

**AN ASSESSMENT OF THE FACTORS AFFECTING THE IMPLEMENTATION OF
HEALTH AND SAFETY PRACTICES IN THE WORK PLACE.**

**A CASE STUDY OF BUSOGA FORESTRY COMPANY LIMITED, JINJA MAYUGE
DISTRICT**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL
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JULY 2022

DECLARATION

I **Babirye Loy**, hereby declare that this dissertation is my work and it has not been submitted before to any other institution of higher learning for fulfillment of any academic award.

Signed.....

Date.....

APPROVAL

This is to certify that, this dissertation entitled “An Assessment of the Factors Affecting the Implementation of Health and Safety Practices in the Work Place” has been done under my supervision and now it is ready for submission.

Signature.....

Mr. James Abbey Mugerwa

Date.....

DEDICATION

I sincerely dedicate this work to my beloved family for the unconditional love and support showed me throughout this journey of education. Special thanks go to my dear parents as they have worked very hard to care for me in terms of giving me tuition right from my early stage up to now and also grooming me into a responsible person I am today. I will always love and treasure you and may the Sovereign Lord shower you with divine blessings.

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TABLE OF CONTENTS

DECLARATION.....	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGMENT.....	iv
LIST OF FIGURES	viii
LIST OF TABLES.....	ix
LIST OF ACRONYMS	x
ABSTRACT.....	xi
CHAPTER ONE.....	1
GENERAL INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Background of the Study.....	1
1.2.1 Historical Background.....	1
1.2.1.1 Occupational Health and Safety Practices in Uganda	4
1.2.1.2 Busoga Forestry Company Limited.....	5
1.2.2 Conceptual Background	6
1.2.3 Contextual Background	7
1.3 Statement of the Problem	7
1.4 Objectives of the Study	8
1.4.1 General Objective of the Study	8
1.4.2 Specific Objectives.....	8
1.5 Research Questions	8
1.6 Scope of the Study.....	9
1.6.1 Content Scope.....	9
1.6.2 Geographical Scope.....	9
1.6.3 Time Scope.....	9
1.7 Purpose of the Study.....	9
1.8 Significance of the Study	9
1.9 Conceptual Framework.....	9

1.10 Theoretical Framework	10
1.10.1 Leadership	10
1.10.2 Employee Participation.....	11
1.10.3 Employee Training	12
1.11 Definition of Terms	13
CHAPTER TWO	14
LITERATURE REVIEW.....	15
2.1 Introduction	14
2.2 Health and Safety Practices.....	14
2.3 Health and Safety Practices and the Forestry Sector.....	17
2.3.1 The Domino Theory	17
2.3.2 The Multiple Causation Theory.....	18
2.4 The Implementation of Health and Safety Practices.....	18
2.5 Factors Affecting the Implementation of Health and Safety Practices	19
2.5.1 Leadership	19
2.5.2 Employee Participation.....	20
2.5.3 Employee Training	21
CHAPTER THREE	23
RESEARCH METHODOLOGY.....	24
3.1 Introduction	23
3.2 Research Design.....	23
3.3 Study Population	23
3.4 Sample Size.....	24
3.5 Data Types and Sources	24
3.5.1 Primary Data.....	24
3.5.2 Secondary Data.....	25
3.6 Data Collection Methods	25
3.6.1. Questionnaire Survey Method.....	25
3.6.2 Interview Method	25
3.7 Data Collection Tools.....	25

3.7.1 Questionnaire.....	25
3.7.2 Interview Guide	25
3.8 Measurement of Variables	26
3.9 Data Analysis	26
3.9.1 Quantitative Analysis	26
3.9.2 Qualitative Analysis	26
3.10 Ethical Considerations.....	26
CHAPTER FOUR.....	27
PRESENTATION, DATA ANALYSIS AND INTERPRETATION OF FINDINGS.....	28
4.1 Introduction	27
4.2 Data Presentation and Analysis.....	27
4.2.1 To what Level does Leadership Affects the Implementation of Health and Safety Practices in the Workplace in Busoga Forestry Company Limited?.....	32
4.2.2 To what Level does Employee's Participation Affects the Implementation of Health and Safety Practices in the Workplace in Busoga Forestry Company Limited?.....	35
4.2.3 To What Level does Employee's Training Affects the Implementation of Health and Safety Practices in the Workplace in Busoga Forestry Company Limited?.....	38
CHAPTER FIVE.....	42
SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION.....	42
5.1 Introduction	42
5.2 Summary of the Findings	42
5.3 Recommendations	44
5.4 Areas For Further Research.....	45
5.6 Conclusion.....	45
APPENDICES	46
Appendix A: Questionnaire.....	46
Appendix B: Interview Guide	49
REFERENCES	51

LIST OF FIGURES

FIGURE 1 CONCEPTUAL FRAME WORK	10
FIGURE 2 JOB TITLES	31

LIST OF TABLES

TABLE 1: GENDER OF THE RESPONDENTS 28

TABLE 2: AGE BRACKET OF THE RESPONDENTS..... 28

TABLE 3: EDUCATION LEVEL OF THE RESPONDENTS 29

TABLE 4: EMPLOYMENT TYPE OF THE RESPONDENTS 32

TABLE 5: RESPONDENTS WITH SUPERVISORY ROLES 33

TABLE 6 : NUMBER OF TIMES FOR SUPERVISION..... 33

TABLE 7 : CONSIDERATION OF HEALTH AND SAFETY..... 34

TABLE 8 : PRACTICE TO HEALTH AND SAFETY 36

TABLE 9: RESPONDENTS THAT WARN THEIR SUBORDINATES ON BREAKING H& S RULES 34

TABLE 10 : DRESSING OF HEALTH AND SAFETY ATTIRES..... 38

TABLE 11: IDENTIFYING WHAT IS DRESSED IN PARTICULAR 36

TABLE 12: WORK MATES DRESS CODE 36

TABLE 13: WHAT PARTICULAR TIME ONE DRESSES 37

FIGURE 1 CONCEPTUAL FRAME WORK

FIGURE 2 JOB TITLES.....31

LIST OF ACRONYMS

BFC – Busoga Forestry Company

MGLS – Ministry of Gender, Labour and Social Development

PPE – Personal Protective Equipment

HS-Health and Safety

OHS – Occupational Health and Safety

IOE – International Organization of Employers

ILO – International Labour organization

HR- Human Resource

ABSTRACT

This study investigated the factors affecting the implementation of health and safety practices in the work place taking Busoga Forestry Company Limited as a case study. It examined the level at which leadership affects the implementation of health and safety practices in the company, assessed the extent to which employee's participation affects the implementation of health and safety practices in the company and also assessed whether training of employees thoroughly affects the implementation of health and safety practices in the company.

Various methods were applied to come up with reliable results that is to say both quantitative and qualitative approaches. Data was collected using questionnaires, interviews, observation and review of available literature, records from the internet and other sources. Data was later analyzed and tally and frequency tables were extracted using SPSS from where conclusions were drawn.

The study revealed that few employees in the company have supervisory roles this is because a big number of employees work under operation level doing technical work due to the nature of the company, a number of employees in the company who are leaders are not exemplary to others, and they don't warn their subordinates on health and safety issues.

A big number of employees about 28.9% of the targeted sample do not put on full PPE or safety attires, others do put on full PPE and others consider putting on only in danger areas or when operating the machines.

Even though the company does a great work of training its workers on the roles they do in their positions and also on health and safety practices, a few employees of over 9% among the targeted sample never got training about health and safety practices.

The recommendations appealed the Government to do further inspection, the company to fully train its employees and enforce implementation of the health and safety rules and also the employees to ensure they safeguard themselves.

Therefore, all implications concerning health and safety the company goes through as reflected by results are associated to poor staffing (weak recruitment process) and the entire management.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

This chapter consisted of the background of the study, the problem statement, the purpose of the study, the objectives of the study both general and specific objectives, the research questions, the scope of the study, the purpose of the study, the significance of the study, the conceptual framework, theoretical framework and lastly definition of terms.

1.2 Background of the Study

Health and safety refers to procedures, guidelines and programs that help in the prevention of injuries or accidents in workplaces (SMSE, 2022).

The main goal of health and safety practices in workplace is to create a safe working environment and to reduce the high risk of accidents, fatalities and injuries on the job. It also aims at protecting the health of customers and the public in general like the nearby communities as well as anyone else that may be negatively impacted by a certain working environment (MakroSafe, 2015). Therefore, when health and safety procedures and guidelines are obeyed or followed correctly, they can assist to prevent accidents and reduce the chances of injuries (MakroSafe, 2015).

1.2.1 Historical Background

The cogitation of health and safety has continued to be significant across the globe and this has been due to the analyzing of legislation and discussions between the parliament and the workers' unions group which have accepted health and safety protection in the workplace to be sanctified in the United Kingdom law. In United Kingdom, Workplace health and safety started before the time of industrial revolution where matters relating to the health of workers and diseases affecting the production of the industry contributed to the introduction of the "Trailblazing Factory Acts". During the industrial revolution period in the late 18th century, there was transformation in the means of production in Britain where industries moved from manual means of production to manufacturing powerhouse. This development grew rapidly whereby it created demand for getting workers. Due to increased competition and demand, employers were forced to start looking for the way of solving the problem which involved child labour and advanced machines. Child labour

provided an efficient and effective service at a lower cost but since it lacked experience in industrial operation, it contributed to severe injuries and accidents during the process of operating foreign machinery or chemicals. As a result of the increased rise in many similar accidents and injuries which included mining fatalities and some effects of working with chemicals, the government was pressured to take serious actions against companies which were not protecting their workers very well (BCF Group, 2022).

In fact, health and safety in the workplace started during the time when the Factories Act of 1933 was developed. By the time the British Government came up with this Act, it had started forming a collection of Acts to protect children working in mills. The Act contributed to the establishment of factory inspectors in order to prevent injury and child labour and it comprised of a set of rules and regulations governing the safety of employees in the workplace. Thereafter, the Factory Acts of the 19th Century came into force which inspected and examined working conditions in factories. During its operations, it instructed the closure of all health impacting conditions and processes for over a number of years. The policy of compensating employees would have not reached in Europe particularly in Germany till the late century, however the establishment of the Factory Act laid a foundation for workplace Health and Safety even in other countries across Europe and North America. And this was the first time to move towards making work environment safe for employees as well as helping in the reduction of injuries and accidents which were occurring at the time (BCF Group, 2022).

