

## **The impact of Organizational Health and Safety Guidelines on Workers Performance. A Case Study of Dow Chemical Company, Dubai UAE**

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### **ABSTRACT**

This research determined the impact of safety culture on individual workers performance, as an alternative to improving organizational performance and staying afloat, the ever-changing market. The study established if any relationship exists between organizational health and safety and workers' performance and how this could have been a result of gap in health safety guidelines and relating it with workers performance. Deducing the real impact of organizational health and safety guidelines on workers performance, was then sought through identifying employee training skill gap in the Human Resource Department (HRD), and management's commitment to workers' safety in winning hearts. If this would in turn increases their performance, because good safety performance would reduce accident rate and (uninsured) costs.

**Keywords**— Organizational health and safety, workers' performance

### **INTRODUCTION**

The Health and Safety Work Act gave room for the creation of Health and Safety Executive (HSE) first in the United Kingdom (UK) in 1974 to enforce and regulate health and safety measures in organizations, thus laying foundations for other workplace safety laws in the world.

Chemical industry comprises of organizations that specialize in the conversion of raw materials into various chemical products and have been faced with adverse health risk from hazardous agents, as well as process related hazard that have proven to be catastrophic from history. This then requires emphasis to be laid on health and safety guidelines through policies, procedures and standards usually embedded in safety management systems which is believed to be sufficient to prevent work related injuries and ensure unplanned events do not occur. Dow chemical company is a good example of chemical companies that lay emphasis on the need for workers to always follow health and safety guidelines. However, having these safety measures available is one part, while compliance, suitability and its effects is another part. The

impact of this emphasis would then be analyzed with its workforce in Jebel Ali Free zone Dubai UAE to determine its effect on workers performance, as well as the organization as a whole. The company is a diversified chemical company founded in 1897 by Herbert Henry with its headquarter in Midland, Michigan, United States but with branches in other country including UAE site.

Dow chemical has been involved in constant acquisition of businesses and mergers over the last decade which often creates difficulties in synergies especially in health and safety guidelines as workers from the acquired company are being asked to work with new guidelines. This, from past study has resulted in low performance at the initial stage, especially when these improved guidelines are not embraced. Also, accidents occur when adequate health and safety guidelines are not in place. A good example was the incident which resulted in a life event in Alabama site, according to (Fiscus, 2020). Another result of failure in adequate safety guideline is the fine from a government authority registered on 18 May 2020 according to (Volkova, 2020) and finally environment degradation concerns covered by (Jones et al., 2020) all of which affects employees performance in different distinct ways.

According to Danish and Ramzan (2013), it is evident that controlling hazardous situations and working conditions through guidelines can lead to efficiency in the working environment. Hence, the necessity for organizations to design a safe workplace that will increase the level of commitment, motivation, and improvement throughout its operational period.

Michael. et al. (2019) mentioned that, there is evidence regarding the fact that an organization would benefit if management is determined to provide workers with a safe working environment. This determination can be achieved through specific laid down guidelines that emphasize the importance of workers health and safety.

An organization that shows great commitment for workplace safety will achieve an increase in the desired worker's behaviors and attitudes as well as lesser problems associated with workplace safety (Michael. et al., 2019)

This study can be linked to behavioral theory updated by Saul (2020) which considers the role of individuals in promoting health and safety in the organization with emphasis that an healthy and safe organization will stimulate workers performance pointing to the need for managers and supervisors to actively work in order to alleviate hazards, illnesses and accidents that are characteristics of an unsafe organization.

The result from a very safe and healthy workplace could come in form of workers efficiency, increased productivity and less absenteeism from work.

Since lives have been lost through process related incidents and other work-related injuries, health and safety standard is very important in the chemical industry. Although, while a workers experience and task knowledge is beneficial, the approach through adequate health and safety guideline, is fundamental towards ensuring hazard awareness, thus creating a motivated, healthy work environment.

## **Research Aim**

The aim of this study is to determine the impact that organizational health and safety guideline has on the performance of both old and newly joined workers in terms of

productivity, efficiency, effectiveness, quality from healthy workforce, reduction of workers absenteeism and also reduced medical and insurance costs.

### **Research Objectives**

The main objective of the study is to evaluate the impact of organizational health and safety guidelines on the performance of workers at Dow Chemical Company Dubai UAE.

