

**OCCUPATIONAL HEALTH, SAFETY AND SECURITY (HSS) PRACTICES AND
EMPLOYEE PERFORMANCE IN THE HOTEL INDUSTRY IN SELECTED
HOTELS IN GULU CITY, UGANDA**

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**A DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS AND DEVELOPMENT
STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA) OF GULU
UNIVERSITY**

OCTOBER, 2025

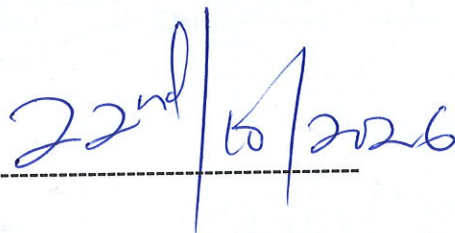
DECLARATION

I, Bongomin Simon Kinyera, declare that this dissertation is my original work and has never been submitted either in whole or in part to any institution for any academic, research, and/or professional award.

Signature

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Date

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APPROVAL

This dissertation by Bongomin Simon Kinyera titled "Occupational Health, Safety and Security (HSS) Practices and Employee Performance in the Hotel Industry in Gulu City, Uganda" was developed under our supervision and we certify that it is ready for submission.

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LIST OF ACRONYMS AND ABBREVIATIONS

DV	Dependent Variable
GCC	Gulu City Council
HR	Human Resources
HRM	Human Resource Management
HSS	Health, Safety and Security
ICT	Information Communication and Technology
IV	Independent Variable
LRA	Lord's Resistance Army
ToRA	Theory of Reasoned Action
TRA	Theory of Reasoned Action
UGX	Ugandan Shillings

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ABSTRACT

Employee performance has been a perennial global problem, the reason why the human resource department is pivotal in the success of any organisation. This study aimed at establishing the relationship between occupational health, safety and security practices and employee performance in hotels in Gulu City. The specific objectives were about establishing the occupational health, safety and security practices in hotels in Gulu City; assessing the level of employee performance in the hotels; and establish the relationship the two variables. The study adopted the cross-sectional research design which incorporated both quantitative and qualitative research approaches. Out of the hotels that offer restaurant, accommodation, laundry services, four were sampled randomly and they included Acholi Inn Hotel, Boma Hotel Limited, Flight View Hotel and Hotel Kakanyero. The study population comprised of directors, managers, supervisors, front desk staff, accounts department staff, staff of customer care department, those of the laundry and sanitation department, housekeeping employees, and food and beverage staff. questionnaire, interview and document review methods were employed in collecting data. conducted both quantitative and qualitative data analysis. Both descriptive and inferential statistical analyses were conducted. This study explores the relationship between occupational health, safety, and security (HSS) practices and employee performance in the hotel industry in Gulu City, Uganda. In the dynamic and often demanding hospitality sector, ensuring employee well-being through effective HSS practices is increasingly recognized as a key determinant of organizational success. The research investigates how workplace safety policies, health initiatives, and security measures influence employee morale, productivity, and overall performance. Drawing on data collected from hotel employees and management across various hotel categories in Gulu City, the study reveals that comprehensive HSS practices contribute significantly to reduced workplace accidents, improved job satisfaction, and enhanced employee commitment. However, challenges such as limited resources, inadequate training, and inconsistent enforcement of safety standards were also identified as barriers to optimal HSS implementation. The findings underscore the need for hotel management and policymakers to prioritize structured and continuous investment in occupational health and safety systems to promote a safer work environment and boost employee output. Ultimately, the study contributes to the growing discourse on sustainable workforce management in Uganda's emerging hospitality sector, emphasizing that a safe and secure working environment is not just a legal requirement but a strategic asset for improving employee performance. Conclusion and Recommendation: The study concludes that effective occupational health, safety, and security practices positively influence employee performance in hotels in Gulu City by improving staff well-being, job satisfaction, productivity, and commitment. It recommends that hotel management invest in regular staff training, adequate safety equipment, clear workplace safety policies, and consistent enforcement of health and security standards. Additionally, policymakers should strengthen monitoring and compliance mechanisms to ensure hotels maintain safe working environments. These measures will enhance employee performance, reduce workplace accidents, and promote sustainable growth in Gulu City's hospitality industry.

CHAPTER ONE

INTRODUCTION

1.0. Introduction

The hotel industry plays a significant role in the economic development of many countries, including Uganda. In Gulu City, located in the northern part of Uganda, the hotel sector contributes substantially to the city's economy. However, despite its importance, there are challenges that hinder the growth and efficiency of this sector. Several studies have highlighted the importance of human resource practices in the service industry. For instance, according to Uthman (2024), In the service industry, effective human resource (HR) practices are crucial for delivering quality service, enhancing employee performance, and achieving organizational goals. Strong HR practices contribute to a positive work environment, which in turn positively impacts customer satisfaction and loyalty. For instance, Hersch and Smith-Cuneo (2004) reported that effective human resource practices were associated with higher levels of employee satisfaction and commitment in call centers. Specifically, this study looked at the role of occupational health, safety and security (HSS) on employee performance in the hotel industry in Gulu City. The HSS was be the independent variable (IV) and employee performance the dependent variable (DV)

1.1 Background of the Study

The background of this study is presented under the historical, theoretical, conceptual and contextual background.

1.1.1 Historical background

Employee performance has been a perennial global problem, the reason why the human resource department is pivotal in the success of any organisation. Basaza (2017) opines that,

the concern for employee performance can be traced back to the behavior of people on the shop floor during the industrial era when industries were facing challenges of meeting their customers' demands. According to Vroom (1964), for an organisation to function efficiently, HRMs have to employ employees with the right skills, knowledge, experience and competence as this implies that they will be able to perform tasks assigned to them. Performance problems among employees include; untimely completion of work assigned, limited productivity, failure to meet quality standards, poor attitude, resistance to change, inappropriate interpersonal relations and inappropriate physical behavior (Williams, 1998).

According to Thomas (2002), right from the ancient time to date, employers are the ones responsible for the health, safety, and security of their workforce. Reaching this goal has never been an easy task to do. The fact is that all the situations that affect the health, safety, and security concerns of the employees cannot in totality be predicted in such a way that measures are put in place to avoid harm. However, despite uncertainty, allowing employees to perform tasks in a potentially risky environment where hazards are not fully under control is one of the highly questionable acts that has led to the passage of different legal Acts for instance the Uganda Occupational Health and Safety Act 9 of 2006 and subsequent compensation fines in case of injuries

1.1.2 Theoretical background

This study was guided by the Theory of Reasoned Action (TRA) and the Expectancy Theory.

1.1.2.1 Theory of Reasoned Action (TRA of ToRA) and the Expectancy Theory

The Theory of Reasoned Action (TRA) Developed by Martin Fishbein and Icek Ajzen in 1967 to explain the relationship between attitudes and behaviors within human action. It is mainly used to predict how individuals will behave based on their pre-existing attitudes and behavioral

intentions. The primary purpose of the TRA is to understand an individual's voluntary behavior by examining the underlying basic motivation to perform an action (Doswell, et al, 2011). TRA states that a person's intention to perform a behavior is the main predictor of whether or not they actually perform that behavior (Glanz et al, 2015). According to the theory, intention to perform a certain behavior precedes the actual behavior (Ajzen & Madden, 1986). This intention is known as behavioral intention and comes as a result of a belief that performing the behavior will lead to a specific outcome. Behavioral intention is important to the theory because these intentions "are determined by attitudes to behaviors and subjective norms" (Colman, 2015). TRA suggests that stronger intentions lead to increased effort to perform the behavior, which also increases the likelihood for the behavior to be performed.

According to Uraivan, Sornbutt, and Kwanjit (2022) is commonly applied in occupational health research to investigate, explain, or predict individual intentions toward safety behaviours in a variety of different workplaces.

1.1.2.2 The Expectancy Theory

The Expectancy Theory which is based on how employees perform their given jobs according to the organisation expectations was postulated by Victor Vroom in 1965. According to Vroom (1965), individual employees perform in a specific manner because they are driven by different factors thus a certain type of behaviour among them. Employee performance goals should be linked to those of the organisational goals. When motivated, individuals behave in a certain way thus expectancy in terms of various outcomes. The expectancy is how they behave when performing their jobs in the given work environment. The expectancy theory is based on the expectancy, valence and instrumentality. The expectancy is determined by the individual employee's behaviour and this can be determined through managers discovering the various

needs of employees and ensure that they are met. This helps individuals determine if they have the desired skills, competence. Valence refers to what individuals expect for their performance whereas the instrumentality refers to the qualifications and abilities of the employees to perform. According to Lee et al., (2014), for employees to perform, they should be rewarded, motivated, recognised and mainly by the management and the organisations to encourage the employees to perform accordingly. When not encouraged to perform, their performance tends to decline thus low quality of work, reduced creativity and innovation and others. Therefore employees should be seen as a major asset in the organisation and should be provided with the necessary needs to perform according to yield good results for the organisation thus avoiding any problem that may arise with time to come (Muldoon, 2017).