After a period of ten years, poor working environment still existed in mining factory and due to this, mines inspectorate was developed to assist in providing a good and safe working environment in the mining industry. This was viewed as a major improvement in the safety of workers, close communities and it was the beginning to move towards full health and safety in workplace. Furthermore, quarry inspectorate was also formed during 1895 while performing the same tasks (BCF Group, 2022).

In the year 1956, the same regulations were developed through the Safety, Health and Welfare Provisions Act of 1956. This created a difference in the way companies and agriculture operated to assist in the reduction of accidents and the spread of diseases (BCF Group, 2022).

In 1959, the nuclear installations Act was formed which ensured that particular limitations and standards were to be obeyed during the process of introducing nuclear bombs. Some years later, the Health and Safety at Work Act of 1974 was introduced in the United Kingdom by the Secretary of State for Employment Michael Foot and it was a primary piece of law comprising of Occupational health and safety regulations. It provided lawful proceedings in facilitating inspections in workplaces in all industries that is to say; manufacturing factories, healthcare centers among others and it became a stepping stone in the protection of workers against hazardous and risky work environment. Recently, the conception of assessing risks has been cherished in the safety and health legislation so as to understand the uncertainties which may cause some workers to be laid off from their jobs where they may be given sick leaves and this became effective as it acted as a measure to protect both employer and employee (BCF Group, 2022).

The Health and Safety Act of 1974 was the first main labour law as it governed all workplaces and allocated major responsibilities and duties on both the employer and employee. This act led health and safety to be considered very important in workplaces and this resulted into changes in both the working conditions and a decrease in accidents and injuries in workplaces. This was the first time employers knew their responsibilities as they worked very hard to protect their workers against accidents as the failure to do so could lead them to pay fines and even be charged as criminals and this improved more investment made in rising better working conditions in workplaces and illness reductions methods. Health and safety trainings are common in each workplace today and it is a lawful obligation because of the Act. Thereafter, the Health and Safety Commission was also introduced and other several acts were formed as time went on (BCF Group, 2022).

To everyone involved in employment in the world should have at least identified the significance of health and safety in the workplace. Keeping workers safe and making sure that they are comfortable with conditions at work. The fight for the health and safety rights and regulations existing in the workplaces are relatively significant in maintaining jobs and also secure the health of the workers. Though those specific ideas may view health and safety as a thing that has been exaggerated but the Health and Safety Act is one of the major changes to the British law where the safety of the workers was protected as they were cared for very well in their professionals. Errors

in safety became a bigger problem for companies where factories which were running down and those which were old were demanded to make some renovations or shut down (BCF Group, 2022).

Starting from homes where we stay to other people we spend time with, health and safety retains ourselves in good working conditions. At the end of the 1960s, it was believed that the injuries at workplaces have increased for more than 63,000, from 45,000 to 513,000. This increased number of injuries made the factories in the whole world to wake up in stopping the problem therefore the reforms and changes made set a basis for the health and safe environment we stay in today. Other people may view it as “health and safety gone mad” but it is that which is better than the rising deaths and reducing safety. The forty years of Health and Safety Act transformed the United Kingdom as it made it an appetizing place to work and live in as we can see that the rights, safety performance and the entire conditions of work have improved since the 1974 Health and Safety Act was put in place. Long may it continue!(BCF Group, 2022).

In present times, people enjoy good working conditions than in the past times that is to say; during 2013 to 2014, it is believed that 133 deaths at work were recorded which it is 0.44 for every 100,000 workers. But this is now half of the workplace deaths that occurred in 1994 to 1995 and this shows the constant improvement in latest times. In order to prevent going back to the dark days of the past, companies are required to go on with the training, understanding and recognition of health and safety at workplace. History demonstrates this as the only successful way to maintain health and safety in the work environment (BCF Group, 2022).

1.2.1.1 Occupational Health and Safety Practices in Uganda

The International Organization of Employers (IOE) defines Occupational Health and Safety (OHS) as a concept that deals with health and safety in the workplace and focuses on preventing of hazards (IOE, 2022). Its major goal is to protect workers in the workplace from injuries, accidents and any exposure to dangerous or harmful substances. It is the responsibility of the employer to take actions to reduce on the risk of accidents and sustain a safe working environment. Workplace safety is a vital part of any type of employment and it is a requirement to everyone in the company to follow the safety guidelines and policies put in place whereby when they are obeyed carefully they can assist in reducing injuries in the workplace. Relatively, occupational safety and health deals with improving the working conditions and environment of the employees so as to make sure that their

safety and health are managed and also compensations are provided in case of any injury at work(IOE, 2022).

In Uganda, the Ministry of Gender, Labour and Social Development (MGLSD) through the Department of Occupational Safety and Health is responsible for administration and enforcement of Occupational Safety and Health Act of 2006 through registration of workplaces, conducting inspections and also monitoring Occupational Safety activities at workplaces. The Ministry schedules for inspections to be conducted in different districts of the country in order to ensure compliance with Labour laws and regulations. The Occupational Safety and Health Act of 2006 is the safety act used in Uganda and it covers all industries. The Act places responsibility to the employer to ensure health, Safety and welfare of workers at workplace (Auditor General, 2016).

During the Covid-19 pandemic, the government of Uganda announced health guidelines and gave authorities to the medical officers to carry out inspections and also taking needed actions against covid-19 in order to reduce on the high spread of the virus. On addition to that, other rules included assigning the employers to show immediate responses while handling a covid-19 patient where they had to inform the medical practitioner immediately (Mywage.ug, 2021). This shows that health and safety practices are highly emphasized at workplace in the country.

1.2.1.2 Busoga Forestry Company Limited

Busoga Forestry Company Limited (BFC) is a subsidiary of Green Resources AS (GRAS) and it is one of the Africa's leading Forestation Company and a leader in East Africa in wood processing. It owns 40,000 hectares of standing forests in countries like Mozambique, Tanzania and Uganda. The company was founded on 14th March 1996 and it started industrial operations in Uganda in 2010 with installation of pole treatment plant at Masese industrial area in Jinja. It produces products like pine seedlings, utility poles, sawn timber, fencing poles, Eucalyptus clones, stay stubs, fire wood, billets, tree resins, saw dust and carbon credits(Green Resources, 2019).

Busoga Forestry Company limited is located in Jinja Uganda, plot 9BKyaggwe Avenue P.0 BOX 1900 and this is where the head offices are found. The company has two forest plantations that are, Bukaleba forest plantation in Mayuge district and Kachung forest plantation in Dokolo district (Green Resources, 2019).

It deals in many activities which includes harvesting of forests, sawmilling where logs are extracted into sawn timber and many others. These activities which are done at the company are

very risky and hazardous as they involve the use of machines such as Conveyors, Bell loggers, forklifts, trucks to mention but a few. These perform different tasks which include moving slabs from the edgers to the outside of the mill for sorting, loading logs on the trucks or vehicles and offloading logs from the trucks, transporting logs from the harvesting place to the sawmill site among others(Green Resources, 2019).

Busoga Forestry Company operates in line with a new Occupational Health and Safety Management System (ISO 45001 2018) and Uganda Occupational Safety and Health Act-2006.

1.2.2 Conceptual Background

Forestry is one of the deadliest and dangerous occupations as it is associated with a lot of risks and hazards which include falling trees and branches, hang up trees, snake bites, chainsaw kickbacks, noise from chainsaws, brush cutters and machines, saw dust, steep slopes and rock falls which causes machinery accidents, forest fires, open electric wires in the sawmill, chemicals to mention but a few (FAO, 2022). These risks and hazards involved in forestry pose a very big problem to the health and safety department of Busoga Forestry Company as they can affect employees and close communities thereby leading to health problems such as lung cancer due to sawdust from sawing timber, ear injuries or damage due to noise, loss of eyesight due to sawdust or fumes, finger cuts by machines, skin burns due to the exposure to chemicals among other related health problems.

The sawmill facility uses power-driven machines to saw logs into timber of various sizes. It involves activities such as sorting of logs according to their diameter classes, milling processes, sorting and grading sawn timber and sorting of slabs. The sawmill site is highly risky and hazardous as it involves use of different machines like wood mizer machine, bell logger, tooth setter, boiler of a drying kiln among others and these can lead to injuries if not operated properly.

Forestry harvesting involves felling of trees for poles, saw logs or firewood. This field involves a lot of risks and hazards like falling trees and branches, hang up trees which can fall on the chainsaw operators and even other people who work in the forest, snake bites, chainsaw kickbacks which can cut off the legs and fingers or hands of the chainsaw operators, noise from chainsaws, brush cutters and machines, saw dust, steep slopes and rock falls which leads to machinery accidents.

Generally, in order to make sure that all workers in the organization are free from injuries and accidents, health and safety practices have to be implemented. This research focused on the relationship between the implementation of health and safety practices and the effect of leadership, employee participation and employee training. The independent variable was the influence of leadership, employee participation and employee training. These affect the dependent variable the implementation of health and safety practices.

1.2.3 Contextual Background

In Uganda, it is estimated that 18% of the deaths which occur in the workplace are due to poor safety and health conditions according to Mutuuzo the author. The 2016 data from the Mundi index indicate that 10.2 deaths happen per 1000 people in Uganda according to the average (Business and Human Rights Resource Centre, 2018). A case in point, a 24-year-old lady known as Moureen Lunyolo, Tembo Steel factory worker instantly died after she was hit by a metallic pipe while on duty in Lugazi Municipality, Buikwe District (Kissa, 2021).

The risks and hazards that exist in workplaces call upon organizations to develop a safety and health culture so as to make sure that there is peace at the job. This has been adopted by many organizations to assist them reduce on workplace injuries and accidents a case in point, the health, safety and environment department at Busoga Forestry Company.

However, the department while carrying out its duties has to take into consideration of the factors that affect or influence the implementation of health and safety practices in workplace in order to attain the main task of the sector thus necessitated this study.