The specific objectives include, to establish the relationship that exist between organizational health and safety and workers performance; to determine if health and safety guidelines contributes to effectiveness and efficiency of workers in the organization; to determine how orientation and reorientation on safety guidelines will influence workers performance; and to determine how management commitment towards health and safety of the organization affects workers performance

## **RESEARCH METHODOLOGY**

### **Research philosophy and paradigm**

Research philosophy for this study will follow a pragmatic approach. This approach will give the researcher room to thoroughly analyze the effect of organizational health and safety guideline on workers performance, since the research idea is based on determining the effects a measure has on human act, by accessing various experiences. Pragmatism would allow research to look qualitatively at acceptance of health and safety guidelines as well as its effect on culture of the organization. Additionally, room for quantitative deduction would be obtained from matrix like KPIs, appraisals, leading indicators, lagging indicators and other means of determining workers performance.

The importance of specifying the paradigm selected above is essential, as it gives room for certain questions to be asked regarding approach to technical enquiry which gives guidance on how to understand the world from a specific point of view.

The approach to be used and how we study a certain topic, is influenced by our assumptions and beliefs contained within the research paradigm. Hence, it is paramount for the reader to be able to align with the researcher's perspective and approach to the work understudied. In addition, the methodology must be justified and aligned with the approach used to answer the research question. Since research philosophies refer to systems of beliefs and assumptions about the development of knowledge. They also hold important assumptions about the way in which the researcher views the world. These assumptions are important to be stated as they shape all aspects of the research. (Saunders et al., 2016)

The researcher hopes to gain insights into multiple factors contributing towards individual worker's performance and the efficiency of health and safety guideline being practiced, to enable identification of possible problems in the hope of finding a solution, as we know pragmatics often acknowledge that their inquiry will not lead to certainty because, in theory, nothing in the world is certain (Salkind, 2010)

### **Research approach**

The approach used for this research did not only focus on the traditional inductive reasoning where facts from result of workers performance analyzed can lead to generation of a

theory, nor the deductive analysis of the theory surrounding the importance of health & safety guidelines which could then lead to data that can communicate its essence. But it instead used an abductive approach, where a combination of deductive and inductive approaches gives a back and forth effect in its thinking, thus enabling the researcher a broader view of the topic while answering the research question and aligning with the selected pragmatic philosophy. According to (Saunders et al., 2016) Abduction starts with analyzing a surprising fact while working out possible explanation on how this could have been.

### **Methodological choice**

Approach to this study used a mixed method of data collection and it was sourced from workers of Dow chemical company Dubai UAE. In researches, mixed method refers to the result of combining both quantitative and qualitative approaches. (Creswell, 2014)

The researcher hopes to establish new ideas from qualitative theory which would be backed up with quantitative hypothesis to highlight ideas surrounding effects of safety guidelines on workers performance. The reason for this choice is also due to the paradigm chosen by the researcher, as pragmatic philosophy often requires a mixed method approach to leave room for varying ideas.

### **Study population and sampling**

Population is defined as the group of people or objects under statistical study (Collins & Hussey, 2009).

The population of the study consist of workers from Dow chemical company UAE. Simple random sampling technique was used in selecting participants for the study and sample population consist of 50 workers drawn from the general population of workers at Dow chemical Dubai UAE. Random sampling technique was considered in order to obtain unbiased result that could arise from targeting any specific group since health and safety cut across all groups and it is a basic right. Distinction was given among the randomly selected population to highlight differences in contract type, history of joining, roles, level position and duration of employment for all the 50 randomly selected.

### **Data collection**

Unstructured informal interviews through online video calls and physical meetings were used to collect relevant data from respondents which included open ended questions which was thought to be suitable, because data gathered through the interview tend to be more objective giving the researcher the room to ask specific related questions. Also, a well-structured Five Point Likert Scale questionnaire was designed and distributed for the study population to engage their unbiased opinions. Secondary (retrospective) data from official internal statistics was also obtained to reflect workers performance.

### **Data analysis**

Data will be analyzed using descriptive statistics which includes mean, mode, percentage, and standard deviation. Presentation of the findings will contain frequency distribution tables, diagrams, pie charts, and bar graphs. Dispersion analysis will be used to

establish the effect of health and safety guidelines on workers performance among the employees of Dow chemical company Dubai UAE.