The expectancy theory is relevant to the study in that its applied practically in all organisations especially in human relations, HR functions like how occupational HSS can influence employee performance. The theory therefore works towards understanding the behaviours that employees show individually (Dobre, 2013). The theory is useful to the organisations when identifying the actual performance of the employees in order to recognise and be able to retain them.

1.1.3 Conceptual background

The key concepts in this study are occupational HSS and employee performance. HSS is a concept of three dimensions namely occupational health, occupational safety and occupational security. According to University of Applied Science (2016), health is a general state of physical, mental, and emotional well-being, while safety is a condition in which the physical well-being of people is protected; and security protection of employer facilities and equipment

from unauthorized access and protection of employees while on work premises or work assignments

The term health, which refers to a general state of physical, mental, and emotional well-being implies that a healthy person is one who is free of illness, injury, or mental and emotional problems that impair normal human activity. As such occupational health management practices in organizations strive to maintain the overall well-being of individuals. On the other hand, safety refers to protecting the physical well-being of people and as such. the main purpose of effective occupational safety programs in organizations is to prevent work related injuries and accidents. The purpose of occupational security is to protect employer facilities and equipment from unauthorized access and to protect employees while they are on work premises or work assignments. This means, preventing unauthorized persons from having access to organizational premises and internal systems such as computer systems is part of protecting employees. Also, security may include providing emergency assistance programs to employees who encounter health problems while traveling on business internationally. With the growth of workplace violence, occupational security has become an even greater concern for employers and employees alike (Guillemin, 2019).

Occupational HSS practices in this study was operationalized through occupational health, occupational safety and occupational security. Specifically, occupational health was measured in terms of mental health, physical health, social health, and spiritual health; occupational safety in terms of physical, emotional, psychological, ergonomic and biological; and occupational security in terms of personnel security, physical security, and information security (Guillemin, 2019).

Employee performance deals with the “accomplishment of tasks which are given by management, timely reporting, attendance to duty and timely processing of deliverables. The indication of employee performance being used as a dependent variable is largely used in industrial and organisational psychology” (Kahya, 2009). Therefore, there is need for organisations to put emphasis on the aspects that increase the output of the employee because it is a significant component for organizational performance. (Abbas & Yaqoob, 2009). In this study, employee performance was operationalised through efficiency, effectiveness, target realization, and organizational citizenship behavior

1.1.4 Contextual background

The hotel industry in Gulu City has been growing rapidly in the last eighteen years following the return of peace in northern Uganda after a two-decade long insurgence by the Lord’s Resistance Army (LRA) against the Government of Uganda. Gulu City boasts of over 18 modern hotels (Uganda Hotel Owners’ Association, 2016). The hotels offer blended services with local and international cuisines, wireless internet, comfortable accommodation ranging between sh70,000 and sh120,000 per night and food costing between sh15,000 and sh20,000 a meal which a number of customers within Gulu City finds it expensive hence attracting few clients leading to low revenue and occupancy level (Uganda Hotel Owners’ Association, 2016). At the same time, employee performance in rendering services to the clients in the hotels has been rated rather low with many clients complaining of the quality of food and even the quality of room service for those whose book for accommodation.

Gulu City hotel industry is supplemented by the multiplicity of lodges scattered in the City center as well as its outskirts. Gulu City has many hotels and lodges but it is surprising that a client may end up failing to get where to sleep should he/she fail to book for accommodation

early as it was reported that most of those hotels do not meet the international standards of excellence with regard to design and service standards (Uganda Hospitality Institute, 2014). Gulu City hotels' target market mainly consists of foreign civil society organizations, government bodies and the movement of traders between Uganda and Southern Sudan where Gulu City normally serves as a stopover point (Uganda Hotel Owners' Association, 2016). According to Stanisic (2014), the hotels must use their resources to provide a better service to meet customer demands. Offering a very high and better service quality can help them become more profitable and to sustain a competitive advantage in the industry (Stanisic, 2014).

1.2 Problem Statement

Employee performance is about the job related activities expected of a worker and how well those activities are executed. For the study, the ideal dimensions of employee performance are efficiency, effectiveness, target realization and organizational citizenship behavior (Edward et al, 2008). While this is the expectation, employee performance in hotels in Gulu City is wanting. Indeed, according to Manpower Survey Uganda (2016/2017) clients of hotels in Uganda complain about poor services which is as result of poor employee performance which is characterised by low effectiveness and inefficiencies. Staff seem lack the willingness to serve clients, and even lack of empathy for the clients. While many hotels in Gulu City have even conducted inhouse staff training and capacity building workshops, the problem seem to have persisted.

This problem of poor employee performance could be attributed due to poor working conditions, unsafe working environment and limited training of personnel of HSS matters. This therefore, warrants investigation on the effect of how occupational HSS can improve employee performance in the hotel industry in Gulu City.

1.3 Purpose of the study

The purpose of this study was to establish the relationship between occupational HSS practices and employee performance in hotels in Gulu City.

1.4 Study Objectives

The following objectives guided the conduction of this study:

- i. To establish the occupational HSS practices in hotels in Gulu City
- ii. To assess the level of employee performance in hotels in Gulu City
- iii. To establish the relationship between occupational HSS practices and employee performance in hotels in Gulu City

1.5 Research Questions

This study aimed at answering the following questions:

- i. What occupational HSS practices do hotels in Gulu City practice?
- ii. What is the level of employee performance in hotels in Gulu City?
- iii. What is the relationship between occupational HSS practices and employee performance in hotels in Gulu City?

1.6 Scope of the Study

The scope of the study is presented under geographical, content and time scopes.

1.6.1 Geographical scope

This study focused on Gulu City which is in the Acholi Sub-region in Northern Uganda. It is about 330km north of Kampala City which is the capital city of Uganda. The City is majorly occupied by the Acholi people, although, being a City, there has been an influx of various tribes

from all over the country and beyond. This influx has positively contributed to the growth of the hotel industry and currently Gulu City has very modern and state-of-the art hotels that service the hospitality industry. The neighbouring districts to Gulu City include Gulu, Nwoya, Amuru and Omoro districts .

1.6.2 Content scope

This study focused of occupational HSS practices and specifically health, safety and security practices, and how they influence employee performance in hotels in Gulu City. The study assessed the extent to which the hotels in Gulu City practice occupational HSS and how this influences the performance of the employees of the hotels in terms of how efficiently they work, how effective they are in their roles, whether they always realize their set targets and their organizational citizenship behavior

1.6.3 Time scope

The time scope for research was a period of five years from 2020 to 2024. This period was significant because this is the duration that Gulu City has existed as a city having been bestowed that status in July 2020 (NPA, citation). This has also been the time that many hotels have been established in the City while the most of the old ones have tried to improve their services to meet the expectations of the now cosmopolitan city as there has also been an upsurge of businesses in Gulu City (Kibirige, 2023)

1.7 Significance of the Study

The findings of this study will be useful to several stakeholders among whom are listed below

The hotel owners in Gulu City may benefit from this study in that recommendations that this study may propose may improve the adoption of occupational HSS which in turn can motivate employees to work even harder to the benefit of the clients and by extension, the hotels. Clients of the hotels will benefit from improved employee performance since the cardinal role of employees is to serve customers. Since the study is about the poor performance of the employees, it follows that the findings will be about how occupational HSS can help address this concern. Policy makers may also benefit from the findings of this study in that they may help inform policy review or generation as relates to occupational HSS and employee performance. Other researchers who may be conducting studies that touch on any of the study variables of this study may also benefit from the findings by using them as sources of literature. Other hotels that are not among those being studied may also benefit from the findings of this study. This is because the good practices as may be witnessed in the study hotels may attract the attention of the other which may then start copying what the study hotels may be doing.

1.8 Study Justification

A hotel with poor employee performance risks closure because it is the employees who keep the hotel running as they serve customers. For them to do so, they also need some basics from the organisation among which is the hotel having on place occupational HSS practices that offer a conducive working environment. This study, therefore, is relevant in Gulu City which has witnessed an upsurge on the number of hotels over the last 18 years post the LRA war, but which is faced with employee performance challenges.