1.3 Statement of the Problem

Employment opportunities should not take away the life of an employee that is why it is important to implement health and safety practices in the workplaces. This is still a big challenge to many industries across the world as they have been many cases of deaths and injuries globally due to unsafe work environments. The recent estimates of the International Labour Organization (ILO) show that about 2.78 million workers in the world die due to work accidents and 374 million of workers suffer from non-fatal job accidents during every year (Editorial Team, 2019). Additionally, 1,000 people are ranked to die in every single day as a result of work accidents and also 6,500 people die from job related illnesses every day. (Editorial Team, 2019).

In Uganda, work- related accidents and illnesses is a big challenge. It is estimated that 18% of the deaths which happen in the country are due to poor safety and health conditions at workplaces according to Mutuuzo the author. The 2016 data from the Mundi index presents that 10.2 deaths happen per 1000 people in Uganda according to the average (Business and Human Rights Resource Centre, 2018).If organizations do not adopt the policy of promoting a health and safety culture in their workplaces, there will be continuous injuries, accidents and illnesses which will lead to increased deaths.

This study focused on assessing the factors affecting the implementation of health and safety practices in the workplace as it helped to get information on the areas that need improvements.

1.4 Objectives of the Study

1.4.1 General Objective of the Study

To assess the factors affecting the implementation of health and safety practices in the workplace in Busoga Forestry Company Limited.

1.4.2 Specific Objectives

- 1) To examine the level to which leadership affects the implementation of health and safety practices in the workplace in Busoga Forestry Company Limited.
- 2) To assess the level to which employee's participation affects the implementation of health and safety practices in the workplace in Busoga Forestry Company Limited.
- 3) To assess whether training of employees thoroughly affects the implementation of health and safety practices in the workplace in Busoga Forestry Company Limited.

1.5 Research Questions

- 1) To what level does leadership affects the implementation of health and safety practices in the workplace in Busoga Forestry Company Limited?
- 2) To what level does employee's participation affects the implementation of health and safety practices in the workplace in Busoga Forestry Company Limited?
- 3) To what level does employee's training affects the implementation of health and safety practices in the workplace in Busoga Forestry Company Limited?

1.6 Scope of the Study

1.6.1 Content Scope

This research study specifically focused on assessing the factors affecting the implementation of health and safety practices in the workplace. Despite of the fact that there are various other factors that affect the implementation of H&S practices, this study concentrated itself to leadership, employee participation and training.

1.6.2 Geographical Scope

The research was conducted in Busoga Forestry Company Limited in Jinja, Mayuge District

1.6.3 Time Scope

The researcher conducted research for a time period of six months from February to July, 2022 to collect the needed information and submission of the final report. The research focused on literature when serious implementation of health and safety practices in organizations started up to date.

1.7 Purpose of the Study

The main purpose of the study was to assess the factors affecting the implementation of health and safety practices in the workplace with a focus on Busoga Forestry Company Limited.

1.8 Significance of the Study

The study findings were of great importance to managers, directors at Busoga Forestry Company Limited regarding the implementation of health and safety practices in the company.

The findings of the study might be used by the future researchers on a similar topic by borrowing a leaf in the form of related literature to add on their existing knowledge.

The study helped to build on the researcher's knowledge and understanding of the variables and gain more skills for conducting research.

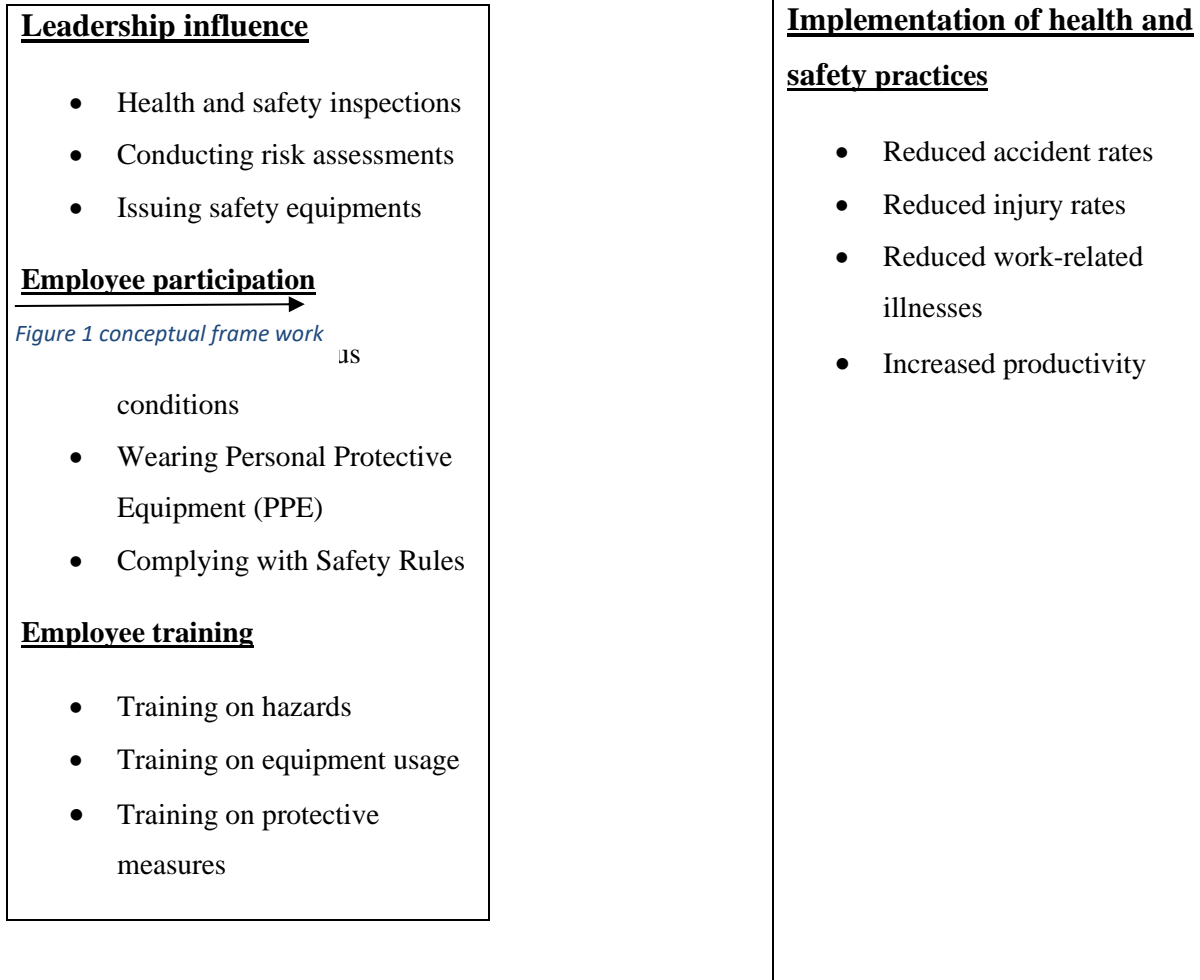
1.9 Conceptual Framework

The conceptual framework of this study explained the relationship between the implementation of health and safety practices and the effect of leadership, employee participation and employee training. It is illustrated in the figure below.

Figure 1: Conceptual Framework

Independent variable

Dependent variable



Source: Adopted from (Senso, 2017) and modified by the researcher

1.10 Theoretical Framework

1.10.1 Leadership

Leadership refers to the capacity of a person or a group of people to lead and guide other members of an organization (Pratt, 2017). Effective health and safety starts from the top. The board members have individual and collective responsibilities for implementing health and safety practices in the organization (HSE-Health and Safety Executive, 2021). Leadership is the main key to success in health and safety in an organization as it determines how safe a workplace is. When the leaders of health and safety get things right, they have the command or power to make influence of other

members of the organization which positively impacts their behaviors, attitudes and the general performance of the organization on matters concerning health and safety(HSE-Network, 2020).

Julia Flintrop pointed that managers are key individuals in an organization to design and improve the conditions of working and hence influence the health of subordinates. They make plans, lead, coordinate and control the activities of the organization. Additionally, they have the responsibility of making decisions on changes in the workplace. And all these aspects are vital in determining the level of health and safety at work (EU-OSHA, 2021).Managers are also responsible for conducting safety inspections, risk assessments and providing safety tools to workers and many others. Strong and effective leadership is of great importance to good workplace health and safety which in turn leads to the success of the company (EU-OSHA, 2021).

1.10.2 Employee Participation

Work participation is defined by Occupational Safety and Health Administration (OSHA) as a term that means employees involvement in the establishment, operation and improvement of the health and safety program (eCompliance, 2017).Though health and safety programs are different in every organization depending on the activities involved, most of the EHS programs have one thing in common that is engaging workers to actively participate in safety activities (eCompliance, 2017).

Employees are the main workforce working in hazardous and risky environments. Some are aware of the hazards and risks and others are not, therefore it is important that they must know that they are the first victim of any accident may occur so their safety awareness and work of preventing all accidents has to be in their interest and this can only be achieved through active participation safety activities (Ranjan, 2018). Section 14 G of the Factories Act of 1933 talks about participation of workers in safety management as it recommended for a safety committee (Ranjan, 2018). On addition to that, McGregor’s theory asserts that “participation management has a basic belief in the competence and abilities of individual employees regardless their status in organization”. Worker’s involvement in safety is critical for the success of safety programs (Ranjan, 2018).

In order to promote a safe work environment, workers must be conscious to report hazardous and risky conditions to their supervisors, improving on their efforts of wearing PPE every time they

are at work and also obeying the health and safety rules thus this contributes to reduction of workplace related accidents and injuries.

1.10.3 Employee Training

Employee training means a plan, procedure or an idea designed to assist workers to learn certain skills in order to increase on their performance in their current jobs (KnowledgeCity, 2019).No matter the type of industry one is operating, providing thoroughly safety training is the key to success of the industry. The lesser time employees take when they are out of their jobs due to accidents, injuries and illness, the more time will be spent on generating profits and this eventually can improve production of the organization (Ganassini, 2019).

OSHA asserts that education and training helps different individuals in the organization like the employers, managers, supervisors and the employees to acquire skills and knowledge required of them to perform their tasks safely and prevent creating hazards which could position them at high risks. Additionally, it also helps them with the awareness and clear understanding of hazards at workplace and how to discover or identify, report and control them (Fleishman, 2012). It is a responsibility of an employer to direct employees on how to operate in a safe and healthy way before starting their assigned tasks (Regan, 2021).

