competitiveness. At the same time the industry can also be hazardous, and is sometimes faced with occupational safety and health challenges. Occupational accidents and diseases create a human and economic burden, a serious concern for the ILO and its constituents in SSA countries.

Several researchers have written about employee health and safety hazards in the oil and gas sector. According to the (ILO, 2017), the primary occupational hazards associated with offshore exploration and production operations include illnesses from exposure to geographical and climatic elements, stress from travelling long distances over water, and personal injury. Psychological problems may result from the physical isolation of exploratory sites and their remoteness from base camps, and the extended work periods required on offshore drilling platforms.

A report by (COPAS, 2021), stresses that ergonomic hazards, electrical and other hazardous energy, high pressure lines and equipments, explosions and fires, and vehicle collisions are some of the most common health and safety hazards in the oil and gas sector. This finding is in line with (Haridoss, 2017) who points out environmental constraints, explosions and fires, and stress as health and safety hazards in the oil and gas sector. Oil and gas vehicle accidents claim hundreds of lives every year. Oil and gas extractions typically occur in remote areas, and big tankers and containers transport the extracted material to cities and mainlands, and sometimes, expert drivers are not the ones in charge of these heavy vehicles. Moreso, The presence of heavy machinery on oil and gas sites means there is always a risk of fires and explosions. Sometimes, fire erupts from the machines, and other times, it shoots out of the extraction site. While the above studies have been conducted about employee health and safety management in the oil and gas sector, very few similar studies have been conducted in south Sudan and this motivated the researcher to conduct this study in GPOC.

### ***2.2.2 Employee awareness and attitudes towards health and employee safety management in the oil and gas sector***

A wide variety of emergencies adversely affect workplaces and employee health. Besides, large-scale disasters cause material damage in large proportions and most importantly threaten working

life too. A safe workplace is an efficient workplace and when proper safety procedures are in place, employees feel safe doing their job, are more productive, and are most likely to take personal accountability and be engaged in work (Nwanna, 2019).

(Sedat & Eyyüp, 2022) conducted a quantitative study in Gümüşhane and Trabzon provinces in order to evaluate knowledge level and attitude of the employees about institutional applications related to Occupational Health and Safety (OSH) and "Regulation on Emergencies in Workplaces. The study was planned as a quantitative research. Questionnaires were employed to collect data from 31 public and private enterprises, and as per their findings, while the knowledge level of the employees about legal issues was found sufficient, a deficiency of the attributed significance about the subject and also a deficiency about implementation was found. This finding necessitates the need for employee training so as to impact their opinions about health and safety management at the workplace.

A study conducted by Ollé-Espluga et al. (2015) in Spain, wanted to determine what impact would have on OSH when the employees knew that there was a safety representative in their workplace, when they didn't know and in situations that there was no safety representative. Employees who knew there was a security representative said that they were better protected and it was not found out statistically significant difference between the employees who didn't have a safety representative and who weren't aware of it (Ollé-Espluga et al., 2015).

In a similar study, (Vahid et al., 2016) conducted a quantitative cross-sectional study to determine both the tunneling workers' safety attitude and the relationship between workers' attitude towards safety and occupational accidents in Iran. Questionnaires and checklists were used to collect data from a randomly selected sample of 689 workers of the tunneling projects were selected and data were statistically analyzed using logistics regression, multivariate logistic regression and Spearman correlation coefficient where applicable. 74.6% had a negative safety attitudes and the results further revealed a significant correlation between education level, exercise, accident experience, and occupational safety attitude.

Apart from most of the studies reviewed being conducted out of South Sudan, they were conducted in other fields other than the oil and gas sector. This alerted the researcher of the urgent need to conduct a related study in the Ugandan context.

### ***2.2.3 The extent of management commitment towards employee health and safety management in the oil and gas sector***

Just like any other sector of the economy, the Oil and Gas Industry in south Sudan is required to protect employees against work-related sickness, disease, and injury (Robert, 2021). The I.L.O (2014) estimates that 2.2 million people die annually from work-related accidents and diseases, and more than 270 million workers fall victim to nonfatal occupational injuries.

In common-law jurisdictions and as specified in the Occupational Health and Safety Act 2012, employers have a common law duty to take reasonable care of the safety of themselves, their employees, customers, and many others who might be affected by the workplace environment.