1.9 Conceptual Framework

This study was guided by the conceptual framework presented below

Occupational HSS Practices (Independent Variable)

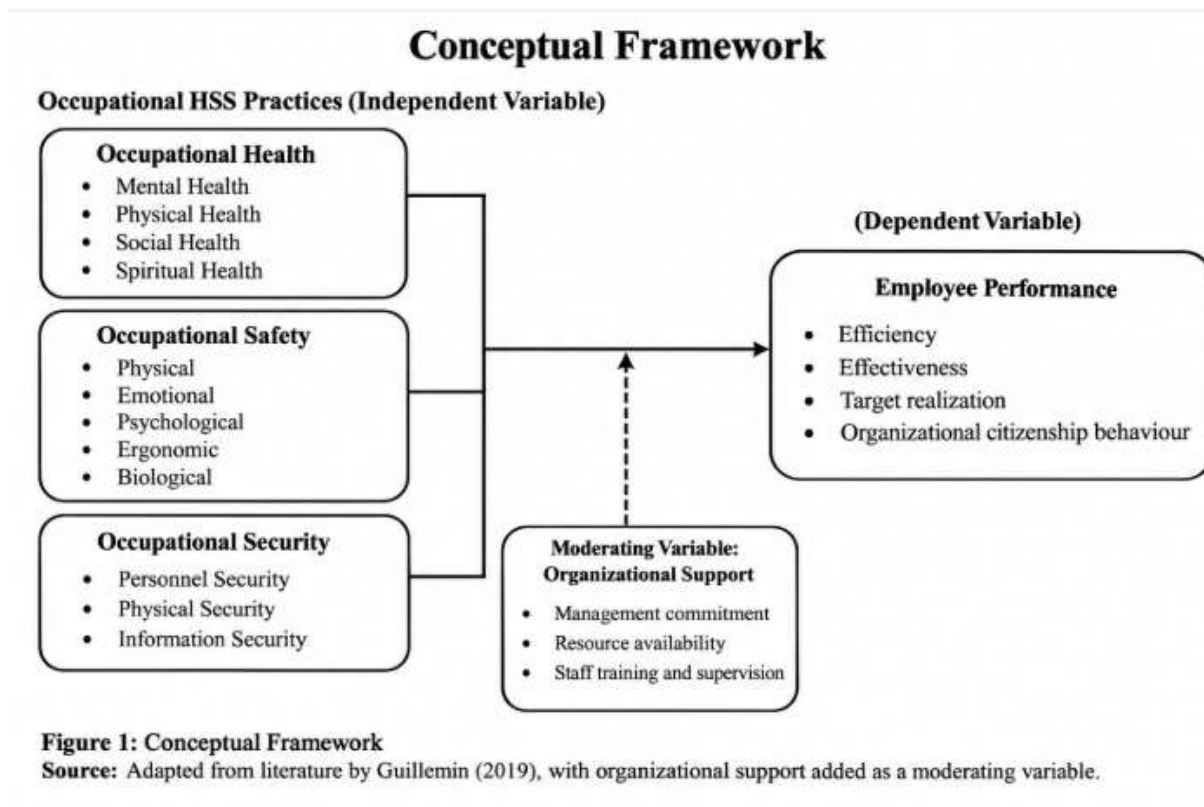


Figure 1: Conceptual Framework

Source: Based on literature by Guillemin (2019)

According to the conceptual framework above, the independent variable (IV) was the occupational HSS practices and which was conceptualized to have an influence on the dependent variable (employee performance). The IV was operationalized through occupational health, safety and security, and in turn, the constructs of occupational health are mental health, physical health, social health, and spiritual health; those of occupational safety are physical, emotional, psychological, ergonomic and biological safety; and those of occupational security are personnel, physical and information security. On the other hand, the DV was measured in terms of efficiency, effectiveness, target realization, and organizational citizenship behavior.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the theoretical review of the study followed by literature of the study objectives which are about (i) establishing the occupational HSS practices in hotels in Gulu City; (ii) assessing the level of employee performance in hotels in Gulu City; and (iv) establishing the relationship between occupational HSS practices and employee performance in hotels in Gulu City. The chapter ends with a section on chapter summary which outlines the gaps as identified during the literature review and how they will be addressed by this study.

2.1 Theoretical Review

This study was guided by the Hygiene Factor Theory and the Expectancy Theory.

2.1.1 Human Capital Theory in Relation to Occupational Health, Safety and Security

Human Capital Theory, popularized by economists such as Becker (1964), posits that employees are valuable organizational assets whose knowledge, skills, experience, health, and abilities contribute to productivity and organizational performance. The theory suggests that investment in human capital through education, training, healthcare, and improved working conditions enhances employees' capabilities and enables organizations to achieve their objectives more effectively. In the context of occupational health, safety, and security (HSS), the theory provides a foundation for understanding how workplace health initiatives, safety measures, and security systems contribute to employee performance.

Occupational health practices, including the promotion of physical, mental, social, and spiritual well-being, help maintain employees' capacity to perform their duties effectively. Employees

who enjoy good health are more likely to demonstrate concentration, motivation, regular attendance, and commitment to organizational goals. Conversely, poor health conditions can result in absenteeism, reduced productivity, fatigue, and increased healthcare costs, ultimately affecting organizational performance.

Similarly, occupational safety practices protect employees from workplace hazards, injuries, and psychological harm. Providing appropriate protective equipment, ergonomic workstations, safety training, and effective hazard-control measures helps reduce workplace accidents and interruptions. From a human capital perspective, these investments preserve employees' capabilities, improve job satisfaction, and enable them to perform their responsibilities efficiently and effectively.

Occupational security also forms an important component of human capital investment. Measures such as personal security, physical security, and information security protect employees from threats, violence, unauthorized access, and misuse of sensitive information. In hotels, these practices can create a secure working environment in which employees concentrate on customer service and their assigned responsibilities. Effective security systems may therefore strengthen employees' confidence, commitment, and overall performance.

Becker's (1964) Human Capital Theory is relevant to this study because it explains why investing in employees' well-being, knowledge, and capabilities can generate productivity benefits.

Applied to hotels in Gulu City, the theory suggests that occupational HSS practices can be viewed as strategic investments rather than merely operational costs. However, the extent to which these investments improve employee performance may depend on organisational support, management commitment, resource availability, and consistent implementation of

HSS policies. The theory therefore provides a useful foundation for examining the relationship between occupational health, safety and security practices and employee performance in hotels in Gulu City.

2.1.2 Zohar's Safety Climate Theory in Relation to Occupational Health, Safety and Security

Zohar's Safety Climate Theory was introduced by Dov Zohar in 1980 through his work on Safety Climate in Industrial Organizations: Theoretical and Applied Implications. The theory explains how employees' shared perceptions of management's commitment to safety, workplace safety policies, procedures, and practices influence their attitudes and behavior towards workplace safety. Zohar argues that employees observe management actions and supervisory practices to understand the importance their organization attaches to safety.

In relation to occupational health, the theory suggests that employees are more likely to value their well-being when management demonstrates commitment to physical and psychological health, provides appropriate health facilities, and promotes a supportive working environment. In hotels, these practices may include adequate sanitation, proper ventilation, manageable workloads, and measures to reduce work-related stress.

Regarding occupational safety, the theory emphasizes that management commitment, safety training, protective equipment, and consistent enforcement of safety procedures shape employees' perceptions of workplace safety. When hotel managers prioritize safety alongside productivity, employees may be more willing to follow safety procedures, report hazards, and avoid unsafe practices.

Concerning occupational security, the theory can be applied to employees' perceptions of protection against physical threats, violence, theft, and information-security risks. Effective security procedures, reliable access-control systems, and clear incident-reporting mechanisms can help create a secure work environment in which employees concentrate on their duties.

The theory is relevant to the study of occupational HSS practices and employee performance in hotels in Gulu City because it provides a basis for explaining how management commitment and employees' perceptions of workplace conditions may influence efficiency, effectiveness, target achievement, and organizational citizenship behavior. It also supports the argument that organizational support may moderate the relationship between occupational HSS practices and employee performance, since the availability of resources, staff training, and effective supervision may strengthen the implementation and impact of HSS practices.

2.2 Occupational HSS Practices

The section presents literature on occupational HSS practices under three sub-sections namely, occupational health, occupational safety and occupational security.

2.2.1 Occupational health

Employee health, safety and security programs should be a major priority for management because healthy, safe and secure lives increase productivity, and reduce costs. These programs should stress employee involvement, continued monitoring, and an overall wellness component (Anthony et al., 2007). The dimensions of occupational health include mental health, physical health, social health, and spiritual health. Mental health according to WHO (2022) is a state of mental well-being that enables people to cope with the stresses of life, realize their abilities,

learn well and contribute to their community. Physical health on the other hand includes healthy habits like exercise, nutrition, and avoiding harmful substances.

According to Alborzi, Movahed & Tabiee (2019) social health refers to the quality of positive relationships and connections within a community, including feeling of belonging and support, while spiritual health encompasses a sense of meaning, purpose, and connection to something larger a sense of meaning, purpose, and connection to something larger than oneself, often involving personal values and beliefs, which can be expressed through religious practices or personal philosophies.

The causes of these injuries and ill health are many but include lack of awareness, poor workplace design, poor sitting posture at the desk , long sedentary lifestyle, unsuitable work environment, lack of training in the safe use of office tools and equipment, anti-social behaviours, poor housekeeping and lack of innovation to improve the work environment. Safety and health issues that arise in the office set-up subsequently impact on the general well-being of these workers causing increased number of days off work due to ill health and reduced productivity and performance of workplaces.

2.2.2 Occupational safety

Work safety requires that safe working conditions should not create significant risk of people being rendered unfit to perform their work. Health and safety at work is therefore aimed at creating conditions, capabilities, and habits that enable the worker and his/her organization to carry out their work efficiently and in a way that avoids events which could cause them harm (Garcia-Herrero et al., 2012). It is clear that safe working conditions have an effect on the habits of workers, which in turn impacts on efficiency. This implies that employees working in a safe

condition are likely to perform in a way that will not cause them harm. Safety is a concept that encompasses multiple aspects, and these aspects should not be viewed in isolation since they impact each other and can be interwoven. Occupational safety can be considered in multiple dimensions, including physical safety which concerns the physical aspects of safety in the workplace; the emotional aspects of safety in the workplace.