Workplace safety training means a process that aims to provide workers with knowledge and skills to assist them to carry out their jobs in a safe environment (Regan, 2021). Employee training on safety programs is a preventive act that instructs and teaches workers about the hazards and risks and gives them the correct OSHA policies and procedures to help them be safe while working with machines or equipments (Fleishman, 2012).

Training employees on safety practices is of great importance as it helps on reducing injuries at work this is because through training employees acquire skills on how to safeguard themselves. For instance, having a team of workers responsible for hygiene in the organization helps on reducing the risk of food poisoning and this is vital in the food company. It also reduces the occurrence of accidents or incidents at work because through training employees obtain skills required to make sure that job tools are used properly. A good safety training program ensures that workers are trained on the use of PPE which may include goggles, helmets, protecting clothes among others so that they are protected safely from injuries. Therefore the significance of training

employees on safety practices extends above and beyond helping them to adopt some practices since it is of great benefit to the employees and the organization that is to say; improving on production, reducing injuries and accidents to mention but a few. Thus it is the reason it shouldn't be neglected (Ganassini, 2019).

1.11 Definition of Terms

Implementation: According to Online Cambridge English Dictionary, Implementation refers to a practice of putting a program, procedure, policy, plan or an idea into action (Online Cambridge English Dictionary, 2016).

Health: The World Health Organization defines Health as a condition of complete physical, emotional and social being of a person and not entirely lack of illness (Evans, 2017)

Safety: This refers to an opinion which involves all procedures and practices that are taken in order to safeguard the life and health of people in workplaces. It is calculated according to the estimate or rate of diseases, deadliness, near misses among others and in order to boost them, employers and officials concerned with safety should carryout investigations in case of any accident to make sure that all safety procedures are being obeyed (SafeOpedia, 2018).

Safe work practices: According to Infrastructure Health and Safety Association, safe work practices refers to written procedures describing the way of performing a certain job with little risks and hazards to individuals in the workplace (Infrastructure Health and Safety Association (IHSA), 2021).

Health and safety: Are procedures and guidelines aimed at preventing injuries and accidents in workplaces and the surrounding communities. This term comprises of the lawful requirements which are under the Health and Safety Act of 1974(Safety Management Services Europe (SMSE), 2022).

Workplace: According to Merriam Webster English Dictionary, Workplace refers to a location where work is performed for example factory, a shop among others (Merriam-Webster, 2022)

Illnesses: This means an unhealthy state of the body or mind (Merriam-Webster, 2022)

Risk: Is the probability that an individual will be injured in case of any exposure to a hazard. It also covers other conditions like loss of tools or damage to the environment (Canadian Center for Occupational Health and Safety (CCOHS), 2020).

Hazards: Is any substance that can cause harm to an individual. Examples include electricity, slippery floor, chemical, sharp objects among others (Canadian Center for Occupational Health and Safety (CCOHS), 2020)

Leadership: This refers to the capacity of a person or a group of people to influence lead and guide other members of an organization (Pratt, 2017).

Employee participation: Refers to activities of an organization in which workers take part in together with the main aim of achieving a common objective (Sampson, 2018).

Employee training: Means a plan, procedure or an idea designed to assist workers to learn certain skills in order to increase on their performance in their current jobs (KnowledgeCity, 2019).

Forestry: Is the planting and managing of trees together with related waters and wetlands with the main purpose of obtaining timber and firewood. It involves activities like planting, harvesting and milling of logs into timber (Edlin, 2022).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter majorly comprised of a crucial review of the issues studied by other scholars in relation to the existing literature on the factors affecting the implementation of health and safety practices in the workplace. It is vital that the most prominent of the existing literature from other scholars who wrote or discussed on the same topic or issues similar to the variables were consulted during the course of the study.

2.2 Health and Safety Practices

Health and safety refers to procedures, guidelines and programs that help in the prevention of injuries or accidents in workplaces (SMSE, 2022).

The main purpose of implementing health and safety practices in workplace is to create a safe working environment and to reduce the high risk of accidents, fatalities and injuries on the job. It also aims at protecting the health of customers and the public in general like the nearby communities as well as anyone else that may be negatively impacted by a certain working environment (MakroSafe, 2015). Therefore, when health and safety procedures and guidelines are obeyed or followed correctly, they can assist to prevent accidents and reduce the chances of injuries (MakroSafe, 2015).

Workplace health and safety started before the time of industrial revolution in the United Kingdom where matters relating to the health of workers and diseases affecting the production of the industry contributed to the introduction of the “Trailblazing Factory Acts”. During the industrial revolution period in the late 18th century, there was transformation in the means of production in Britain where industries moved from manual means of production to manufacturing powerhouse. This development grew rapidly whereby it created demand for getting workers. Due to increased competition and demand, employers were forced to start looking for the way of solving the problem which involved child labour and advanced machines. Child labour provided an efficient and effective service at a lower cost but since it lacked experience in industrial operation, it contributed to severe injuries and accidents during the process of operating foreign machinery or chemicals. As a result of the increased rise in many similar accidents and injuries which included mining fatalities and some effects of working with chemicals, the government was pressured to take serious actions against companies which were not protecting their workers very well (BCF Group, 2022).

In fact, health and safety in the workplace started during the time when the Factories Act of 1933 was developed. By the time the British Government came up with this Act, it had started forming a collection of Acts to protect children working in mills. The Act contributed to the establishment of factory inspectors in order to prevent injury and child labour and it comprised of a set of rules and regulations governing the safety of employees in the workplace. Thereafter, the Factory Acts of the 19th Century came into force which inspected and examined working conditions in factories. During its operations, it instructed the closure of all health impacting conditions and processes for over a number of years. The policy of compensating employees would have not reached in Europe particularly in Germany till the late century, however the establishment of the Factory Act laid a

foundation for workplace Health and Safety even in other countries across Europe and North America. And this was the first time to move towards making work environment safe for employees as well as helping in the reduction of injuries and accidents which were occurring at the time (BCF Group, 2022).

After a period of ten years, poor working environment still existed in mining factory and due to this, mines inspectorate was developed to assist in providing a good and safe working environment in the mining industry. This was viewed as a major improvement in the safety of workers, close communities and it was the beginning to move towards full health and safety in workplace. Furthermore, quarry inspectorate was also formed during 1895 while performing the same tasks (BCF Group, 2022).

In the year 1956, the same regulations were developed through the Safety, Health and Welfare Provisions Act of 1956. This created a difference in the way companies and agriculture operated to assist in the reduction of accidents and the spread of disease (BCF Group, 2022).

In 1959, the nuclear installations Act was formed which ensured that particular limitations and standards were to be obeyed during the process of introducing nuclear bombs. Some years later, the Health and Safety at Work Act of 1974 was introduced in the United Kingdom by the Secretary of State for Employment Michael Foot and it was a primary piece of law comprising of Occupational health and safety regulations. It provided lawful proceedings in facilitating inspections in workplaces in all industries that is to say; manufacturing factories, healthcare centers among others and it became a stepping stone in the protection of workers against hazardous and risky work environment. Recently, the conception of assessing risks has been cherished in the safety and health legislation so as to understand the uncertainties which may cause some workers to be laid off from work where they may be given sick leaves and this became effective as it acted as a measure to protect both employer and employee (BCF Group, 2022).

The Health and Safety Act of 1974 was the first main labour law as it governed all workplaces and allocated major responsibilities and duties on both the employer and employee. This act led health and safety to be considered very important in workplaces and this resulted into changes in both the working conditions and a decrease in accidents and injuries in workplaces. This was the first time

employers knew their responsibilities as they worked very hard to protect their workers against accidents as the failure to do so could lead them to pay fines and even be charged as criminals and this improved more investment made in rising better working conditions in workplaces and illness reductions methods. Health and safety trainings are common in each workplace today and it is a lawful obligation because of the Act. Thereafter, the Health and Safety Commission was also introduced and other several acts were formed at time went on (BCF Group, 2022).

2.3 Health and Safety Practices and the Forestry Sector

Forestry involves the planting and managing of trees together with related waters and wetlands with the main purpose of obtaining timber and firewood. The forestry sector comprises of different activities which include; planting, harvesting, extraction, loading and offloading, transportation of logs and milling of logs into timber (Edlin, 2022).

Forestry is one of the deadliest and dangerous occupations as it is associated with a lot of risks and hazards which include falling trees and branches, hang up trees, snake bites, chainsaw kickbacks, noise from chainsaws, brush cutters and machines, saw dust, steep slopes and rock falls which causes machinery accidents, forest fires, open electric wires in the sawmill, chemicals to mention but a few (FAO, 2022). Workers in forest operations are in a highly hazardous work environment whereby if it is not managed safely can contribute to serious deaths, accidents and injuries. Safety in the forestry industry requires everyone involved to maintain health and safety practices for better improvement of health and safety performance. It is a responsibility of the forestry owner to influence health and safety performance and this can be done by engaging the contractors and forest managers with an effective health and safety system (WorkSafe, 2018).

Forestry workers must abide by the safety procedures to reduce on the high rates of accidents, injuries and deaths associated with the forestry work and these include fostering a safety culture, encouraging workers to wear PPE or safety attires, watching overhead hazards at all times, encouraging workers to report risky and hazardous conditions a gently, keeping tools in good conditions, having tool box talks before start of work and many others(catrentalstore, 2022).

2.3.1 The Domino Theory

This theory was developed by W.H. Heinrich (1931), it asserts that 88% of all accidents are caused by unsafe acts of workers, 10% by unsafe actions and 2% by God's actions. He further proposed

a “five factor accident sequence” where every factor would drive the next step in the concept of rising dominoes in a row. The sequence of accident factors was arranged from lineage and social environment, employee failure, unsafe acts in line with mechanical and physical hazards, accidents and lastly injury. Just as the same procedure, when one domino is removed in the row it would disrupt the sequence of rising and here Heinrich suggested that when one of the factors is removed would reduce the occurrence of an accident or injury, with the key domino to be removed from the sequence being number three which is unsafe actions. In accordance to this theory, the occurrence of injuries and accidents at workplaces are avoided by preventing unsafe actions (ILO Content Manager, 2011).