### **Validity and reliability**

Validity is the degree to which test measures what is supposed to be measured. The initial drafts of the instrument was submitted to an expert who subjected the instrument to rigorous scrutiny in order to ascertain the clarity, relevance, adequacy and other attributes which a good research instrument should possess after which it was reconstructed based on the suggestions obtained.

Reliability is a measure of the degree to which a research instrument is consistent in giving same results after repeated trials. The instruments used was re-administered to few selected respondents after a period of 1 week and no deviation was found in response initially obtained. Also, from the selected population an average performance score from the primary data obtained internally was compared with the EHS KPI matrix required of the company to determine its accuracy.

### **Ethical consideration**

The research considered all ethical guidelines required during the study by first seeking permission from the management of Dow chemical company Dubai, to carry out the research on its premises and workers. Informed consent was obtained from participants after presenting them with a summary of the research and its aim, after which their signature was obtained. Anonymity was considered for participants and all previous ideas used were properly cited.

### **Limitations of research**

The study is presently limited to Dow chemical company Dubai. Hence, result generated might not hold true for other industry. Personal limitation was in relation to the Covid-19 factor that limits physical gatherings. However, meetings were scheduled through online platforms.

### **Resources needed for data collection**

Primary data was gathered from selected workers of Dow chemical company UAE through questionnaires and interviews which was administered to the respondent one after the other to fill at their convenience. WebEx meeting was used for group interviews and data from KPI on performance was obtained from internal metrics.

## **RESULTS AND ANALYSIS**

### **Survey Analysis**

For analysis of the data obtained, descriptive statistics method was used to convey information gotten from the study which according to (Trochim, 2020) would give simple summary about the sample and measures.

For the impact of health and safety guidelines on workers effectiveness, 20.0% of the respondents agree that workers show sign of effectiveness when they follow health and safety guideline, while 80.0 % of the population neither agree nor disagree.

In the impact of health and safety guidelines on reduction of costs; 12.0 % of the respondents agree that as a result of proper guidelines put in place, there has been reduction in medical and insurance costs while 88.0 % of the population neither agree nor disagree.

For the impact of health and safety guidelines on product quality, 8.0 % of the respondents agree to the fact that health and safety guidelines have influence on quality of product output; 36.0% of the population neither agree nor disagree while 56.0 % of the sample population disagree that health and safety guidelines have influence on quality of product output.

For impact of health and safety guidelines on a healthy workforce, 34.0 % of the respondents agree that health and safety guidelines can lead to a healthy workforce; 54.0 % of the population neither agree nor disagree while 12.0% of the sample population also strongly agrees that health and safety guidelines can lead to a healthy workforce.

As to impact of health and safety guidelines on reduction of costs, 28.0 % of the respondents agree that when workers follow health and safety guidelines, there tend to be reduction of workers absenteeism; 56.0 % of the population neither agree nor disagree while 16.0 % of the sample population disagrees that health and safety guidelines can lead to a healthy workforce.

As to impact of safety culture on workers performance, 24.0% of the respondents agree that availability of good safety culture helps workers perform better; 68.0 % of the population neither agree nor disagree while 8.0 % of the sample population disagree that availability of good safety culture helps workers perform better.

**Interview Data and Analysis.**

A total of 28 persons agreed to participate in the group interview out of 50 randomly sampled population, making it 56% response rate. The interview question can be found in the appendix. and the transcribed interview in table 21 below, which shows a categorized response in themes and sub-themes after obtaining a feedback from the combination of WebEx meeting and physical gathering in a large meeting hall

|                          |   |
|--------------------------|---|
| <b>Content Analysis:</b> | <b>F= feedbacks S= suggestions L= limitations A= advantage D= disadvantages</b> |
|--------------------------|---|