The ergonomic aspects of safety in the workplace according to Boro (2025) include things like repetitive motion, poor posture, and heavy lifting, all which can be detrimental to an employee's health and safety. He further states that; some occupational sectors are particularly at risk for work related back pain because of the physical demands placed on workers. On the other hand, the biological aspects of safety in the workplace, such as exposure to viruses, bacteria, or other pathogens are also critical at the work place and should be safeguarded against (Pramusiwi, Hariyono, & Ruliyandari, 2024).

According to the GoU (2021), there is an increasing number of cases of ill health, accidents and injuries as a result of work in organisations and this is partly because, neither the victims nor their supervisors are equipped with information to identify workplace occupational safety and health hazards and means of mitigation. This scenario has led to workers getting injuries and ill health at work and not associating these with the work they do.

2.2.3 Occupational security

Occupational safety is measured in terms of personnel security, physical security and information security. Personnel security has to do with the protection of the employees in an organisation against deliberate harm, injury or death as seen in the case of terrorist attacks, while physical security is about the protection of the organisation's infrastructure such as

buildings, equipment, furniture, machines etc. on the other hand, information security is about protecting the organisational information and data from going into the wrong hands. This can be protection of both hard and soft copy information, data and records (GoU, 2021). On the other hand, according to Aptien (2023), workplace security refers to the measures put in place to protect people, workplaces, assets, and information from various physical or digital threats. These threats range from unauthorized access, theft, violence, and vandalism, to digital security threats such as information theft, data breaches, or various cyberattacks.

2.3 Employee Performance

Pawirosumarto, et al (2017) asserted that there is a link between health, safety, improved security, and worker performance, in that a workplace that is occupationally risk-free has a positive and significant effect on boosting workers' productivity. To perform, the organization must satisfy the needs of its employees, among them a healthy, safe and secure work environment (Raziq & Maulabakhsh, 2015). Employee performance in this section is discussed under its dimensions which include target realization, efficiency, effectiveness, and organizational citizenship behaviour.

2.3.1 Employee Efficiency

According to Boyle (2020), efficiency refers to the peak level of performance that uses the least number of inputs to achieve the highest amount of output while Ogboso (2016) avers that it refers to the achievement of goals with the minimum resources or waste in terms of maximizing speed and minimizing time which are the most important organizational resources. At the same time, Tucker, & Schwartz, (2019) argue that efficiency is dependent on having a well-defined unit of service (UOS), which is often applicable to workers who perform repetitive tasks.

Odiorne, & Bright, (2017) argues that efficiency does not only measure the inputs but also their relationship with the output such as yields, defects, equipment failures, reduced speed, idling, and adjustment (Park, & Jung, 2019). Malik et al (2011) in their study established that unfavorable work environments can require more labor and time and do not support obtaining efficient work results and system design as expected. Yet according to Saks & Belcourt, (2016) a properly trained employee is able to make the best use of the available limited resources like human resources, finances, and time. The research also indicated that once staff undergo training, companies trust them with cost control and so were able to delegate functions and authority to them and be assured of their success with the duties.

2.3.2 Employee Effectiveness

Allen (2008) opines that “effectiveness” is a measure of the degree to which an employee achieves his or her duties or set goals and objectives. To this effect, every organization requires its employees to be the movers in a bid to achieve goals and objectives both in the public and in the private sectors (Inuwa, 2016; Muda, et al, 2014). The primary beneficial and positive aspect of health, safety, and security on performance is a significant reduction in absenteeism leading to employee effectiveness and subsequent performance on the side of the employee and overall organizational performance (Muda, et al, 2014).

While effectiveness can be seen as the extent to which work is done well or poorly, this may depend majorly on several factors that influence it, among them are health, safety, and workplace violence control (Rorong, 2016). It is important for the work environment to be conducive to productivity in order for employees to be effective. As such, healthy, safe, and secure work environment can help to ensure that employees are able to perform their duties effectively (Khan et al, 2015).

2.3.3 Target realization

Target realization according to Mahir, et al, (2017) is directly linked to performance management, which is a goal-oriented process directed toward ensuring that organizational processes are in place to maximize the productivity of employees, teams, and ultimately, the organization. Performance management is the single largest contributor to organizational effectiveness. If you ignore performance management, you fail.” In order for an institution to enhance performance, it has to set individual and organizational goals. These goals among others, serve to reinforce performance which in many cases triggers employee job satisfaction and in return increases individual and organizational commitment (Mahir, et al, 2017).

Setting specific performance goals appears to have a greater performance impact that study shows resulted in twice as much improvement in worker’s performance than did a discussion over the general goals or criticism without reference to a specific target realization (van Yperen, & Orehek, 2013). Martins et al., (2014) found that individuals with specific simpler goals to realize generally evaluate their performance more positively than those with specific hard goals. Self-regulation occurs in the process of goal setting due to the fact that goal-setting is first and foremost a discrepancy-inducing process as: “Human self-motivation relies on discrepancy production as well as discrepancy reduction. Employees boost their morale through feedforward control by adopting performance standards that create a state of disequilibrium and then mobilize their effort on the basis of anticipatory estimation. Feedback control comes into play in a subsequent adjustment of effort expenditure to achieve the desired results” (Wang, et al., 2018).

2.3.4 Organizational citizenship behavior

According to Ndoja. and Malekar (2020), organizational citizenship behavior (OCB) is the willingness of an employee to perform tasks which are not officially and directly required by the employer, thus do not have any official and direct recompense from the contractual relations. On his part, Chahar (2019) defined OCB as “a position an employee has towards organisation while extending his behaviour beyond the normal duties of tasks at hand”. OCB is an employee’s discretionary behaviour which implies that this is not a behaviour which can be enforced as a requirement of the job and the initiative starts from the employee. OCB surpasses the minimum role requirement expected by the organisation, promoting the welfare of co-workers, work groups, or the organisation. Therefore, OCB is a general compliance behaviour directed toward the organisational benefit and individual benefit belonging to the organisation (Ndoja & Malekar, 2020)

Citizenship Satisfaction has become a center of attention at the workplace and at this age and time (Albert, Davia, & Legazpe, 2018). Employees are undeniably critical assets in institutions, therefore, a satisfied employee who turns out to be loyal as a result is so imperative and a vital predictor of a competitive firm (Culibrk, et al., 2018).

Johnson, & Smith (2018) opines that, employees who tend to be pro-organizational active-duty executors are deemed essentially as a prerequisite for organizational stability, mostly resulting from employee citizenship satisfaction and an inseparable emotional attachment to the organization leading to job retention.

2.4 The relationship between occupational HSS practices and employee performance

Occupational HSS practices can play a significant role in improving the performance of employees in any organisation. This is because it is only employees who are healthy, working in a safe and secure environment who can give their best unlike in situations whereby the HSS practices are compromised. This section looks at each of the elements of occupational HSS and how it is related to employee performance.

2.4.1 Occupational health and employee performance

According to the WHO (2022), everyone has the right to enjoy the highest attainable standard of health and health cultural orientation, regardless of their background, race, religion, political affiliation, or economic or social status. Occupational health while necessary for improved employee performance, it is also a basic human right (Konstantinos & Loannis, 2010).

Studies have shown that a positive culture of health in the workplace can directly lead to increased staff productivity because tasks are completed safely performed and the work environment is free of hazards. This suggests that anything that positively impacts employee well-being will also have a positive impact on people's ability to perform their work (Galiker, 2000). Madison (2016) argues that employers have the right to foster a culture of health in the workplace. She suggests that implementing wellness programs can have several benefits, including improved employee morale, reduced turnover, lower healthcare costs, and increased productivity.

According to Veena, et al., (2019), organizations have a responsibility to create a safe and healthy work environment and implement preventive measures to reduce the risk of accidents and injuries in the workplace. The Uganda Occupational Safety and Health Act of 2006

requires employers in public institutions, such as Local Governments, to protect their employees and the public by taking all necessary measures to ensure health cultural education, and indoctrination take place at workplaces. However, occupational injuries on record continue to claim lives in both construction and agricultural sectors. Ali, et al., (2017) indicated that, globally, the most frequent deaths due to occupational injuries occur in agriculture, mining, forestry, and construction.

2.4.2 Occupational safety and employee performance

According to Ademola, Akinbode, & Sokefun (2018), a safe work environment protects employees from risks and aids their ability to perform their duties effectively. They further stated that, employees' wellness programs are very critical considerations in workplace performance and that avoidance of the safety regulations creates breeding space for workplace hazards that obstruct the productivity of workers, which to a larger extent lowers the organizational performance. In their study on the existence of the link between employee safety and employee commitment, (Zhang et al, 2021) concluded that safe employees work harder and are interested in exerting more energy and commitment toward their work..

Safety at the workplace is meant to create and encouraged employees and their institution to perform their tasks efficiently, effectively, and in a way that eliminates dangerous work conditions (Garcie-Herrero, 2012). Therefore, it is clear that a safe working environment has a knock-on effect on the routine habits of workers, which subsequently creates impacts on job efficiency and effectiveness. It is an undeniable fact that Uganda Health and Safety Act 2006 and the related laws placed full responsibility on the employers to protect employee health and safety at the workplace. Nielsen, et al., (2017) opines that employees are seen too as vital

partners in taking charge of their personal health, safety, and security. The best way to ensure workers do this is through training.