2.3.2 The Multiple Causation Theory

The multiple causation theory of accident is an outgrowth of the domino theory. It asserts that for a single accident there may be many contributory factors, cause and sub-causes and that certain contributions of these lead to accidents. According to the theory, the contributory factors were categorized into two groups that is; i) Behavioral, this involves factors relating to an employee like lack of attitude towards work, lack of knowledge and skills and lastly inadequate physical and mental states. ii) Environmental, it includes lack of guarding materials to machines which are hazardous and damage of tools through use and unsafe way of handling. The main significance of this theory is to clearly points out that in case an accident occurs; it is due to a single cause (ILO Content Manager, 2011).

2.4 The Implementation of Health and Safety Practices

According to Online Cambridge English Dictionary, Implementation refers to a practice of putting a program, procedure, policy, plan or an idea into action (Online Cambridge English Dictionary, 2016).

After developing a safety plan, the next thing is to create ways of implementing effective safety programs or practices and the health and safety manager is the one positioned for that role. Effective and efficient implementation of safety programs rely on the close relationship between the managers and the workers. Implementing health and safety practices in workplace involves many things such as educating workers and managers, ensuring that each stakeholder of the

organization takes the responsibility of making sure that all safety policies and procedures are being obeyed correctly. Both managers and workers are required to effectively work together to execute a safety plan. In order to achieve this, the duties and responsibilities must be made clear to everyone involved in the organization that is to say; the responsibilities of the team leaders and committees should be clearly stated for effective execution of the safety plan and also review it to identify changes needed to be made in order to make it greatly helpful for the company health and safety (tutorialspoint, 2021). For effective implementation of health and safety practices in the workplaces, organizations should create the abilities and supportive mechanisms required for achievement of the health and safety goals (HSA-Health and Safety Authority, 2022).

The usefulness of implementing health and safety practices in workplace include; reduction of accidents, injuries, illnesses, related deaths, production improvement and many other things. And this reduces on the organization's expenses like compensation given to an employee injured, replacement of damaged tools, worker lost time among others (Ahmed, 2021).

2.5 Factors Affecting the Implementation of Health and Safety Practices

2.5.1 Leadership

Safety performance is motivated by the leadership or management of the organization. Leaders are positioned to developing policies, procedures and also implement safety programs (Craig, 2013). Managers at all levels , from the top management to the lower level need to understand the various health and safety risks in their departments and put effort in supervising and monitoring the employees and also implementing safety practices to create a safe work environment(HSE-Health and Safety Executive, 2022). Managers implement health and safety practices though conducting safety inspections, risk assessments and providing safety equipments to workers as discussed in the following;

Health and safety inspections, through critical inspection of the work environment, managers identify the existing risks and hazards and come out with mitigation measures. Regular workplace inspections are vital part of the occupational health and safety program and the management

system of every organization. Effective safety inspections assist in preventing accidents, injuries and illnesses in the work environment (CCOHS-Canadian Centre for Occupational Health and Safety, 2022)

Conducting risk assessments, it is a legal requirement where all companies are required to carry out risk assessments and ensure maximum safety for workers, visitors, customers and the general public particularly the close communities and it involves analyzing and identifying potential risks and hazards in the work environment and then implementing measures to control and eliminate them. Risk assessments are conducted by health inspectors and managers to ensure that the work environment is free from hazards which can pose a threat to the safety of the workers (Aaron, 2021). Risk assessments are very significant in that they form an integral part of an occupational health and safety management. They assist managers in creating awareness of the risks and hazards in the workplace, identifying who may be at a risk such the workers, visitors and the public, examining if the measures put in place are enough and preventing injuries (CCOHS- Canadian Centre for Occupational Health and Safety, 2022)

Issuing safety equipments, in many organizations, employees work in areas where they are exposed to chemicals, machines, other related hazards therefore it is a responsibility of the employers to provide personal protective equipment to such employees in order to protect them from injuries. Examples of PPE include gloves, ovals, helmets, earplugs, safety goggles and safety shoes to mention but a few and the usage differ depending on the activities of the organization.

2.5.2 Employee Participation

For a safety and health program to be effective, it requires full involvement of all workers in the organization like the contactors, subcontractors and other employees. An effective safety and health program involve encouraging all employees to fully participate in the program by allowing them to give out their views on health issues (OSHA-Occupational Safety and Health Administration, 2016). It also involve encouraging employees to report hazardous conditions, wearing PPE and also complying with safety rules as discussed in the following;

Reporting hazardous conditions, employees are the ones in the best position to identify health and safety concerns like unsafe conditions, near misses and accidents. Through encouraging reporting

and follow up of all issues raised by the workers, the management can be able to address them before they become ill or serious (SCATS-Safety Consultation And Training Section, 2018) thereby reducing on their chances of occurring.

Employees must inform the management any unsafe work condition or hazards since it is a lawful obligation of the employers to ensure safe work environments to their workers where they are obligated to ending safety hazards and promote safety at work (Ahmed, 2021).

Wearing Personal Protective Equipment (PPE), in many organizations, employees work in areas where they are exposed to chemicals, machines, electronics and many other potential hazards so they must get involved in using protective safety tools like hard hats, safety goggles, safety shoes, ear plugs, ovals, gloves among others (Ahmed, 2021).

Complying with Safety rules; workers should comply with the requirements of the occupational health and safety (OHS) rules. The main focus of OHS is to protect workers from injuries, accidents and exposure to dangerous substances which they come into contact while performing their jobs. Complying with safety rules is of beneficial to the organization which include reducing accidents through conducting hazards identification and mitigation measures, increased production as a result of few workers missing work because of injuries and reduced expenses linked to accidents (Occupational Medical Partners, 2020).

2.5.3 Employee Training

Training is an important part of every organization's health and safety program and it is aimed at protecting workers from accidents, injuries, illnesses and related deaths. It is believed that new employees are at a greater risk of causing accidents at work and this is due to lack of skills and knowledge of proper job techniques and workplace hazards. Employers should provide required training to workers so that they operate all machines and tools safely thus reducing accidents in the workplaces (Ahmed, 2021). It is important to train workers in areas like equipment usage, hazards and protective measure as discussed below;

Training on hazards; sufficient safety training assist workers with clear understanding of the hazards in their working environment which helps them to know the equipments required to protect

themselves against such hazards. Proper training involves identification of hazards, how to deal with them and also how to avoid (sboneinsurance, 2022).

Training on equipment usage, there are many risks involved in working with heavy machines such as a conveyor belt, forklift among others. It is therefore a responsibility of employers to frequently teach workers how to operate heavy machines so that only certified workers operate such types of machines and this is why it is critical to provide safety trainings to workers by experts (Ahmed, 2021). With better trainings, workers will present clear understanding of safety practices in the way they work and struggle to keep them. For example; if a worker do not have knowledge on how to wear an helmet correctly, training will show him or her the correct way and this also give them a chance to new workers on the proper way of wearing that PPE(Cornerstone, 2020).

Training on protective measures, frequent accidents and injuries happen at workplace due to a number of risks and hazards which exist in the work environment mostly when working at heights or in areas where coming in contact with hazardous objects is very common. It is significant to train workers on how to protect themselves against injuries which occur at workplace and this include remaining alert while working in that in case of any emergency they can be able to rescue themselves from injuries and also wearing PPE is another protective measure which workers can use to protect themselves from accidents(advancedct, 2022).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design, study population, sample size, data types and sources which are categorised into two that is; primary and secondary data, methods of data collection, data analysis and data collection tools used in the study.

3.2 Research Design

The study used descriptive design method where answers to questions of why, when and who were entirely analyzed and explained by the researcher in the study.

3.3 Study Population

The study was conducted in Busoga Forestry Company Limited. The study targeted a population of 105 respondents from different departments in the company comprising of 42 workers in the sawmill department, Harvesting 20, Silviculture 18, Road construction 10, Pole treatment plant 13 and 2 top management members like the Human Resource (HR), Health and Safety Officer.

3.4 Sample Size

According to (Fleetwood, 2022) a sample is a smaller set of data that a researcher chooses from a large population and it is done by using a pre-defined selection method. These elements are also called sample points, sampling units or observations. Sampling is the technique or tool that is used in selecting members of a large population so as to estimate and have clear understanding of the features of the large population.

The sample selected was 83 respondents from different departments in the company including executives members like the Health and Safety Officer and it was chosen basing on the sample formula of Yamane (writers, 2016) as presented below;

$$n = \frac{N}{1 + N(e)^2}$$

N symbolizes the total population

n symbolizes the sample size

e symbolizes the margin error

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{105}{1 + 105(0.05)^2}$$

$$n = 83$$

3.5 Data Types and Sources

Both primary and secondary data was used in the study.

3.5.1 Primary Data

Primary data was collected from the respondents using the questionnaires which were distributed to the sample group selected, observation of the activities at the area of study and interviews with

certain group of people. Primary type of data was more reliable, present and provided update information.

3.5.2 Secondary Data

This is the type of data that has already been collected and explored by other researchers and it is available from other sources. During the study, the researcher read journals, reports and other related literature sources about the topic of study to obtain secondary data and she also relied on the internet for information. The secondary data was considered so as to compare the past findings and the research in question.

3.6 Data Collection Methods

3.6.1. Questionnaire Survey Method

The questionnaires were issued to the selected 83 workers of Busoga Forestry Company to gather primary data from the respondents during the study. The respondents recorded their answers in the provisions on the questionnaires. This method was used because it simplified work and it was less expensive for collecting data.

3.6.2 Interview Method

This is a one on one discussion between the interviewer and the interviewee. During the study, the researcher interviewed the respondents selected in order to collect the relevant data of the study. A group of 30 workers were interviewed face to face in order to obtain the qualitative data about the factors affecting the implementation of health and safety practices in Busoga Forestry Company.

3.7 Data Collection Tools

3.7.1 Questionnaire

During the study, the researcher prepared a questionnaire which consisted of different alternatives in the particular departments 83 numbers of questionnaires were issued to selected respondents.

3.7.2 Interview Guide

The researcher prepared an interview guide and it covered questions that aimed at obtaining qualitative data in relation with the factors affecting the implementation of health and safety

practices in Busoga Forestry Company. The interview guide was used on 30 workers and this represented 36% of the sample population.

3.8 Measurement of Variables

A 5-point Likert scale was used in the study to measure the variables which were the implementation of health and safety practices and the effect or influence of leadership, employee participation and employee training. The arrangement of the scale was from strongly agree to strongly disagree that is; strongly agree, agree, uncertain, disagree and strongly disagree.