**Table 21:** Survey data themes and subthemes

| THEME  | SUB-THEME                                 | TYPICAL RESPONSE   |
|--|---|--|
| Following health and safety guideline as a way to improve workers performance. | fulfilling KPI requirements.              | F. "help in narrowing what is required"<br>L. "...lack of personal hazard awareness"   |
|  | safe and efficient work execution methods | A. "standards make each job easier and not left with self-intuition"<br>D. "...difference between paperwork and actual reality on filed" |
|  | Job aids and safety apparatus             | A. "...reduces health related injuries like ergonomics"<br>D. "...causes discomfort"   |

|  |   |   |
|--|---|---|
|  |   | F. "...increases time for job initial preparation"  |
| management's commitment acting as a determinant for improving workers performance    | Performance reviews                           | F. "...key to bonuses and promotion"<br>A. "encourages participation since most indexes are linked with health and safety"  |
|  | Field walk rounds                             | F. "feeling policed and monitored".<br>D. "...false sense of a safe environment"<br>A. "...Encourages adherence with safe work methods and use of PPE"                          |
|  | Learning experience reports                   | L. "...consumes free time required for shift hand over"<br>A "...opportunity to learn from past events"   |
|  | involvement in decision making                | A. ".Feeling important"<br>D. "...dispute from reaction to favoritism leading to forced workers effort"   |
|  | PPE availability                              | A. "...less worries while focusing on actual job"<br>F. "...discomfort"   |
|  | management system reviews                     | F. "...interesting as new goals are set from foundation of feedbacks from previous year"  |
|  | Risk assessments                              | A. "...Guarantees accident free environment which reduces absenteeism"<br>A. "...job satisfaction"<br>S. "...all new task to be first accessed and documented before execution" |
| productivity increase through health and safety guidelines.                          | Procedure use policy                          | A. "...reduces self-dependency and chance for errors"<br>S. "...frequent updates and reviews to match field reality"  |
|  | Housekeeping and good manufacturing practice. | D. "...feeling of constraint"<br>A. "...easy movement and maneuvers from good workplace setting"  |
|  | . technology and machineries(conveyor)        | A. "...faster job execution"<br>A. "...less risk taken"<br>A. "...job satisfaction"   |
| achieving reduced workers absenteeism through following health and safety guidelines | Sick leave                                    | D. "...less presence"<br>D "...redirects budget required for safety systems and tool" A. "...sufficient manpower"   |
|  | psychological stress                          | F. "...chance for error"<br>D. "...lack of motivation"<br>A. "... Enjoyable workplace environment"  |
|  | Inclusion                                     | A" .... feeling appreciated hence presence at work".<br>A "...job satisfaction"   |
| communicating health and   | Trainings                                     | A. "...knowing what is required"<br>F. "...helps in improving knowledge about job task"   |

|   |                                    |  |
|---|------------------------------------|--|
| safety guidelines through orientation and reorientation                     | induction                          | A. "...good kick start"<br>F." ...not self-sufficient as it is one time"   |
|   | Mock drills                        | A. "...response for emergency cases"<br>A. "...on-the-job advantage"<br>F. "...not all scenarios can be practically represented"             |
|   | Job role approvals                 | S. "...creating a list on role base requirements per authorized employees"<br>F. "...eliminates handling of superior or out of scope duties" |
| accident occurrences impeding efficient work output.                        | Psychological stress               | F. "...chance for error".<br>D. "... lack of motivation"<br>A. "...Enjoyable workplace environment"<br>A. "...job satisfaction"              |
|   | fear of job loss                   | D. "...false sense of a safe workplace".<br>D. "...blame culture"<br>D. "reduced workers moral leading to low efficiency"                    |
| achieving efficiency and effectiveness through health and safety guidelines | Root cause investigation           | D. "...time consumption"   |
|   | Litigations                        | D. "redirection of funds"<br>D. "closure of business"  |
|   | Uninsured direct and indirect cost | D. "...loss of reputation"<br>D. "...lack of basic welfare amenities"  |

In order to understand the real impact of organizational health and safety on individual respondents performance, it was imperative we gain insight into their perspective from the below question, and responses included suggestions, feedbacks, advantages and disadvantages of having health and safety guidelines at work.

### Impact of Managements' Commitments

Major topics discussed regarding what influence the management's commitment may have on workers performance centered on performance reviews, risk assessments, field presence, PPE provision, management system reviews, workers involvement in key decisions and learning experiences from past incidents being given as a weekly refresher. Some key disadvantages mentioned were regarding dispute among workers regarding inclusion in key decision making which discourages involvement in adherence in safe execution methods and performance improving matrix and feeling of false sense of safety since some would only comply with stipulated guidelines in order to up their performance.

Advantages of management's commitment from administering guidelines mentioned include reduction in absenteeism from knowing their workplace is safe and the satisfaction the follows, opportunity to learn from past events through LER and apply to personal reality and the satisfaction that comes with knowing their opinion matters when management involves them in key decision making situations.