According to the World Bank (2021), the high HSS supervisor to number of workers in Uganda creates a health, safety, and security crisis in the current Uganda context as there are few health, safety, and security supervisors compared to the normal ratio. There would be too much workload for each supervisor than normal and that would compromise the aspect of quality supervision leading to workplace health, safety, and security being compromised too.

2.4.3 Occupational security and employee performance

According to Duan, et al., (2019), workplace violence or insecurity refers to situations where employees face abuse, threats, or assaults in connection with their work, including while commuting to and from work. All this can be detrimental to the performance of an employee. According to Lydia, et al (2014), cases of workplace violence are on the increase and as a result. For instance, in Canada, 6,010 newly recruited nursing graduates had left their jobs in protest against violence and security in their duty stations six months from the dates of commencing their work.

Grossman (2022) argues that, many organisations have not increased workplace security despite the urgency for such following the September 2001 terrorist attack in the US and several other workplace attacks globally. As such, most employers still remain unprepared to tackle violence occurrence in the workplace. Also, workplace injuries caused by on-the-job violence are estimated to have cost organizations \$ 202 billion yearly and the effects are subsequently translated into lost working days and tens of millions of dollars in lost salaries and wages or compensation packages annually (Hoobler & Swanberg, 2006).

Rahmi (2019) opines that the creation of workplace security improves employee job satisfaction and happiness, and therefore, employees tend to focus on their duties and are likely to increase their productivity. According to Zewude, Habtegiorgis (2021), employees that provide services as health and social workers in hotels, restaurants, in education and public administration, and generally in occupations that require interactions with the public are usually at high risk of workplace violence.

A good workplace health culture, safety practices, and a sense of improved security elements boost job satisfaction (Ria, 2012). Noah and Steve (2012) reveal that a secure work environment in an organization increases the level of job satisfaction, thereby helping in the achievement of high employee performance and subsequent meeting of organizational objectives. (Chen, et al., 2019) notes on the contrary that suitable workplace conditions also result in high employee turnover, citing the notion that the employees will want to live up to their potential beyond work.

2.5 Chapter Summary

While a lot of studies as highlighted in this chapter have been conducted, there are gaps that needs to be addressed, and this study will strive to do so. Among them are that many studies have focused more on occupational health and safety leaving out security. This study, therefore, will bridge this gap by studying how security at the work place impacts on employee performance. At the same time, not many studies have been conducted on HSS and employee performance in the hospitality industry and more so in Gulu City, aspects that will be addressed by this study. While a number of studies have been conducted looking at occupational HSS practices in in the manufacturing industry, not much is known about the situation in the hotel

industry, and so, these findings of study will help bridge this gap using the findings on hotels in Gulu City. Similarly, the gap on the level of employee performance in hotels in Gulu City will equally addressed.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter discusses the methodology of the study and highlights the research design, study population, sampling techniques, data collection methods and instruments, data analysis and presentation of results.

3.1 Research Design

This study adopted the cross-sectional research design as this involved observing and analyzing data from a population or a representative sample at one specific point in time, integrating quantitative and qualitative research methods (Mohajan, 2020). The quantitative aspect is a systematic investigation that primarily focuses on quantifying data and phenomena (Spector, 2019). It focused on collecting numerical data and conducting statistical analyses on data from the hotels, testing hypotheses to determine if internal control can predict revenue collection (Owandho, 2020). Meanwhile, the qualitative component involved conducting interviews with key informants in the hotels. These combined methods allowed for statistical inferences and in-depth analysis. This approach was chosen for its efficiency and cost-effectiveness, offering a snapshot of population characteristics at a specific time and being suitable for identifying patterns and associations in data.

3.2 Study Population

Target population as defined by Frederic (2010), is a universal set of the study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The target population for the study was the employees of selected hotels in Gulu City. In this study hotels that offer restaurant, accommodation, laundry services were

considered. Out of the hotels that meet most of the criteria above, four were sampled randomly and they include Acholi Inn Hotel, Boma Hotel Limited, Flight View Hotel, and Hotel Kakanyero. The categories that consisted the study population comprised of directors, managers, supervisors, front desk staff, accounts department staff, staff of customer care department, those of the laundry & sanitation department, housekeeping employees, and food & beverage staff as summarized in Table 1.

Table 1: Study Population and Sample Size disaggregated by Hotel

SN	Category of the respondents	Acholi Inn Hotel	Boma Hotel Limited	Flight View Hotel	Hotel Kakanyero	Total Population
1.	Directors	1	1	1	1	4
2.	Managers	1	1	1	1	4
3.	Supervisors	4	4	3	3	14
Subtotal for Qualitative		6	6	5	5	22
4.	Front Desk Staff	3	5	4	4	16
5.	Accounts Department	3	5	4	3	15
6.	Customer care	5	6	5	4	20
7.	Laundry & Sanitation	12	8	7	7	34
8.	Housekeeping staff	16	14	17	21	68
9.	Food & beverage staff	11	12	8	7	38
10.	Clients	23	28	22	19	92
Subtotal for Quantitative		73	78	67	65	283
Grand Total		79	84	72	70	305

Source: Hotel Association, Gulu City (2024)

3.3 Sample Size Determination

Out of the 4 hotels which were sampled for this study, the sample sizes for the different categories were as shown in Table 2 which also shows the sampling techniques for the different categories.

Table 2: Sample Size Determination and Sampling Techniques

SN	Category of the respondents	Acholi Inn Hotel	Boma Hotel Limited	Flight View Hotel	Hotel Kakanyero	Total Population	Sample Size	Sampling Technique
1	Directors	1	1	1	1	4	4	Purposive
2	Managers	1	1	1	1	4	4	Purposive
4	Supervisors	4	4	3	3	14	14	Simple Random
Subtotal for Qualitative		6	6	5	5	22	22	
5	Front Desk Staff	3	5	4	4	16	9	Simple Random
6	Accounts Department	3	5	4	3	15	9	Simple Random
7	Customer care	5	6	5	4	20	11	Simple Random
8	Laundry & Sanitation	12	8	7	7	34	19	Simple Random
9	Housekeeping staff	16	14	17	21	68	39	Simple Random
10	Food & beverage staff	11	12	8	7	38	22	Simple Random
11	Clients	23	28	22	19	92	53	Convenience sampling
Subtotal for Quantitative		73	78	67	65	283	162	
Grand Total		79	84	72	70	305	184	

Source: Hotel Association, Gulu City (2024)

Based on Table 2, the subtotal sample size for qualitative data collection was 22 while that for quantitative data was 162, and together gave a total sample size of 184,

3.4 Sampling Techniques

The researcher employed both probability and non-probability sampling techniques. As for the former, he used simple random sampling and purposive sampling for the latter to select respondents who were included in the sample. Other than that, convenience sampling was also employed to enroll clients who were found at the hotels as respondents.

3.4.1 Simple random sampling

Under this sampling technique all the individuals in each category had an equal chance or probability to be chosen to participate in the study as a respondent. In a simple random sample, individuals are chosen at random and not more than once to prevent bias that would negatively affect the validity of the result of the study. The principle of simple random sampling is that every object must have the same probability of being chosen, (Amin, 2005). This is a

probability sampling strategy that draws its sample from a sampling frame where each member has a possibility to be chosen randomly (Levy & Lemeshow, 2013).

3.4.2 Purposive sampling

Purposive sampling, also known as judgmental, common sense, selective or subjective sampling, is a type of non-probability sampling technique. This type of sampling is more appropriate for qualitative research than quantitative research. This technique was chosen because it is considered highly recommended by researchers like Creswell (2014) who holds that it helps the researcher understand better the study problem and also targets only participants with experience in the problem under investigation. Maruster and Gijzenberg (2013) further contents that, the units of sampling in a purposeful strategy are considered to be having characteristics that can enable an in-depth study and a better understanding of the research problem as basis for selecting the desired representatives of a population. The selection of respondents took consideration of experience or knowledge of the group that was sampled because the researcher believed that the respondents had the information that was required.

3.4.3 Convenience sampling

As for the customers, convenience sampling was used whereby the researcher engaged those who were found at the hotels during data collection. This technique is good in that those who were enrolled as respondents were able to give first-hand information since they were engaged while at the hotels. Both male and female respondents were targeted to make sure that gender representation is observed.

3.5 Data Collection Methods

In this study, questionnaire, interview and document review methods were employed in collecting data.

3.5.1 Questionnaire survey

Questionnaire data collection method was involved using self-administered questionnaires. In this method, respondents were required to answer questions that were posed to them by either ticking the correct options according to their opinions, or filling in their responses in spaces that were provided in the questionnaire tool. This is method was preferred because it allowed for the collection of data from very many respondents within a very short time and that it allowed the respondents adequate time to think through their response. According to Bordens & Abbott (2011), this method has an additional advantage of being cheap to use and that it voids bias since the respondents are to be alone when filling the questionnaire (Bordens & Abbott, 2011).