3.9 Data Analysis

3.9.1 Quantitative Analysis

Quantitative data was presented in form of statistics of frequencies and percentages for every variable used in the study and analyzed using a data analytical tool known as Statistical Package for Social Sciences (SPSS). Strongly agree and agree were joined to represent agree, also strongly disagree and disagree were considered to mean disagree.

3.9.2 Qualitative Analysis

The significant qualitative data was analyzed by content analysis where data collected was placed in the collect categories and in the great themes. The data was then presented as narrated by the interviewee. Effects, conclusions and synopsis were drawn later from the qualitative information gathered.

3.10 Ethical Considerations

Permission was asked first from the authorities in the area of study before collecting the needed information.

Participating and responding was not compulsory as no person was forced to be interviewed or fill in the questionnaire.

Briefing was done in order to inform the respondents about the purpose of the study and the significance of their contributions.

The questionnaire was made with no part for the name of the respondents in order to ensure privacy.

CHAPTER FOUR

PRESENTATION, DATA ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents, discusses the results and outcomes of the study in form of tabulations and graphs and analysis of data collected.

4.2 Data Presentation and Analysis

This research targeted a sample size 83 employees at Busoga forestry limited and the researcher managed to reach out to all of them coming out with no missing respondents.

The research results indicated that more males of about 61.4% interviewed than the Females at 38.6% which is an indication that the factory recruits more males than females. However, the percentage of the female working in such hazardous environment was not illustrating a bad image meaning that the company is sensitive at gender. This is presented in the table below;

Table 1: Shows the Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	51	61.4	61.4	61.4
Valid Female	32	38.6	38.6	100.0
Total	83	100.0	100.0	

Table 1 Gender Variable

Source: Primary Data

The research also discovered that the biggest number of the respondents lay under the age bracket of 30-39 years, followed by those in the age bracket of 20-29 years with 45.8% and 26.5% respectively. Only those respondents under the age bracket of 50 years and above and 19 and below were few with each at 4.8%. This could be of the fact that the company might be following the employment procedures of retiring those at the lawful retirement age and also avoiding the recruitment of minors under the age of 18 years. This is presented in the table below;

Table 2: Shows the Age Brackets of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
50 Years & above	4	4.8	4.8	4.8
40-49 years	15	18.1	18.1	22.9
Valid 30-39 Years	38	45.8	45.8	68.7
20-29 Years	22	26.5	26.5	95.2
19 Years & below	4	4.8	4.8	100.0
Total	83	100.0	100.0	

Table 2 Age bracket of the respondents

Source: Primary Data

On conducting this research, the research results show that the company employees more of the averagely educated people with technical skills. About 36.1% of the respondents held certificates in technical courses to offer technical support in the factory. Less of the respondents, about 9.6% only held degrees in different professions which could be a problem to the company. Imagine about 59.0% of the respondents represented employees of secondary and certificate level of education as illustrated in the table below.

Table 3: Shows the Level of Education of the Respondents

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Primary	16	19.3	19.3	19.3
Secondary	19	22.9	22.9	42.2
Certificate	30	36.1	36.1	78.3
Valid Diploma	10	12.0	12.0	90.4
Degree & above	8	9.6	9.6	100.0
Total	83	100.0	100.0	

Table 3 Education level

Source: Primary Data

The company recruits more of the machine operators, chainsaw operators, planting personnel and weeding personnel. All these employees do technical works and according to the nature of the company it is understandable, however, they need a lot of training to limit the health and safety cases in the company. This is presented in the graph below;

The graph shows the various job positions of the respondents

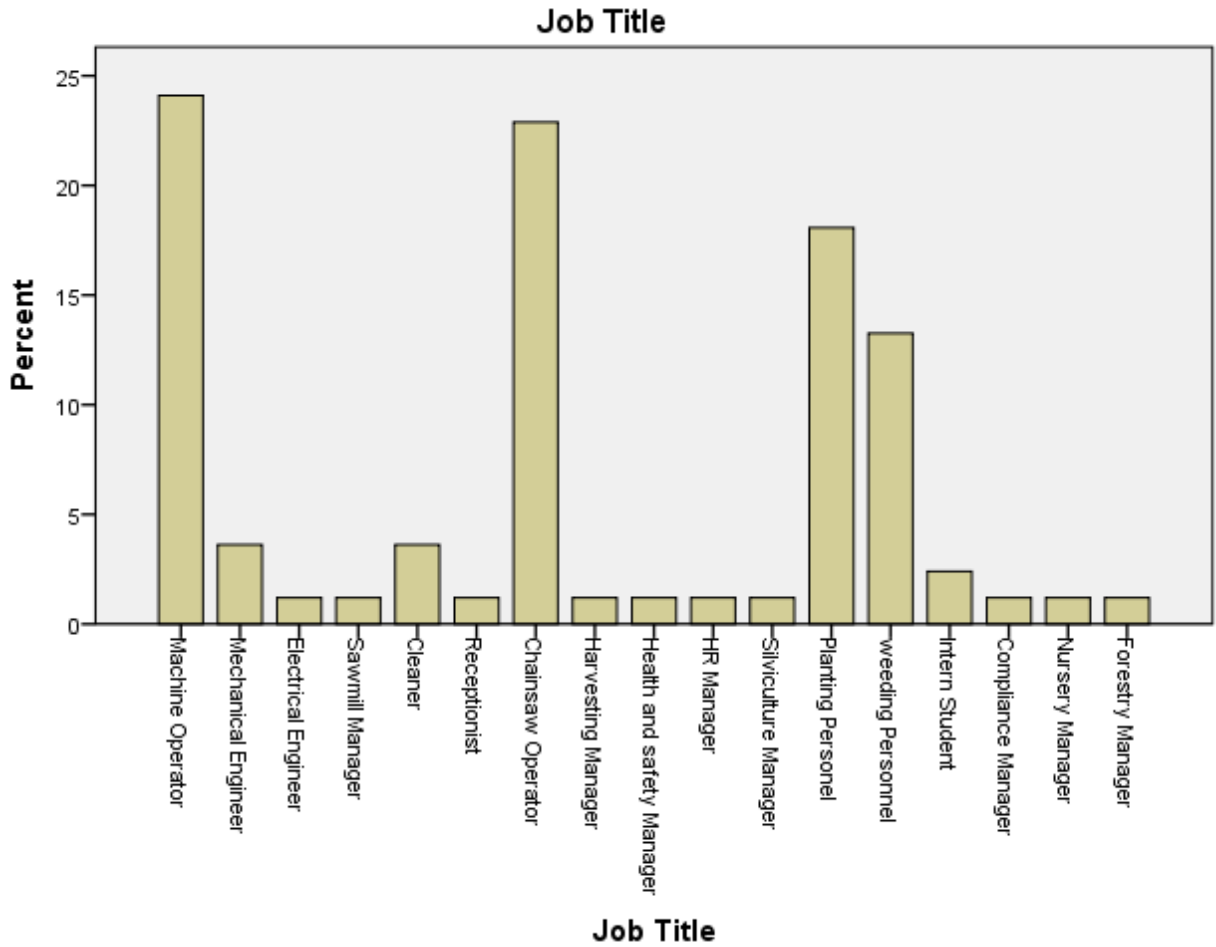


Figure 2 Job titles

Source: Primary Data

On conducting this research, it was identified that 69.9% of the respondents had full time jobs while 16.9% were part timers and 13.3% work when called by the company to do certain jobs. These results show that most of the employees in the company work full time and according to the activities the company is engaged in, it require more of the full time workers than the part timers and those that work on calls. This is illustrated in the table below;

Table 4: Presents the Employment Type of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full time Job	58	69.9	69.9
	Part time Job	14	16.9	86.7
	On call Job	11	13.3	100.0
	Total	83	100.0	100.0

Table 4 Employment type

Source: Primary Data

4.2.1 To what Level does Leadership Affects the Implementation of Health and Safety Practices in the Workplace in Busoga Forestry Company Limited?

As shown before, reflected in the level of education table that a few respondents were averagely educated with secondary and certificate levels, the research proves it here that a few respondents had supervisory roles. More of the employees in the company work under the operation level therefore more of the health and safety trainings and emphasis are required for the company to effectively handle the catastrophic events in the company. Only 9.6% of the respondents had the leadership (superior) positions and 90.4% of the respondents were under operational level doing technical duties so they had no leadership positions. This is illustrated in the table below.

Table 5: Shows Respondents with Supervisory Roles

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	8	9.6	9.6	9.6
Valid No	75	90.4	90.4	100.0
Total	83	100.0	100.0	

Table 5 Respondents with Supervisory roles

Source: Primary Data

The findings of this research indicated that the leaders or employees with supervisory roles conduct a fulltime supervision that stands at 6% of the entire respondents even though the 89.2% of the

respondents were not having supervisory roles or neither supervised. Remember in the previous table, 9.6% of the respondents were having supervisory roles and therefore 6% of them are fulltime on supervision which is not a bad practice. This is presented in table below;

Table 6: Shows How Often the Respondents do their Supervisory Roles

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Full time	5	6.0	6.0	6.0
After two hours	2	2.4	2.4	8.4
Once a day	1	1.2	1.2	9.6
Once a week	1	1.2	1.2	10.8
Not applicable	74	89.2	89.2	100.0
Total	83	100.0	100.0	

Table 6 Number of times for supervision

Source: Primary Data

Having found out that about 90.4% of the respondents had no supervisory roles, about 10.8% of the respondents who might have had supervisory roles fully considered health and safety during their supervision this turn up reflected is not all that bad since the figure is too close to all employees who had supervisory roles. Therefore, the table below shows more light statistically.

Table 7: Shows the Respondents that Consider Health and Safety During their Supervision

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	9	10.8	10.8	10.8
No Applicable	74	89.2	89.2	100.0
Total	83	100.0	100.0	

Table 7 Consideration of H&S

Source: Primary Data

The research indicated that only 67.5% of the respondents with supervisory roles (superiors) practice health and safety and 32.5% of the respondents did not practice as leaders or they were not having any supervisory role. 32.5% is quite a worrying figure if they are having supervisory roles and do not practice the health and safety practices to eliminate or mitigate the health and safety issues. This is illustrated in the table below.