In South Sudan, occupational safety & health is a critical part of public health an area that is neglected. Industrial activity in the oil and gas sector is increasing, but unfortunately, the health and safety of workers are hardly discussed(Robert, 2021).

(Ivan, 2020) conducted a study aimed at examining the extent to which the oil and gas industry in south complies with environmental health and safety standards. In his study, a doctrinal legal research was employed based on legal concepts and principles of law, statutes, cases concerning environmental health and safety. The study findings revealed that most of the players in the oil and gas sector don't give their employees health and safety the attention it deserves.

GPOC is one of the Key Players In the oil and gas sector at the recent times, a number of accusations have been made about companies in the oil and gas sector not taking workers' safety as a priority. In 2019, the government of South Sudan had to first warn GPOC against harassing staff following several complaints by their staff that the company was overlooking its' Sudanese workers' safety when making deployments to dangerous environments (Imaka & Wesonga, 2014). While the management are required to prioritize their employees' workplace health and safety, very few studies have been conducted to examine the extent of the management's commitment towards employee health and safety, hence the need for this study.

### **2.3 Summary**

Oil and gas is one of the most lucrative industries in sub-Saharan African Countries (I.L.O, 2017). It is an important driver of economic growth in the region and as such has contributed to poverty

reduction and technology transfer and competitiveness. At the same time the industry can also be hazardous, and is sometimes faced with occupational safety and health challenges.

A number of studies have been conducted about employee health and safety management in the oil and gas sector. According to thereviewed literature, the primary occupational hazards associated with the oil and gas sector include ergonomic hazards, electrical and other harzadous energy, high pressure lines and equipments, explosions and fires, and vehicle collisions. Despite the above health and safety hazards, unfortunately, the health and safety of workers are hardly discussed (Robert, 2021).

Unlike most of the reviewed studies which were conducted outside south Sudan and employed questionnaire approach to data collection, the proposed study shall be conducted in south Sudan and intends to employe interview method of data collection in addition to using questionnaires.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Introduction**

This chapter presents the methodology for the study which includes the research design, study population, sample size and selection, sampling techniques and procedure, data collection instruments, data quality control (validity and reliability), the procedure of data collection, data analysis and measurement of research variables.

### **3.1 Research design**

This study will use a cross-sectional survey research design. In a cross-sectional survey research design, the study variables, that is independent and dependent variables are measured at one point in time and this will enable description as well as comparison of various factors associated with the study. The study will employ both qualitative and quantitative approaches.

### **3.2 Study population**

The study population includes 14 departments at greater pioneer operating company( GPOC Co.Limited, 2023 ).

### **3.3 Sample size selection**

The study will be based on all the 14 respondents who represents the 14 departments out of the 1000 employees at GPOC.

### **3.4 Sampling Techniques and Procedures**

Non-probability sampling techniques will be adopted in selecting the sample.

Under non-probability sampling, not all members of the target population have equal chances of being included in the sample. Purposive sampling will be used to select the employees because they were believed to know more about the topic of study.

### **3.5 Data Collection Methods**

Both primary and secondary data will be obtained. In the proposed study, data will be collected using two key methods: the questionnaire survey method and the interview method;

#### ***3.5.1 Questionnaire Survey***

A questionnaire is a research instrument consisting of a series of questions and other prompts to gather information from respondents. The researcher will use the questionnaire survey because it is practical, large amounts of information can be collected, questionnaire data can easily be quantified, it is also a cheap way of collecting data, a large group of respondents is covered within a short time, it also allows in-depth research, to gain firsthand information and more experience over a short time (Kothari, 2004). The questionnaire will be designed in a way that will help the researcher get information on the variables of the study (Groves, 2011).

### **3.6 Data Collection Instruments**

The study will use questionnaires and interview guide as the key data collection instruments.

#### ***3.6.1 Questionnaire***

The questionnaire will be designed and used to collect data from the employees of GPOC South Sudan. The questionnaire will be structured and made up of closed-ended questions. The questionnaire will have close-ended questions to capture accurate quantitative data. A 5- point Likert scale will be used in the study (5-strongly agree; 4-agree; 3-Not sure; 2-disagree; 1-strongly disagree), which will allow respondents to choose from a set of alternatives (Amin, 2005). The questionnaire is structured in sections as follows; Section A covers the background information and Section B covers items in the specific objectives. The questionnaire is attached in Appendices marked as Appendix 1.