3.5.2 Interviews

For this study, interview questions were structured and administered face-to-face by the researcher and two research assistants. Basheka et al, (2010) contends that this is the most expensive but reliable method for data collection. They argued that in in-depth or face to face interviews, most of the respondents give complete and accurate answers. The method is also used when the research requires a deep exploration of opinion such as the study at hand. The interview method was also be used in this study. It ass considered relevant in that it provides instant feedback, clarity can be sought and can easily be used to obtain detailed information from key respondents selected. It has the advantage that it can help generate an in-depth and detailed understanding of the study problem. The interviews were face-to-face where the

researcher met the respondents in person at pre-arranged agreed times (Bordens & Abbott, 2011) to generate data in line with the study objectives.

3.5.3 Document review

This method involves drawing information by carefully studying written documents, or visual information from sources called documents (Amin, 2005). The document review method was considered to be very instrumental in informing this study. This method was preferred because documents are usually used to execute several functions like certifying, attesting, projecting or even guaranteeing certain actions. This method was used to supplement both questionnaire and interview methods. According to Almalki (2016), this approach is easy to implement and that it enables the focus of the research to be maintained, as a result of one set of data building upon the other. It also reinforces the study and strengthen a study's conclusions.

3.6 Data Collection Instruments

The instruments that were used to collect data included a questionnaire, an interview guide and a document review checklist as elaborated below.

3.6.1 Questionnaire

According to Amin (2005) a questionnaire is a set of printed or written questions with a choice of answers, devised for the purposes of a survey or statistical study. The questionnaire tool was the main research instrument in the data collection of this study a self-administered printed questionnaire with questions in the form of multiple-choice and structured were used. Self-administered questionnaire was designed to include closed-ended questions and given out to the respondents who will fill in their responses by ticking. The multiple-choice questions were made clear and short requiring fixed responses by employing the five-point Likert scale

where SD = Strongly Disagree; D = Disagree; NS = Not sure; A = Agree; and SA = Strongly Agree. The questionnaire was a preferred instrument because it enables the researcher to handle several respondents at a lower cost and within a small timeframe, and eliminates bias during answering by the respondents. The second set of questions were made structured to give a respondent opportunity to the respondent to give detailed information (Bordens & Abbott, 2011).

3.6.2 Interview guide

An interview guide was designed with a set of questions in line with the study objectives with the aim of gathering in-depth information from the respondent. The interview guide that was used in this study contained open-ended questions targeting key respondents purposively selected. These respondents were given an opportunity to give detailed views of the situation under investigation and specifically about occupational HSS and employee performance of hotels in Gulu City. The researcher took notes of the responses on the interview note book and these were transcribed in readiness for analysis.

3.6.3 Document review checklist

The researcher used a checklist during document review to capture secondary data relevant to this study. The following data sets were reviewed; annual reports, staff reports, and other relevant information with regard to occupational HSS and employee performance. These were obtained mainly from the internet and official databases of the hotels where possible.

3.7 Validity and Reliability

The validity and reliability of the tools were tested as explained below.

3.7.1 Validity

Content Validity Index (CVI) and pre-testing methods was used to test for the validity of the research tools. Validity is defined as the appropriateness of the instrument, that is, the extent to which the instrument measures what it purports to measure (Amin, 2005). Content validity was achieved by a rational analysis of the instruments by three experts who rated the items of the instruments in terms of their correctness, relevance and completeness. The CVI was then computed by dividing the number of correct items by the total number of items as per the following formula:

$$\text{CVI} = \frac{\text{Number of correct items in the tool}}{\text{Total number of items in the Tool}}$$

The instrument will be considered to be valid if the CVI is greater than or equal to 0.7 (Amin, 2005).

Table 3: Validity Test Results

SN	Expert	$\frac{\text{Number of correct items in tool}}{\text{Total number of items in the Tool}}$	=	CVI
1.	Expert 1	52/61		0.852
2.	Expert 2	50/61		0.820
3.	Expert 3	48/61		0.787
Average				0.821

Source: Primary Data

According the results above the in this study passed the validity test since its average CVI was 0.821 which is above 0.7.

Similarly, the tools will be subject to pre-testing whereby five respondents were engaged and asked to fill in the questionnaires to completion while at the same time point out any mistakes in the tool such as incompleteness, ambiguity, spelling errors or wrong grammar.

The respondents who participated in the pre-test were then left out and did not participate in actual data collection while the mistakes in the tool that they pointed out were corrected before the tool was used for collecting data.

3.7.2 Reliability

According to (Amin, 2005) as cited by Basheka, et al, (2010), there are different measures of reliability; some are associated with specific statistical tests. The reliability of the questionnaire tool in this study was conducted by using the Statistical Package for Social Sciences (SPSS) version 23 to undertake the Cronbach's alpha coefficient test. According to Taherdoot (2017), a coefficient of not less than 0.7 implies that the tool can enable the collection of reliable data as the test is about the internal consistency of the tool according to. The specific reliability results in the case of this study were as presented below:

Table 4: Reliability Test Results

SN	Variable	Dimension	Cronbach's alpha	Number of Items
1.	Health Safety & Security (HSS) Practices	i. Health Practices	0.900	6
		ii. Safety Practices	0.789	7
		iii. Security Practices	0.791	7
2.	Employee Performance	i. Work Efficiency	0.862	7
		ii. Work Effectiveness	0.833	8
		iii. Target Realization	0.870	8
		iv. Organisational Citizenship Behaviour	0.895	8
Average			0.849	

Source: Primary Data

The average reliability results base on the Cronbach's alpha coefficient of 0.849 indicate that the tool passed the test. It was further observed that each section of the tool down to the dimensional level also passed the test since their individual coefficients were all above 0.7.

3.8 Data Collection Procedure

The researcher obtained an introductory letter from Gulu University granting him permission to proceed and collect data from Gulu City. The letter was presented to the management of different hotels that were included in this study to seek for permission to collect data. The researcher then obtain consent for each respondent before engaging them in data collection. The researcher explained to the respondents the purpose of the research and urged them to cooperate and he also assured them of the confidentiality of any information they provided. The researcher appointed research assistants and trained them before engaging them in data collection. The data were managed in a manner that they can be accessed only by the research team so as to protect the identity of the respondents and for safe keeping. All data were afterwards coded before being analyzed.

3.9 Data Analysis and Presentation

The study conducted both quantitative and qualitative data analysis and details are explained in the following sections.

3.9.1 Quantitative data analysis

Once the data had been received, the researcher checked the filled questionnaires and confirmed the total number received back. The data were checked for correctness and completeness and then coded before loading on to the Statistical Package for Social Scientists (SPSS) version 22. Both descriptive and inferential statistical analyses were conducted. The descriptive part was about, frequencies, and percentages. On the other hand, the inferential statistics included conducting Pearson correlation analysis and linear regression analysis. The Pearson's linear correlations coefficients were used determine the relationship between the study variables, while the regression analysis was used to determine the extent to which the

dimensions of the independent variable explain the dependent variable. The results arising from the quantitative analysis were presented in the form of tables and figures.

3.9.2 Qualitative data analysis

Data obtained from interviews were transcribed and checked for correctness and consistency before analysis in which content analysis was conducted to establish any emerging themes. This was done by thoroughly reviewing, transcribing, sorting and categorizing or classifying data into categories and themes as per the study objectives. The results were then presented as narratives or direct quotations. Further, these qualitative results were triangulated with the quantitative results for better understanding of the research findings.

3.10 Ethical Considerations

The researcher obtained an introductory letter from the Faculty of Business and Development Studies of Gulu University. He then obtained permission from the management of each hotel that was studied to be allowed to collect data. He then sought for consent from each respondent before engaging them in the study. The researcher also ensured that participation was voluntary and that respondents had the right to withdraw from the study anytime they wished, although none did so. The researcher also assured the respondents of confidentiality and anonymity during data collection and informed them that the data collected was only be used for academic purposes. The researcher will also make sure that the findings of this study are disseminated and that the respondents will have access to the findings by him providing copies of the report to management of the different hotels and also place a copy in the University Library.

3.11 Limitation of the study

It was anticipated that there were to be some limitations although the researcher was to mitigate them so that they do not adversely affect the credibility of the study. Among those that were experienced was that some respondents were reluctant to participate in the study and this could have affected the amount of data that would have been collected. To overcome this, the researcher, however, explained to them the importance of the study to many stakeholders and indirectly to them and with this, most of them participated in the study. Also, some respondents had feared to participate in this study by believing that the information they would provide could be used to incriminate them. To mitigate this the researcher assured them that the information they gave would be handled confidentially and their identities would not be revealed at any point, not even in the report.

3.12 Delimitations of the Study

The study was delimited to examining the relationship between occupational health, safety and security (HSS) practices and employee performance in selected hotels in Gulu City, Uganda. Occupational health covered employees' physical, mental, social and spiritual well-being. Occupational safety focused on physical, emotional, psychological, ergonomic and biological workplace hazards, while occupational security examined personal security, physical security and information security practices.