Table 8: Shows the Extent to which the Respondents Practice Health and Safety as Leaders.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	56	67.5	67.5	67.5
Valid No	27	32.5	32.5	100.0
Total	83	100.0	100.0	

Table 8 Practice to H&S as leaders

Source: Primary Data

The research indicated that about 47.0% of the respondents are not concerned of warning their work mates who break the rules and only 53.0% of the respondents are concerned. In an environment of this kind, the factory needs to give authority to the employees to oversee their fellow workmates and keep on remaining/ warning them to keep the health and safety rules on their fingertips so as to eliminate or mitigate the health and safety hazards in the factory. This is illustrated in the table below;

Table 9: Shows the Respondents that Warn their Subordinates on Breaking Health and Safety Rules

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	44	53.0	53.0	53.0
Valid No	39	47.0	47.0	100.0
Total	83	100.0	100.0	

Table 9 Respondents that warn their subordinates on breaking H&S Rules

Source: Primary Data

4.2.2 To what Level does Employee’s Participation Affects the Implementation of Health and Safety Practices in the Workplace in Busoga Forestry Company Limited?

The research findings also indicated that about 15.7% of the respondents do not dress up with the health and safety attires and only 84.3% of the respondents put on the health and safety attires. This could also mean that the superiors may not be portraying the health and safety practices to be exemplary to the subordinates. On the other side, the supervisory roles may not have been too strict to an extent that some employees are working in a lazy-fair way and do not bother to put on safety attires or even employees themselves are reluctant on putting on safety attires. This is shown in the table below;

Table 10: Shows the Percentage of Respondents that dress in Health and Safety Attires

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	70	84.3	84.3	84.3
No	13	15.7	15.7	100.0
Total	83	100.0	100.0	

Table 10 dressing of H&S Attires

Source: Primary Data

While applying health and safety practices, dress code is one of the key actions/ behaviors that companies use to stop/ mitigate the health and safe cases or hazards. However, at Busoga Forestry Company Limited, 15.7% of the respondents do not put on health and safety attires at all, a number of others don’t fully dress attires as recommended and only 25.3% of the respondents fully dress up with the safety attires as recommended. These percentages are not reflecting good health and safety practices at Busoga. This is presented in the table below;

Table 11: Shows the Different Types of Safety Attires Worn by the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Only a helmate	9	10.8	10.8	10.8
Overall, Helmate, shoes, glasses, ear plugs& gloves	21	25.3	25.3	36.1
Only Shoes and ear plugs	2	2.4	2.4	38.6
Only Overall	13	15.7	15.7	54.2
Helmate, reflector and shoes	25	30.1	30.1	84.3
Not at all	13	15.7	15.7	100.0
Total	83	100.0	100.0	

Table 11 Identifying what is dressed in particular

Source: Primary Data

Generally, only 51.8% respondents have seen their fellow workmates put on their full recommended health and safety attires. However, a worrying figure of 48.2 % of the respondents have worked with their fellows and they see them not fully dressed in health and safety attires or not dressed in any at all. This statistic is not of a good record to a company like Busoga Forestry Company Limited where almost all the works done are risky and sensitive to the health and safety of their employees. Something needs to be done to ensure there is no one seen not dressed in safety attires. This is presented in the table below

Table 12: Shows the Respondents that see their Workmates Fully Dressed in Safety Attires.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	43	51.8	51.8	51.8
No	40	48.2	48.2	100.0
Total	83	100.0	100.0	

Table 12 Workmates dress code

Source: Primary Data

The employees' practice of dressing code at Busoga Forestry Company limited seems to be at its worse situation since most of the employees' health and safety dress code is not complete at all times. About 56.6% of the respondents have put health and safety attires at all times, 15.7% of the total respondents have not put on the safety attires at all, and 13.3% only put on the attires only in the danger zone just like 14.5% who put on safety attires while running machines. This is illustrated in the table below

Table 13: Shows when the Respondents Put on the Health and Safety Attires

	Frequency	Percent	Valid Percent	Cumulative Percent
Full time on duty	47	56.6	56.6	56.6
Only when am in a danger area	11	13.3	13.3	69.9
Valid Only when running the machine	12	14.5	14.5	84.3
Not at all	13	15.7	15.7	100.0
Total	83	100.0	100.0	

Table 13 What particular time one dresses H&S Attires

Source: Primary Data

A total of 53% respondents are concerned of reminding their fellow workers to keep the health and safety rule and regulations. However, about 24.1% of the respondents don't remind their workmates among them consider it not to be their obligation. This is a hazardous attitude to the company that needs to be dug out of the employees who think it's not their role to remind their fellow workmates on health and safety practices. It's quite a large number of the respondents that stand at 22.9% not taking it as their duty to alert their work mates. It is presented in the table below.

Table 14: Illustrates the Rate at which the Respondents Remind their Fellow Workmates to Dress Safety Attires

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes I do	44	53.0	53.0	53.0
No I don't	20	24.1	24.1	77.1
Valid Not my role	19	22.9	22.9	100.0
Total	83	100.0	100.0	

Table 14 alerting the workmates rate

Source: Primary Data

4.2.3 To What Level does Employee's Training Affects the Implementation of Health and Safety Practices in the Workplace in Busoga Forestry Company Limited?

There was an impressive result while accessing the training of the employees for the roles they are recruited for. The company has really played its part to recruit and fully train them for their roles as about 86.7% of the respondents were fully equipped with the skills and knowledge of their roles. On the other side, about 13.3% of the respondents were not trained for the roles they are hired for as presented in the table. We may assume that these are highly skilled experts or manually casual laborers that may not require having training.

Table 15: Shows the rate at which the Respondents are Trained on the Roles they Do

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	72	86.7	86.7	86.7
No	11	13.3	13.3	100.0
Total	83	100.0	100.0	

Table 15 Training Respondents for their roles

Source: Primary Data

More interestingly, about 90.4% of the respondents were trained about health and safety practices. This means that even though some employees were not trained for their particular roles, they got

a chance to be trained about health and safety practices. According to the findings, only 9.6% of the respondents were not trained/ oriented about health and safety practices. This is illustrated in the table below.

Table 16: Shows the Rate at which the Respondents are Trained about Health and Safety Practices

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	75	90.4	90.4	90.4
Valid No	8	9.6	9.6	100.0
Total	83	100.0	100.0	

Table 16 Training on Health and Safety Practices

Source: Primary Data

The routine of training the employees on health and safety practices is also impressive where 53.0% of the respondents are trained at least 3-7 days in a week. Suddenly, 13.25% of the respondents were only oriented about health and safety practices at the time of acquiring the job. 19.3% are reminded/ trained weekly which is also good, while others are trained once a month and twice a month at 7.2% each. Even though the routine of training seems to be impressive, the 13.3% of those who were only trained at entrance are still so many to cause health and safety issues. This is illustrated in the table below;

Table 17: Shows How Often the Respondents Have Health and Safety Trainings

	Frequency	Percent	Valid Percent	Cumulative Percent
Only at the time of acquiring this job	11	13.3	13.3	13.3
Once a month	6	7.2	7.2	20.5
Valid Twice a month	6	7.2	7.2	27.7
Weekly	16	19.3	19.3	47.0
At least 3-7 days a week	44	53.0	53.0	100.0
Total	83	100.0	100.0	

Table 17 Routine of training on health and safety

Source: Primary Data

As we saw previously, that over 90% of the respondents got a health and safety training, only 72.3% of the entire respondents understood what was taught to them and the rest 27.7% did not fully understand or were not trained at all. Even though there is a high figure of the employees claiming that they understood what was trained to them, the degree of understanding was not at the same rate. This is presented in the table below;

Table 18: Illustrates the Percentage Rate of the Respondents Who Understood the Safety Training Alongside Those Who Never Understood

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	60	72.3	72.3	72.3
Valid No	23	27.7	27.7	100.0
Total	83	100.0	100.0	

Table 18 Understanding the safety training

Source: Primary Data

The research results also indicated that 41% respondents fully understood everything, 31.3% averagely understood and 25.3% did not understand anything at all and 2.4% did not get any training regarding health and safety at all. These statistics are an indication that the company requires more support in the health and safety practices and if not, the cases are likely to be alarming since those who fully understand what they were trained are even below average. This is shown in the table below;

Table 19: Shows the Respondents' Level of Understanding the Health and Safety Training

	Frequency	Percent	Valid Percent	Cumulative Percent
Fully understood everything	34	41.0	41.0	41.0
I did not understand	21	25.3	25.3	66.3
Averagely Understood	26	31.3	31.3	97.6
Never trained at all	2	2.4	2.4	100.0
Total	83	100.0	100.0	

Table 19 Degree or level of understanding H&S Training

Source: Primary Data

We previously found out that most of the respondents are averagely educated with most holding secondary and technical certificates. The findings have again resulted in a proof that most of the employees do not understand the language that the company uses to conduct its trainings. 16.9% of the respondents partially understood the language and 27.7% of the respondents did not understand at all making a total of 44.6% respondents flagged red in understanding the language used while conducting health and safety trainings. This is illustrated in the table below;

Table 20: Shows the Respondents’ Level of Understanding the Language used to Conduct the Health and Safety Trainings

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, I speak, read and write it	27	32.5	32.5
	Yes, speak it	19	22.9	55.4
	I partly understand	14	16.9	72.3
	No I didn’t understand	23	27.7	100.0
Total	83	100.0	100.0	

Table 20 Language used understanding level

Source: Primary Data

The effect of not understanding the language used to conduct the training is to be the lead cause to why an alarming figure of respondents doesn’t practice what they were taught in the training. About 39.72% of the respondents don’t practice the health and safety practices trained to them maybe due not understanding or there are no restrictions and warnings to them.

Table 21: Shows the Rate at which the Respondents Practice what was Taught to them During the Safety Training

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	50	60.2	60.2
	No	33	39.8	100.0
Total	83	100.0	100.0	

Table 21 Practicing what was taught during safety training

Source: Primary Data

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This chapter contains the summary of the main findings, recommendations and the conclusion of this particular study. The research assessed the factors affecting the implementation of health and safety practices in the work places and particularly Busoga forestry company Limited as the key study. However, according to the study results, some figures have shown alarming issues that could significantly lead to implications in the health and safety practices.

These identified issues basically stand as some of the factors affecting the implementation of health and safety practices at Busoga Forestry Company limited and require of attention to be mitigated or possibly eliminated.