### 3.7 Quality Control of Data

Data quality control techniques will ensure that the data collected is valid and reliable; the instruments will be first tested to ensure validity and reliability.

#### 3.7.1 Validity

The validity of the instruments refers to the extent to which an instrument measures what it is designed to measure (Koskenvuori et al., 2018). The researcher will depend on the technical advice of the University supervisors who will vet and validate each item in the tools independently in regard to relevancy and validity of the items. Calculation of content validity index will then be done using the formula:

$$\text{Content validity index (CVI)} = \frac{\text{No. of items judged relevant by all the judges}}{\text{Total number of items on the questionnaire}} \times 100$$
$$= \frac{\text{Number of items agreed on as relevant}}{\text{Total number of items in the instrument}}$$

Taylor (2017) indicated that CVI ranges between 0 and 1. The closer the CVI is to 1, the more valid the instrument is considered to be. For an instrument to be considered valid, the CVI should be greater than or equal to 0.7.

#### 3.7.2 Reliability of instruments

Reliability of research instruments is the degree to which the instrument consistently yields the same results when repeated measurements are taken of the same subjects under similar conditions (Ledford et al., 2018). The researcher shall conduct a pilot study on ten respondents from Total Energies E&P Uganda B.V. and the data collected shall be used to determine the reliability of the research instruments. In order to guarantee reliability, the researcher run a reliability statistics called Cronbach Alpha using SPSS package to determine the consistency of the research instruments, and an alpha value of 0.85 was obtained. Cronbach's alpha which ranges from  $\alpha = 0.7$  to 1.0 indicates a high level of internal consistency for the scale with this specific sample.

### **3.8 Procedures of data collection.**

Following the approval of the research proposal, the researcher got an introduction letter from the University. The researcher thought approval or clearance from the GPOC management to ensure that the ethical guidelines are followed throughout the data collection process. After pilot testing and ascertaining the reliability of the instruments, the researcher administered the instruments in the area of study. Research information was compiled, interpreted and analyzed using SPSS for better understanding and eventually results were compiled to come up with meaningful conclusion and recommendations.

### **3.9 Data Analysis**

The researcher employed quantitative techniques of data analysis. Quantitative data were cleaned and coded according to the research objectives. The process of cleaning data was done to eliminate any errors and help improve the reliability of the data. The data were then entered into Microsoft excel and later exported to SPSS software (Version 20) for analysis. The researcher then presented quantitative data as descriptive statistics using frequencies, percentages, mean and standard deviations from each of the study variables. “Strongly agree” and “agree” responses were joined to mean “agree” whereas “strongly disagree” and “disagree” were also combined to indicate “disagree.

### **3.10 Ethical Considerations**

Respondents were briefed about the objectives and significance of the study findings and were assured of confidentiality on their responses and were informed of the crucial role of this study. The data that were generated from the study were presented in general terms and no specific names of respondents will be mentioned anywhere in the report.

## CHAPTER FOUR: PRESENTATION OF RESULTS

### 4.1 Introduction

This chapter presents the findings of an assessment of the employee health and safety management in South Sudan oil and gas sector. The data for this study was collected from a sample of the 14 representatives of the 14 departments at GPOC with a response rate of 80%, and the results are presented as below:

### 4.2 Demographic characteristics of the respondents

**Table 4.1: Demographic characteristics of the respondents**

Characteristic	Category	Frequency	Percent
Gender	Male	6	42.9%
	Female	8	57.1%
Age	20-29	3	21.4%
	30-39	5	35.7%
	40-49	3	21.4%
	50 and above	3	21.4%
Years working with GPOC	Less than 3 years	3	21.4%
	3-6 years	4	28.6%
	7-9 years	4	28.6%
	10 years	3	21.4%
Education level	Certificate	2	14.3%
	Diploma	4	28.6%
	Degree	6	42.9%
	Masters	2	14.3%

The majority of the respondents were female with a frequency of 8 (57.1%) compared to male with a frequency of 6 (42.9%). This suggests that GPOC has more female employees than male employees.