The study assessed employee performance in terms of efficiency, effectiveness, target realization and organizational citizenship behavior. It focused on four selected hotels: Acholi Inn Hotel, Boma Hotel Limited, Flight View Hotel and Hotel Kakanyero. The respondents included hotel managers, supervisors and employees from various departments. Data were collected using questionnaires, interviews and document reviews. Geographically, the findings

were limited to the selected hotels in Gulu City and may not be generalisable to all hotels in Uganda.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents findings of the study. It starts with a section on the response rate followed by another on the background information of the respondents. Thereafter, it presents the results as per the research objectives which were about: (i) assessing the level of application of human resource planning by Post Bank Uganda; (ii) examining the level of performance of Post Bank Uganda; (iii) examining the relationship between human resource planning and firm performance in Post Bank Uganda; and (iv) assessing the moderating effect of work environment on the relationship between human resource planning and firm performance in Post Bank Uganda.

4.2 Response Rate

The response rate upon completion of data collection was as presented in Table 5

Table 5: Response Rate

SN	Category of the respondents	Targeted number of Respondents	Actual Number Participated	Response Rate
1	Qualitative	22	18	81.8
2	Quantitative	162	118	72.8
Overall Response Rate		184	136	77.3

Source: Primary Data

According to the results, the response rate was 77.3% which was considered adequate to allow for data entry and analysis..

4.3 Demographic Background of Respondents

This section presents the background information of the respondents and it covers the gender of the respondents, their ages, education, marriage, department, position,

Table 6: Background Information of Respondents

SN	Questions	Options	Frequency	Valid Percent
1.	Gender	Male	69	59.1
		Female	49	40.9
		Total	118	100.0
2.	Age in years	18-30 yrs	35	29.8
		31-40 yrs	33	28.1
		41-50 yrs	38	32.5
		51-60 yrs	9	7.0
		Over 60 yrs	3	2.6
		Total	118	100.0
3.	Education	No formal education	19	16.1
		Primary	36	30.5
		Secondary	9	7.6
		Certificate	14	11.9
		Diploma	31	26.3
		Bachelor's Degree	6	5.1
		Master's Degree	3	2.5
		Total	118	100.0
4.	Marriage	Single	21	17.8
		Married	92	78.0
		Separated	2	1.7
		Divorced	1	0.8
		Widowed	2	1.7
		Total	118	100.0
5.	Department in the Hotel	Kitchen	9	7.6
		Accounts	3	2.5
		Stores	2	1.7
		Administration	6	5.1
		Sales	1	0.8
		Maintenance	3	2.5
		Management	1	0.8
		A (for clients)	93	78.8
		Total	118	100.0
6.	Position in the Hotel	Director	2	1.7
		Manager	6	5.1
		Inspector	1	.8
		Receptionist	2	1.7
		General Staff	11	9.3
		N/A	96	81.4
		Total	118	100.0
7.	Nature of work	Hotel-Based	25	20.5
		Field-based	0	0.0
		Not-Applicable (for clients)	93	79.5
		Total	118	100.0
8.	Years of service at the hotel	Less than 1 yr	2	1.7
		1-5 yrs	9	7.6
		6-10 yrs	11	9.3
		11 yrs and above	3	2.5
		N/A (Client)	93	78.8
		Total	118	100.0

Source: Primary Data

Table 6 above shows that majority of the respondents were male with a percentage of 59.1% while the female respondents were 40.9%. The gender distribution had a positive skewness of

.226 which indicated that gender was mostly clustered to the left. In addition, the distribution had a negative Kurtosis of -1.892 which indicated that the distribution was rather flat.

Results on respondents on age distribution shows that between 41-50 years were the majority with 32.5% followed by those between 18-30 years at 29.8%. The least represented age group were those over 60 years at 2.6%. Age distribution had a positive skewness of 0.440 which indicates that majority of the respondents age was distributed to the left. In addition, age distribution had -.390 Kurtosis value which indicated that the distribution was rather flat.

Table 6 also presented results on education where majority of the respondents had primary level education with 30.5% followed by those with Diploma at 26.3% representation. Master degree had the least representation of 2.5% followed by Bachelor's degree with 5.1% representation. Education distribution had a positive skewness of .253 which indicates that majority of the respondent's education was distributed to the left. Additionally, in addition had -1.205 Kurtosis value which indicates that the distribution was relatively flat.

Additional results showed majority of the respondents were married with a percentage of 78%, followed by single couple at 17.8%. The least represented marital status was the divorced couples with 0.8%. Marital status had a positive skewness of 2.090 to imply that majority of the respondents were distributed to the left. To add to that, 10.892 kurtosis was registered to indicate that the distribution was clustered at the center.

Departmental results show that show that majority of the respondents were client with 78.0% representation. 22.0 % of the respondents were Hotel staffs with Kitchen department having the highest representation of 7.6%. Then, maintenance and sales had the least representation of

0.8%. Skewness of -1.782 showed that that departmental results were distributed to the right side of the graph. 1.557 kurtosis value was registered to indicate that that the distribution was clustered to the center.

Majority of the respondents that did not indicate their position were clients with a percentage of 81.4%. The remaining percentage was mainly Hotel staffs, where general staff had the highest representation of 9.3% followed by manger at 5.3%. Inspectors were least represented with a percentage of 0.8%. Additional results registered a negative Skewness value of -2.833 which implied that the results were mostly clustered to the right side of the graph. A positive Kurtosis value of 7.101 was registered to indicate that the distribution was distributed to majorly the center.

The results on respondents place of work showed that majority of the respondents were not working in the Hotel industry with representation of 79.5%. This meant that 20.5% of the respondents were working with hotels. Among the Hotel staff, the respondents that had spent more years at work are those that had been worked between 6-10 years with 9.3% representation, followed by 1-5 years with 7.6%. Those that spent the least years were those that had worked for less than 1 year.

4.4 Occupational HHS Practices in Hotels in Gulu City

This section presents the results of objective one which was about assessing the occupational HSS practices in hotels in Gulu City under three sub-sections namely, occupational health, occupational safety and workplace security.

4.4.1 Occupational health

This section presents respondents response on occupational health in the hotel industry in Gulu city. Table 7 below shows the findings.

Table 7: Descriptive Results on Occupational Health

SN	Statements	SD%	D%	SD+D%	NS%	A%	SA%	SA+A%
1.	In this hotel, employees' concerns about the protection of their health are quickly addressed.	10.4	8.7	19.1	17.4	30.4	33.0	63.4
2.	It is a practice in this hotel that health audit is conducted regularly	5.2	15.7	20.9	18.3	38.3	22.6	60.9
3.	The management of this hotel undertakes regular health awareness through meetings, posters and trainings of employees.	4.3	13.8	18.1	19.0	25.0	37.9	62.9
4.	Employees in this hotel perform well because they are assured of an environment that does not affect their health negatively	5.3	9.6	14.9	15.8	34.2	35.1	69.3
5.	There is a guiding health policy in this hotel that provides for the does and don'ts about good health preservation.	4.3	13.8	18.1	9.5	38.8	33.6	72.4
6.	There are adequate protective equipment and emergency medicines in case of any health threat to the employees	5.3	11.5	16.8	11.5	31.0	40.7	71.7
Average		5.8	12.2	17.9	15.3	32.9	33.8	66.8

Scale: SA = Strongly Agree, A = Agree NS = Not sure, D = Disagree, SD = Strongly Disagree

Source: Primary Data

According to the results in Table 7 above, on average, occupational health was scored at 66.8% as much as 17.9% of the respondents were opposed to this and 15.3% stated that they were not sure about this. Among all the statements “There is a guiding health policy in this hotel that provides for the does and don'ts about good health preservation” was ranked the highest at 72.4%. This was followed by the statement that, “There are adequate protective equipment and emergency medicines in case of any health threat to the employees?” at 71.70%. The least ranked statement was “It is a practice in this hotel that health audit is conducted regularly?” at 60.9%. on the other hand, the least scored statements, although still above 60.0% were, “It is a practice in this hotel that health audit is conducted regularly” at 60.9%; “The management of this

hotel undertakes regular health awareness through meetings, posters and trainings of employees” at 62.9%; and “In this hotel, employees' concerns about the protection of their health are quickly addressed” at %.

The qualitative results from the interviews with the key informants supported the above results that the hotels highly observe occupation health practices. Some of them indicated that this has been paramount in their hotels since any customer would want to feel safe while receiving services just like the employees as they render the services to the customers. For instance, one of them stated that,

We take the occupational health practices so serious that we always train our new staff any time we engage them. We even organize refresher trainings once in a while even to the continuing employees because of the seriousness of the matter. You see, an employee who falls sick at the place of work due to the negligence of the hotel not only fails to deliver adequate services, but this is also a negative image to the hotel (Manager 01, Aug. 2025)

Another one added that

In our hotel we have a department that ensures that all the occupational health, safety and security practices are upheld at all time. This included conducting an HSS audit at least once a year (Supervisor, 02, Aug. 2025)

These results imply that most hotels in Gulu City are keen about occupational health practices.

4.4.2 Occupational safety

The respondents were required to evaluate safety practices among Hotel in Gulu City and the results were presented as shown in the Table 8 below.