5.2 Summary of the Findings

In general, the targeted sample of respondents was reached and able to respond with a frequency of 51 males and 32 females hitting the targeted sample of 83 respondents. Data collected was entirely conducted in two forms where about 53 questionnaires were self-driven by the respondents and the other 30 were conducted through an interview.

The incense of results showing more males than females is due to the fact that men are perceived to do hard works than women in a working environment like Busoga Forestry Company and the HR tends to sideline the female due to their physical weakness.

On the other side, the company seemed to have recruited more of the averagely educated people with at least a secondary and certificate level with most under (30-39) years age bracket. A few of the respondents had bachelors' degree showing more of the employees doing technical work under the supervision of the few ones moreover not all supervising on full time. This could practically affect the implementation of health and safety practices by the employees themselves.

A leader number of employees did not practice health and safety practices to be seen or act exemplary in Busoga Forestry Company. The results portrayed a big figure of about 32.5% of the

respondents who are leaders not acting exemplary to their fellow workers. This is a major factor that deserves focus and mainly affecting the implementation of health and safety practices at Busoga Forestry Company Limited.

The employees with authority did not take more concern at warning their subordinates and similarly the operational workers to their fellows. Roughly 47% of the respondents did not get concern to warn or remind their fellow workers about health and safety issues or those breaking rules.

The result only showed about 15.7% of the respondents not putting on safety attires and about 30.1% respondents dressed a half way with only helmet, reflector and safety shoes. A total of about 14.5% of the respondents only put on their safety attires only when they are in unsafe areas or running the machines. This is a key concern that the company needs to revise and emphasis wearing the safety attires to mitigate or eliminate the risks associated to or caused by poor safety dress code.

A frequency of 8 employees amongst the target sample never got training about health and safety practices and this must have been either due to the un-seriousness of recruitment them or the employees were perceived not to be in the areas of danger. Additionally, even among those who were trained, 27.7% of the total respondents did not understand what was taught to them possibly because of the language used to train. Results portrayed about 27.7% of the respondents who never understood the language used which is almost a close figure of those who never understood the training at all.

On addition to that, about 39.8% of the respondents did not even practice what was taught to them. This required more attention on why it happens that way in a working environment of that kind. Possible this could be due to the un-strict rules about health and safety in the company where they do the training and do not follow up to ensure implementation.

5.3 Recommendations

Based on the findings of study mentioned in chapter four, below are some of the recommendations the researcher made;

The fact that results portrayed more of the employees with only secondary and certificate levels of education, the company needs to revise its recruitment process starting from level of education true verifying academic documents; training the employees with the language they understand for the training to have an impact to them.

The fact that there were employees who were not practicing the health and safety practices, employees who didn't get concerned of reminding their fellow workers and supervisors who never regularly do their work, I recommend that the company should make use of its disciplinary team and the health and safety committee to ensure every everything is in line with health and safety culture of the company since some good percentage never warned their fellow workers on the same aspect of health and safety.

Following the results of this particular study, there is need for the concerned authorities such as the Ministry of Gender, Labour and Social Development (MGLSD), the local leaders, Non-Governmental Organizations (NGOs), civil society Organizations and other private development actors to rise up the voice, inspect, assess and sensitize the factories on the importance of protecting an employee and ensure policies that guide health and safety practices are put in place.

I recommend the leaders within the company not to take anything granted, but rather ensure health and safety practices are performed at all times irrespective of who the employee rank is, irrespective of the area he/she works. The leaders themselves need to be seen exemplary at all times. This will reduce the act of lazy-fair way of doing work among the subordinates.

This recommendation goes to the employees themselves not particularly those working in Busoga Forestry Company but all who work while interacting with hazardous machines and environment to always take care of their lives since life has no spare and once lost it never returned. You as an employee lose your life and as soon as you die, the company will immediately replace you.

I finally appeal to all manufacturing industries to be more vigilant to health and safety practices especially pinning the food like manufacturing industries because any recklessness of an employee can affect a big number of people in the community and not particularly the employee himself.

5.4 Areas for Further Research

First of all, there is a need to examine the impacts of Busoga Forestry Company Limited to the surrounding members of the community. The identification of the impacts of the factory to the community (health & environment in particular) will prove the worthiness of its existences and possible solutions will be put in place to mitigate the risks associated to its activities.

Secondly, research needs to be made to examine the level of automation in the factories to minimize the health and safety risks. The high the automation in the factory, the low the health and safety risks and the reverse is true.

Finally, research is needed to assess the competences and academic qualification of employees of Busoga Forestry Company Limited to their work. This will prove whether the employees holding particular positions are worthy having them. The attained training for a particular job and acquired competences can greatly minimize the risky associated to health and safety.

5.6 Conclusion

In the conclusion therefore, the factors affecting the implementation of health and safety practices in Busoga Forestry Company limited are all associated to the entire management starting from the recruitment process and equipping the employees with knowledge and codes of conduct while at work. It is confirmed beyond doubt that some leaders or key employees are not acting exemplary to their subordinates hence creating laziness and high chances of risks.

APPENDICES

Appendix A: Questionnaire

Dear Respondent,

My name is **Babirye Loy**, a student at the Institute of Petroleum Studies- Kampala in affiliation with Uganda Christian University pursuing a Bachelor of Science in oil and gas. I am currently conducting an academic research about **Factors Affecting the Implementation of Health and Safety Practices at Busoga Forestry Company Limited**.

Your participation is voluntary and I assure you that your personal data remains confidential and neither will it be disclosed to any person nor entity.

Any other information obtained from this study will only be used for academic purposes. Therefore, I kindly request you to answer each question appropriately and don't mind leaving any question unanswered if you are not sure.

Bio data

1. Gender

(a) Male (b) Female

2. Age

(a) 50 and above (b) 40-49 (c) 30-39 (d) 20-29 (e) 19 and below

3. Level of education

(a) Primary (b) Secondary (c) Certificate (d) Diploma (e) Degree and above

4. Job title _____

5. Employment type

(a) Full time (b) Part Time (c) On call

Part One

To What Level does Leadership Affects the Implementation of Health and Safety Practices in the Workplace in Busoga Forestry Company Limited?

6. Do you have any supervisory role?

(a) Yes (b) No

7. How often do you supervise your team concerning health and safety practices?
(a) Full time (b) After two hour (c) Once a day (d) After two days (e) Once a week (f) N/a
8. During your time of supervision, do you consider the health and safety practices?
(a) Yes (b) No (c) Not Applicable
9. Do you Practice the Health and Safety Practices to be exemplary?
(a) Yes (b) No
10. Do you warn or fire the employees who break the rules of health and safety practices?
(a) Yes (b) No

Part two

To What Level does Employee's Participation Affects the Implementation of Health and Safety Practices in the Workplace in Busoga Forestry Company Limited?

11. Do you dress any health and safety attires?
(a) Yes (b) No
12. What do you particularly dress?
(a) Only a helmate (b) Overall, Helmate, shoes, glasses, ear plugs & gloves (c) Only Shoes and ear plugs (d) Only Overall (e)Helmate, reflector and shoes(f) Not at all
13. Do you see your work mates fully dressed in health and Safety Attires?
(a) Yes (b) No
14. How often do you dress the health and safety attires?
(a) Full time on duty (b) Only when am in a danger area (c) Only when running the machine (d) Not at all
15. Do you personally remind them (work mates) to dress according to the health and safety? Practices
(a) Yes I do (b) No I don't (c) Not my role

Part Three

To What Level does Employee's Training Affects the Implementation of Health and Safety Practices in the Workplace in Busoga Forestry Company Limited?

16. Have you ever been trained for the roles you do in your position?
(a) Yes (b) No
17. At the time of training, were you taught the health and safety practices

(a) Yes (b) No

18. How often have you been trained or reminded about the health and safety Practices?

(a) Only at the time of acquiring this job (b) once a month (c) twice a month (d) weekly
(e) at least 3-7 days a week

19. Did you understand what was taught to you concerning the health and safety Practices

(a) Yes (b) No

20. To what extend did you understand the health and safety practices?

(a) Fully understood everything (b) I did not understand (c) Averagely Understood (d) I
was not trained

21. Was the training conducted in the language you understand?

(a) Yes, I speak, read and write it (b) Yes, speak it (c) I partly understand (d) No I didn't
understand

22. Do you put the health and safety practices trained into Practice?

(a) Yes (b) No

THANKS YOU FOR YOUR PARTICIPATION

Appendix B: Interview guide

Dear Respondent,

My name is **Babirye Loy**, a student at the Institute of Petroleum Studies- Kampala in affiliation with Uganda Christian University pursuing a Bachelor of Science in oil and gas management. This interview guide is designed with the purpose of gathering information concerning the assessment of “**the Factors Affecting the Implementation of Health and Safety Practices in Busoga Forestry Company Limited**”. The data collected will be used for only academic purposes and confidentiality will be taken into consideration. I humbly request you to answer this interview. Thank you for participating and your time.

1. Bio data (Gender, Age, Level of education, Job title and Employment type)

To What Level does Leadership Affects the Implementation of Health and Safety Practices in the Workplace in Busoga Forestry Company Limited?

2. Do you have any supervisory role?
3. How often do you supervise your team concerning health and safety practices?
4. During your time of supervision, do you consider the health and safety practices?
5. Do you Practice the Health and Safety Practices to be exemplary?
6. Do you warn or fire the employees who break the rules of health and safety practices?

To What Level does Employee’s Participation Affects the Implementation of Health and Safety Practices in the Workplace in Busoga Forestry Company Limited?

7. Do you dress any health and safety attires?
8. What do you particularly dress?
9. Do you see your work mates fully dressed in health and Safety Attires?
10. How often do you dress the health and safety attires?
11. Do you personally remind your work mates to dress according to the health and safety Practices?

To What Level does Employee’s Training Affects the Implementation of Health and Safety Practices in the Workplace in Busoga Forestry Company Limited?

12. Have you ever been trained for the roles you do in your position?
13. At the time of training, were you taught the health and safety practices?
14. How often have you been trained or reminded about the health and safety Practices?
15. Did you understand what was taught to you concerning the health and safety Practices?
16. Was the training conducted in the language you understand?
17. What extend did you understand the health and safety practices?
18. Do you put the health and safety practices trained into practice?

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