Feedbacks raised were discomforts from use of PPE, and the feeling of being policed when the management step into the field for monitoring.

### **Increase in Productivity**

Technology introduction, procedure use policy and requirement of good housekeeping from following health and safety guidelines.

The only disadvantage of adherence that was highlighted was the feeling of constraints in maintaining certain good manufacturing guidelines restrictions and a female admin respondent raised a suggestion for all procedure being used to be promptly updated in order to capture possible deviations and give actual field representation.

However, majority of the respondent felt following health and safety guidelines is beneficial and it increases productivity in ways like, reduction in self-dependency, easy maneuvers within the workplace from good designs (walkways, area classification) and efficient housekeeping culture, and finally the speed brought about job execution from introduction of technology. i.e. "confined space inspection through drones".

### **Absenteeism in the Workplace**

Sick leave as a result of following or not following safety guidelines and how it affects individual performance highlighted sick leave as a sub theme, where the personal advantage of rest and recovery was mentioned, however the disadvantage of insufficient manpower availability in the workplace and redirection of budget into sick pays and fines as opposed to basic welfare amenities that benefits all employees and thus increasing output was majorly supported.

Inclusion in the workplace which is expected by respondents to be promoted by health and safety guidelines was seen as a reason for increase in absenteeism, if management fail to do their part or workers make it difficult for others to enjoy working because they are being bullied. Hence, the impact of properly following health and safety guideline was seen as a yardstick to improving job satisfaction by respondent from operations team.

### **Orientation and Reorientation.**

Positive comment on improved worker performance was highlighted as evident through training, mock drills and important job approval being practiced by the management system.

Some advantages mentioned are; knowledge improvement, knowing what is required to carry out a job safely and efficiently , real life response measure in cases of emergency through mock drills, elimination of involvement in superior task through job role approval, and the provision of an intranet based training software on health and safety guidelines.

They all saw induction, training and mock drills as an aspect of health and safety guideline that provides understanding of job and means of preventing mistakes that would reduce both individual and organizational performance and cause harm to colleagues.

### **Accident Occurrence**

When question on effect of accident was posed to respondents, psychological stress and fear of job loss was mentioned. Feedback mentioned was regarding accident creating chances for more errors due to anxiety. Also, the advantages of health and safety guideline was seen in

comments regarding enjoyable workplace environment and job satisfaction. However, when accidents occur either from false sense of a safe environment or non-adherence with guidelines by workers, it creates blame culture, lack of motivation and reduction in moral which then lead to lower efficiency.

### **Achieving Effectiveness and Efficacy**

To achieve an efficient workforce and an effective workplace culture, respondents thought time spent on investigations when accidents occur, litigations, and uninsured cost were a distraction. This they believed is evident whenever health and safety guidelines are not upheld by the management or the workers engaged in daily task. Discussion was later broken down into negative funds reallocation that reduces management's power in providing basic welfare amenities, loss of business reputation due to occurrence of accidents or closure of business that brings fear of job loss to the respondent, thus having an effect on their performance.

### **Respondents' performance**

Coined from the retrospective data collected indicates that 66% (n=33) of the sampled population had good performance in the year 2019, and 34% (n=17) respondent had poor performance.

Positive performance for the male respondents 67.3% (n=31) was noted while 32.6% (n=15) male population had recorded poor performance in the year 2019.

For the female gender, performance was averagely shared at 50% in a total of (n=4) population. This shows that although the sample was dominated by the male population, the difference in good performance factor (67.3% and 50%) and bad performance (32.6% and 50%) was not the most, even though the female population was significantly low. Gender therefore doesn't seem to have much influence on how workers perform.

There was 100% good performance from members of the EHS team, evenly distributed performance within the maintenance team (good=50%, bad=50%), and majority of the members of QC department had good individual performance 66% likewise operations team with a 86% positive performance. However, the percentage of poor performance within the Admin team and logistics team were superior to the positive individual performance with 33% and 42% respectively.

### **Performance per years of experience**

Majority of the ages recorded good performance compared to poor performance, except for employees with less than 2 years of experience which recorded poor performance at 66%.