The employees at GPOC represent a diverse age range, with individuals spread across different age categories. 3 employees (21.4%) fall within the age group of 20-29, indicating a relatively younger segment of the workforce. This suggests that GPOC has actively recruited and employed individuals who are early in their careers, potentially bringing fresh perspectives and adaptability to the organization. The majority of the employees, 5 individuals (35.7%), belonged to the age group of 30-39. This group represents the largest proportion of the workforce and indicates a significant presence of employees in their prime working years. Additionally, there are 3 employees (21.4%) each in the age groups of 40-49 and 50 and above. The distribution of age groups at GPOC reflects a blend of younger, mid-career, and more experienced employees. This diversity in age can contribute to a well-rounded workforce with a range of perspectives, skills, and knowledge. It also allows for the transfer of knowledge and skills between different generations within the company, fostering a collaborative and inclusive work environment.

The employees at GPOC have varied lengths of experience with the company. Three of the interviewed employees (21.4%) had worked with GPOC for less than 3 years, 4 employees (28.6%) had been working with GPOC for a period of 3-6 years, and 4 employees (28.6%) had been with GPOC for 7-9 years. Lastly, 3 employees (21.4%) had been working with GPOC for about 10 years. This group represents a smaller portion of the workforce, potentially comprising long-serving employees who have witnessed organizational changes and have accumulated extensive experience within the company. Overall, the distribution of years working with GPOC demonstrates a mixture of both newer and more experienced employees. This diversity in terms of experience levels can contribute to a well-rounded workforce, benefiting from a combination of fresh perspectives and long-standing institutional knowledge.

The majority of the employees have attained a degree level of education, with 6 individuals (42.9%) holding a degree. It suggests that GPOC has placed an emphasis on hiring individuals with a higher level of formal education, potentially to meet the technical and professional requirements of the oil and gas industry. Following degree holders, there are 4 employees (28.6%) with a diploma, indicating a significant proportion of the workforce with a mid-level educational qualification. The presence of diploma holders suggests a mix of theoretical knowledge and practical skills within the organization. There are 2 employees (14.3%) each with a certificate and a master's degree. Overall, the distribution of education levels among the employees at GPOC

highlights a predominantly degree-educated workforce, with a smaller proportion holding diplomas, certificates, or master's degrees. This suggests that GPOC values a mix of educational backgrounds, with an emphasis on higher educational qualifications to meet the demands of the oil and gas industry.

### 4.3 The employee health and safety management at GPOC .

#### 4.3.1 Occupational hazards at GPOC

The first specific objective of this study was to examine the main occupational health and safety hazards in south Sudan oil and gas sector (GPOC), and the study findings were presented in Table 4.2 below:

**Table 4.2 Occupational hazards Frequencies**

<b>Workplace Hazards</b>	<b>Frequency</b>	<b>Percent</b>
Near misses	13	92.9%
Stress from travelling long distances	4	28.6%
Personal/work injuries	9	64.3%
Confined space	9	64.3%
New machine	7	50.0%

Thirteen employees (92.9%) reported near misses as a workplace hazard. The relatively high frequency indicates that there is a concern among the employees regarding potential accidents or incidents. 4 employees (28.6%) identified stress from travelling long distances as a workplace hazard all of them were drivers that they drive without taking a break at each station in order to catch up with time. This suggests that a portion of the employees perceives travel-related stress as a significant concern.

Nine employees (64.3%) reported personal/work injuries as a workplace hazard, and other nine employees (64.3%) identified confined space as a workplace hazard. The relatively high frequency

suggests that employees are aware of the associated risks and recognize the need for precautions when working in such environments.

Seven employees (50.0%) mentioned new machines as a workplace hazard. This suggests that employees perceive the introduction of new machinery as a potential risk factor. It highlights the importance of proper training, familiarization, and safety protocols when new machines are introduced to ensure employee safety.

Overall, the results indicate that the employees at GPOC were aware of and concerned about workplace hazards, particularly personal/work related injuries. It is crucial for the company to address these concerns by implementing appropriate safety measures, providing necessary training, and promoting a culture of safety to ensure the well-being of its employees.