### **Critical Findings/Results**

Survey done in Dow chemical company began with workers demographics and basic information through the distributed questionnaire to compare how a particular group feel about a certain topic regarding EHS, and to determine if it actually affect their performance. However, the major finding was the significant dominance of the male population in the sample size. This made me compare performance metrics with gender and the findings showed there

was no specific gender influence on performance. However, the functional (job) role was different as the male workforce were involved in logistics and operations (due to country of operation) while female population dominated QC and Admin role (fig 29) but performance were similar according to retrospective data obtained.

Dow is committed towards the health and safety of its worker and they see safety as priority (table 1), which meets up with (organization, 2010) requirements, but a significant fraction still believed otherwise. Majority of the sample also agree to EHS giving a sense of direction which is expected and was supported in during the interview process and this was also showed within the organization as no fraction disagreed with the statement.

An attempt was then taken to ascertain if, the sample had been in situations where adherence with health and safety requirements prevented accidents, but a significant percentage disagree with the statement, which raised a huge concern since learning experiences are important in bolstering culture moving forward. But thankfully, indicated that all population either agree or strongly agree that EHS is important, despite not facing situations where it had practically prevented accidents. However, it was difficult relating these findings to their opinion on whether EHS guidelines influences their job performance as 36% of the population disagree that it does, while 32% had a neutral opinion and the remainder 32% agreed to the statement.

Unlike actual job execution, 54% of the population agreed to actual performance increasing. This was reflected in retrospective data obtained from the site intranet, and the KPI were based on the amount of EHS actions (criteria) having being fulfilled. There was a false sense of improved EHS on actual job being executed, as most employee may be more concerned with fulfilling KPI metrics (linked with performance), as opposed to ensuring a good safety cultured environment.

Because interviews help to better understand, and explore research subjects' through opinions, behavior, experiences, and phenomenon. (Frances et al., 2009). Open-ended questions asked, gave in-depth information on limitations regarding lack of personal hazard awareness as a hindrance in meeting up with KPI metrics which are linked with performance and trainings consuming free time required for stress relief which reduces personal output eventually.

Feedback regarding communication of guidelines requirement mentioned a difference between paper/classroom guide and practical reality present in worksite.

A major disadvantage of the impact of health and safety guideline highlighted, was the false sense of safety culture when worker conform with EHS guidelines because of fear of job loss and a reaction to managements investment in inspection round frequencies. Another disadvantage mentioned was the discomfort felt during the use of job aids and safety apparatus.

However, advantages of adherence with health and safety guidelines was considered superior to its disadvantages and it includes job satisfaction, less risk requirement, and faster job execution through introduction of EHS related technologies which ultimately contribute to improved individual performance.

## CONCLUSIONS

The research focused on identifying the impact health and safety guideline has on the performance of workers at Dow chemical company Dubai UAE.

The respondents agreed with certain key questions in relation to how health and safety guidelines influences workers performance. The research established that there is a linear relationship between health and safety guidelines and workers performance which is to a large extent evident on the level of productivity, efficiency and effectiveness, leading to a healthy workforce where workers are less often to be out of work as a result of health and safety issues.

The need for total commitment on the part of management team is also highlighted in the study. Important management role recognized in the study includes proper orientation of workers on the importance of a healthy and safe workplace and the prioritization of work task, based on the level of safety available.

The study concludes that employees' performance can be greatly influenced when they follow properly, the health and safety guideline put in place by the organization. Therefore, it is the role of all key stake holders in the organization including the employees to work together towards achieving a safe and healthy workplace.

## IMPLICATIONS

The implementation of health and safety guideline in the workplace helps majorly to prevent significant hazards, potential risks at work, legal repercussions, injuries and possibly death of employees. The proven idea from this statement, however, would be hampered if not admitted correctly and thus limiting the chance to help promote productivity, efficiency, effectiveness at work, good morale, and reduction in employees' turnover.

For Dow chemical company a major implication of the research finding, and conclusion would mean a need to re-access the underlying factors that hide behind having a good workplace culture, and workers simply meeting up with performance related targets.

Although relating performance with EHS performance would greatly improve participation, it may be more important to give further attention towards other driving force, like involvement of workers in key decision making, provision of improved welfare facilities and basic amenities.

Finally, the result from this dissertation sheds light on the need for simplifying work processes and ensuring there is a match between what is being taught in training and documented procedure, with the actual job on the worksite.

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