### **4.3.2 Employee Knowledge and attitudes**

#### **4.3.2.1 Employee knowledge**

The first part of the second objective was to determine the level of employees' awareness about occupational safety and health. All the respondents knew their responsibilities about workplace safety, and 75% of them said that there was an emergency action plan for work-related accidents and other disasters that might occur at the workplace. 75% of the respondents agreed that the organization regularly carried out trainings on occupational health and safety, and the other 75% agreed that they understood the safety rules of their jobs. 75% of the respondents agreed that there were warning signs about work safety, with only few 1% of them were in disagreement with the statement that it's voluntary for the employer to provide the occupational safety and health trainings to their employees. Finally, as seen in **Table 4.3** below, majority of the respondents (62.5%) agreed to the statement that there is a well-functioning committee responsible for employee workplace health and safety. This implies that they view the existing committee as well-

functioning, explaining the recent safety-related complaints by the company workers. Overall, it was found that majority of the respondents were knowledgeable about occupational safety and health.

**Table 4.3: Employee knowledge about the Occupational safety and health**

S/N	Statement	SD	D	NS	A	SA
		(1)	(2)	(3)	(4)	(5)
B1 1	I know my responsibilities about workplace safety	0	0	0	37. 5	62. 5
B1 2	There is an emergency action plan for work accidents and disasters that may occur at the workplace	0	0	25	50	25
B1 3	Regular training on occupational health and safety is carried	0	0	0	50	50
B1 4	I understand the safety rules of my job.	0	0	0	50	50
B1 5	There are warning and signs about work safety	0	0	0	60	40
B1 6	It is voluntary for the employer to carry out the OSH trainings of the employees.	12. 5	0	0	37. 5	50
B1 7	There is a well-functioning committee responsible for employee workplace health and safety.			12. 5	37. 5	50

### 4.3.2.2 Employee attitudes

The other part of the second objective of this study was to examine the level of employee attitudes towards health and employee safety management in Uganda’s oil and gas sector. Frequency tables were run in SPSS and study findings summarized in **Table 4.4** below:

The majority of the respondents agreed that their employers do care about their employees’ safety and health, and 87.5% of the respondents agreed that the health safety measures implemented at GPOC were well functional. All the respondents were willing to acquire more knowledge concerning workplace safety, 75% of them agreed that they were willing to report workplace accidents and other related issues, and that the imposition of emergency action plans in case of any occupational hazards is very important. Overall, it was found out that the employees had a positive attitude towards the implementation of occupational safety and health at GPOC.

**Table 4.4: Employee attitudes and awareness towards Occupational safety and health**

S/N	Statement	S D (1)	D (2)	NS (3)	A (4)	SA (5)
B2 1	The employers don’t care about their employees safety and health	0	0	25	62. 5	12. 5
B2 2	The employee health and safety measures are functional		0	12. 5	62. 5	25
B2 3	I am confident that employee health and safety management improves my safety	0	0	0	50	50



B2 4	I am willing to acquire more knowledge concerning workplace safety.	0	0	0	62. 5	37. 5
B2 5	I am willing to report workplace accidents and other related issues.	0	0	25	50	25
B2 6	The imposition of emergency action plans in case of any occupational hazards is very important	0	0	0	60	40

**4.3.3 Employer commitment**

The third objective was to determine the extent of management commitment towards employee health and safety management in South Sudan oil and gas sector, and the study findings were summarized as in **Table 4.5** below:

Majority of the respondents (62.5%) agreed to the statement that their employers show concern about employee safety, and 75% of them agreed that their employers regularly organize trainings about employee safety. 75% of the respondents agreed that their employers conduct employee safety and health audits. Lastly, only few of the respondents disagreed to the statement that the employers compensate victims of workplace hazards though they all agreed that the employee lives are insured by the company.

**Table 4.5: Employers' commitment towards OSH**

S/N	Statement	SD	D	NS	A	SA
		(1)	(2)	(3)	(4)	(5)
B3 1	Employers show concern about employee safety			25	50	25
B3 2	Employers organize regular trainings about employee health and safety.	0	0	0	50	50
B3 3	Conduct employee safety and health audits.	0	0	12. 5	37. 5	50
B3 4	The employers compensate victims of workplace hazards.	0	12. 5	25	37. 5	25
B3 5	Employees' lives are insured by the company.	0	0	0	75	25

## **CHAPTER FIVE:**

### **DISCUSSION OF FINDINGS, CONCLUSIONS, AND RECOMMENATIONS.**

#### **5.0 Introduction**

In this study, we focused on accessing the employee health and safety management in South Sudan oil and gas sector mainly GPOC. Data was collected from a sample of 14 representatives of the 14 GPOC departments company , with a response rate of 80% and the study findings are discussed in the proceeding sub-sections.

#### **5.1 Summary of the study findings**

Majority of the respondents for this study were female with 57.1%, and most of the respondents (35.7%), were in the age bracket of 30 to 39 years. Three of the interviewed employees (21.4%) had worked with GPOC for less than 3 years, 4 employees (28.6%) had been working with the company for a period of 3-6 years, and 4 employees (28.6%) had been there for 7-9 years. The majority of the employees have attained a degree level of education, with 6 individuals (42.9%) holding a degree. Following degree holders, there are 4 employees (28.6%) with a diploma, and 2 employees (14.3%) each with a certificate and a master's degree.

The most frequently reported health hazard was near misses (92.9%), followed by both personal/work related injuries and confined space each with 64.3%, and stress from travelling long distances with 28.6%. Lastly, seven employees (50.0%) mentioned new machines as a workplace hazard.

The study findings revealed that the respondents had a high level of awareness and positive attitudes towards occupational safety and health. However, most of the respondents agreed that their employees showed high commitment levels towards employee safety and health.

## **5.2 Main occupational Hazards at GPOC**

In this study, the most frequently reported health hazard was near misses (92.9%), followed by both personal/work related injuries and confined space each with 64.3%, and stress from travelling long distances with 28.6%. Lastly, seven employees (50.0%) mentioned new machines as a workplace hazard. These findings were in line with the ILO (2017), which stresses that the primary occupational hazards associated with offshore exploration and production operations include illnesses from exposure to geographical and climatic elements, stress from travelling long distances and work related injuries.

## **5.3 Employees awareness and attitudes towards occupational safety and health.**

In this study, majority of the respondents were very much aware of the occupational safety and health practices at GPOC, with 75% of them saying that there is an emergency action plan for work accidents and disasters that may occur at the workplace and 75% of them saying that they knew the safety rules of their jobs. The respondents also displayed high awareness of the legal requirement that employees ensure a safe workplace with few 1% of them disagreeing to the statement that it is voluntary for the employer to carry out the OSH trainings of the employees. This finding is contrary to Sedat & Eyyüp (2022), found that the knowledge level of the employees about legal issues was found sufficient, a deficiency of the attributed significance about the subject and also a deficiency about implementation was found.

Additionally, despite few 25% of the respondents agreeing that the health safety measures implemented at GPOC were not functional, most of the respondents had a positive attitude towards occupational safety and health. This can be displayed through all the respondents expressing their willingness to acquire more knowledge concerning workplace safety, 87.5% of them agreeing that they were willing to report workplace accidents and other related issues, and that the imposition of emergency action plans in case of any occupational hazards is very important. This finding is contrary to Vahid et al. (2016) who, in their study, found that 74.6% had a negative safety attitude.

#### **5.4 Employers' commitment towards OSH at GPOC**

In this study, as seen in table 4.5, majority of the respondents revealed that the management of GPOC is committed to ensuring employee safety. Majority of the respondents (62.5%) agreed to the statement that their employers show concern about employee safety though 75% of them agreed that their employees regularly organize trainings about employee safety. 62.5% of the respondents agreed that their employees conduct employee safety and health audits. This finding is in agreement with Imaka & Wesonga (2014) who argues that Oil and gas industries in south Sudan such as GPOC do prioritize the safety of its employees. This finding explains the number of accusations have been made about companies in the oil and gas sector not taking workers' safety as a priority, something that in 2014 led the government of South Sudan to first warn GPOC against overlooking its' Sudanese workers' safety when making deployments to dangerous environments.

## **5.5 Conclusions**

Based on the findings of this study, it can be concluded that occupational safety and health is a key concern for employees at GPOC. Majority of the respondents for this study were female with 57.1%, and most of the respondents (35.7%), were in the age bracket of 30 to 39 years. Three of the interviewed employees (21.4%) had worked with GPOC for less than 3 years, 4 employees (28.6%) had been working with the company for a period of 3-6 years, and 4 employees (28.6%) had been there for 7-10 years. The majority of the employees have attained a degree level of education, with 6 individuals (42.9%) holding a degree. Following degree holders, there are 4 employees (28.6%) with a diploma, and 2 employees (14.3%) each with a certificate and a master's degree.

The most frequently reported health hazard was near misses (92.9%), followed by both personal/work related injuries and confined space each with 64.3%, and stress from travelling long distances with 28.6%. Lastly, seven employees (50.0%) mentioned new machines as a workplace hazard.

In conclusion, this study highlights the importance of prioritizing occupational safety and health in the oil and gas industry, and specifically at GPOC. It underscores the need for employers to show a greater commitment to ensuring the safety and well-being of their employees, and for employees to be proactive in reporting workplace accidents and other safety-related issues.

## **5.6 Recommendations**

Based on the findings of this study, the following recommendations are made:

It is recommended that more comprehensive studies be carried out to provide a more in-depth analysis of occupational safety and health in the oil and gas industry. This study focused on the employees of GPOC, and it would be beneficial to conduct similar studies in other companies in the industry. Additionally, future researcher could explore the impact of employee safety and health on productivity and profitability in the industry.

More so, it is recommended that management of GPOC takes immediate steps to improve their commitment to employee safety and health. This can be achieved through the implementation of effective training programs, regular safety audits, and the provision of resources to ensure that employees are adequately protected from occupational hazards.

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Appendix 1: Questionnaire

Dear Respondent,

I am Silvia Ambrose Lomin, pursuing a Bachelor’s degree of science in oil and gas management of the Institute of Petroleum Studies- Kampala. I am currently doing research on the topic “EMPLOYEE HEALTH AND SAFETY MANAGEMENT IN THE OIL AND GAS INDUSTRY: A CASE OF GREATER PIONEER OPERATING COMPANY JUBA, SOUTH SUDAN”. I kindly request you to participate in the study by responding to this questionnaire to the best of your knowledge. The information provided will be treated confidentially and will be used strictly for academic purposes.

**SECTION A: BACKGROUND INFORMATION**

Please, tick the most appropriate response for each question in the “Response” column.

**A1. Gender:** Male  Female:

**A2. Age (in years):** 20-29  30-39  40-49  50 and above

**A3. Number of years working with GPOC:**

Less than 3 years  3-6 years  7-10 years  more than 10 years

**A4. Highest level of education attained**

Certificate  Diploma  Degree  Masters

Other specify.....

**SECTION B: EMPLOYEE SAFETY AND HEALTH MANAGEMENT.**

Please indicate the extent to which you agree with the following statements about employee safety and health management in GPOC by ticking the most appropriate option based on the scale below:

5 = Strongly agree, 4 = Agree, 3 = Undecided, 2 = Disagree, 1 = Strongly disagree

Qn. No	Statement	SA 5	A 4	U 3	D 2	SD 1
<b>B1</b>	<b>Employee knowledge about work place safety rules</b>					
	In this organization;					
	I know my responsibilities about workplace safety					
B1.1	There is an emergency action plan for work accidents and disasters that may occur at the workplace					
B1.2	Regular training on occupational health and safety is carried					
B1.3	I understand the safety rules of my job.					
B1.4	There are warning signs and signs about work safety					
B1.5	It is voluntary for the employer to carry out the OSH trainings of the employees.					
B1.6	There is a well-functioning committee responsible for employee workplace health and safety.					
<b>B2</b>	<b>Employee attitudes towards workplace safety</b>					
	In my organization;					
B2.1	The employers don't care about their employees safety and health					
B2.2	The employee health and safety measures are not functional					
B2.3	I am confident that employee health and safety management improves my safety.					
B2.4	I am willing to acquire more knowledge concerning workplace safety.					
B2.5	I am willing to report workplace accidents and other related issues.					
B2.6	The imposition of emergency action plans in case of any occupational hazards is very important					
<b>B3</b>	<b>Employer's commitment to workplace safety</b>					
	At CNOOC,					
B3.1	Employers show concern about employee safety					
B3.2	Employers organize regular trainings about employee safety.					
B3.3	Conduct employee safety and health audits.					
B3.4	The employers compensate victims of workplace hazards.					

B3.5	Employees lives are insured by the company.					
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**SECTION C: Occupational hazards**

- 1) Which of the following workplace hazards apply to GPOC employees?
  - i. Near misses
  - ii. Stress from travelling long distances
  - iii. Personal/work related injuries
  - iv. Confined space
  - v. New machine
  - vi. Others (specify)\_\_\_\_\_

**Thank you very much for your time.**