Table 8: Descriptive Results on Occupational Safety

SN	Statements	SD%	D%	SD+D%	NS%	A%	SA%	SA+A%
1.	This hotel has a safety policy in place	8.7	7.8	16.5	17.4	28.7	37.4	66.1
2.	I am satisfied with my job, because the working environment is safe for me to work with no fear for accidents	3.5	13.9	17.4	18.3	34.8	29.6	64.4
3.	Risk assessment program is done frequently in this Hotel to ensure the safety of employees.	4.3	13.8	18.1	18.1	30.2	33.6	63.8
4.	Supervisors in this hotel are responsible for the safety of employees at workplace.	5.3	9.6	14.9	15.8	36.8	32.5	69.3
5.	Employees in this hotel are regularly trained on improving the safety of their work environment	4.3	14.7	19.0	10.3	34.5	36.2	70.7
6.	Employees in this hotel are mandated to avoid risky safety behaviors that can cause accidents at the work place.	5.3	11.5	16.8	13.3	31.9	38.1	70.0
7.	The safety training provided is adequate enough in preparing employee's o execute their duties carefully and safety.	6.0	11.2	17.2	7.8	33.6	41.4	75.0
Average		5.3	11.8	17.1	14.4	32.9	35.5	68.5

Scale: SA = Strongly Agree, A = Agree NS = Not sure, D = Disagree, SD = Strongly Disagree

Source: Primary Data

According to the results in Table 8 above, on average, occupational safety was scored at 68.5% as much as 17.1% of the respondents were opposed to this and 14.4% stated that they were not sure about this. The highest ranked statement was “The safety training provided is adequate enough in preparing employee’s o execute their duties carefully and safety” at 75.0% followed by “Employees in this hotel are regularly trained on improving the safety of their work environment” at 70.7%; and “Employees in this hotel are mandated to avoid risky safety behaviors that can cause accidents at the work place” at 70.0%. The least ranked statements were “Risk assessment program is done frequently in this Hotel to ensure the safety of employees”; “I am

satisfied with my job, because the working environment is safe for me to work with no fear for accidents”; and “This hotel has a safety policy in place” at 63.8%; 64.4% and 66.1% respectively.

Safety for the employees and for the customers was rated highly by the key informants most of whom are managers, proprietors or supervisors in the hotels studied. The qualitative results were established to be in support of the quantitative. In agreement with this one key informant stated the following,

Our commitment to our employees is that none of them came to work so as to become sick or get injured while working. As such, we have tried to make sure that we abide by the occupational health guidelines as prescribed for the hostel industry. Among the things we have put in place in having good aeration and lighting, provision of clean water, putting in place fire extinguishers in strategic places and making sure that in general, the working space is safe for all employees. Of course, these safety concerns also apply to our customers.

Another manager supported this by saying,

You know, there are laws in Uganda that concern with occupational health at the work place and which every hotel must adhere to otherwise you risk being shut down by the authority. In our hotel, though, we do not follow the laws and guidelines pertaining to occupational health just for fear of the authority, but because it is the right thing to do and above all, it has a very high impact on the public image of the hotel.

Both the quantitative and qualitative results as presented above are in support that the hotels in Gulu City highly regards occupational health practices

4.4.3 Work place security

The respondents evaluated Hotel place security by filling seven questions and the results were presented in the table 9 below.

Table 9: Descriptive Results on Workplace Security

SN	Statements	SD%	D%	SD+D%	NS%	A%	SA%	SA+A%
1.	This hotel has a workplace security policy	13.9	10.4	24.3	10.4	35.7	29.6	65.3
2.	There is no security threat on the lives of employees in this hotel	3.4	21.2	24.6	10.2	36.4	28.8	65.2
3.	Security supervision is regularly done in my workplace facilities and feedback is provided	12.0	12.8	24.8	17.9	32.5	24.8	57.3
4.	There is adequate security apparatus in this hotel	6.0	19.0	25.0	16.4	31.0	27.6	58.6
5.	There are adequate security personnel in this hotel	9.4	12.8	22.2	19.7	29.9	28.2	58.1
6.	There are participatory process aimed at promoting continuous security improvement in this hotel workplace	6.0	12.8	18.8	19.7	33.3	28.2	61.5
7.	Security is the responsibility of both workers and management in this hotel	4.3	12.0	16.3	12.8	34.2	36.8	71.0
Average		7.9	14.4	22.3	15.3	33.3	29.1	62.4

Scale: SA = Strongly Agree, A = Agree NS = Not sure, D = Disagree, SD = Strongly Disagree

Source: Primary Data

According to the results in Table 9 above, on average, occupational health was scored at 62.4% as much as 22.3% of the respondents were opposed to this and 15.3% stated that they were not sure about this. Additionally, the results showed that, among all the statements, the highest ranked statement was “Security is the responsibility of both workers and management in this hotel” at 71.0%. The statement was followed by, “This hotel has a workplace security policy” at 65.3% and “There is no security threat on the lives of employees in this hotel” at 65.2%. on the lower side were the statements that, “Security supervision is regularly done in my

workplace facilities and feedback is provided” ; “There are adequate security personnel in this hotel” ; and “There is adequate security apparatus in this hotel” at 57.3%; 58.1%; and 58.6% respectively.

There was no doubt in the minds of all key informants that workplace security is paramount going by the responses they gave concerning it. Indeed, all of them indicated that they take security matters very serious considering that no customer would want to dine in an insecure hotel. This is what one of them said,

To us, security comes first even before the services we have to give to our customers. This is because, any insecurity incident in a hotel can be so damaging that the hotel may even close. Remember that the customers come to dine and drink in the hotel not because they cannot do so in their homes, but sometimes for celebrations and for important business or personal meetings. As such, they will prefer a safe place and not one that will expose them to insecurity incidences.

Another one support this by saying,

In our hotel, we have invested heavily on security matters. Apart from the security personnel whom we engage 24/7 and the physical barriers in terms of perimeter wall, razor wire and gates, we have also installed CCTV cameras to cover the entire premises and their surroundings. This way, we have not experienced any incidences because our security personnel promptly act in case of any insecurity scare.

As is evident from both the quantitative and qualitative results above, it is evident that hotels in Gulu City are security conscious and as deduced from the results, the security concern is both for the customers and also the hotel staff.

4.4.4 Overall results on occupational HSS

The overall results of objective two were as computed in Table 10.

Table 10: Descriptive Results on Occupational HSS

SN	Dimension	SD%	D%	SD+D%	NS%	A%	SA%	SA+A%
1.	Occupational Health	5.8	12.2	17.9	15.3	32.9	33.8	66.8
2.	Occupational Safety	5.3	11.8	17.1	14.4	32.9	35.5	68.5
3.	Work place Security	7.9	14.4	22.3	15.3	33.3	29.1	62.4
Average		6.3	12.8	19.1	15.0	33.0	32.8	65.9

Scale: SA = Strongly Agree, A = Agree NS = Not sure, D = Disagree, SD = Strongly Disagree

Source: Primary Data

According to the results, the occupational HSS in the hotels in Gulu City was scored at 65.9% which is above average. This implies that occupational health, occupational safety and work place security are highly practice. However, considering that they were all scored between 60.0% and 70.0%, it implies that more needs to be done to improve the ratings.

4.5 Level of Employee Performance in Hotels in Gulu City

This section presents the results of objective two which was about assessing the level of employee performance in hotels in Gulu City. It is divided into four sub-sections namely, work efficiency, work effectiveness, target realization, and organisational citizenship behaviour

4.5.1 Employee efficiency

The results on employee efficiency were as presented in Table 11.

Table 11: Descriptive Results on Employee Efficiency

SN	Statements	SD%	D%	SD+D%	NS%	A%	SA%	SA+A%
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1.	Service delivery in this hotel is conducted in a very cost-effective manner.	24.6	5.9	30.5	15.3	28.0	26.3	54.3
2.	The services offered to customers in this hotel are always very smooth	3.4	21.2	24.6	10.2	36.4	28.8	65.2
3.	Hotel employees are able to deliver services with a lot of ease at all times	12.0	12.8	24.8	17.9	32.5	24.8	57.3
4.	Employees proved services in a timely manner at all times	6.0	19.0	25.0	16.4	31.0	27.6	58.6
5.	Employees activities are highly coordinated to ensure optimization of time	9.4	12.8	22.2	19.7	29.9	28.2	58.1
6.	Hotel employees offer very quick services to the delight of customers	6.0	12.8	18.8	19.7	33.3	28.2	61.5
7.	The hotel employees ensure that they are very efficient in what activities they undertake	4.3	12.0	16.3	12.8	34.2	36.8	71.0
Average		9.4	13.8	23.2	16.0	32.2	28.7	60.9

Scale: SA = Strongly Agree, A = Agree NS = Not sure, D = Disagree, SD = Strongly Disagree

Source: Primary Data

According to the results in Table 11 above, on average, work efficiency was scored at 60.9% as much as 23.2% of the respondents were opposed to this and 16.0% stated that they were not sure about this. Among the top rated statements were the statements that, “The hotel employees ensure that they are very efficient in what activities they undertake” which was ranked the highest at 71% followed by, Hotel employees offer very quick services to the delight of customers” at 65.2% and “Hotel employees offer very quick services to the delight of customers” at 61.5%. Apparently, these were the only statements that were scored above 60.0%. The statement that followed was “. The least ranked statement was “Service delivery in this hotel is conducted in a very cost-effective manner” at 54.3% followed by “Hotel employees are able to deliver services with a lot of ease at all times” and “Employees activities are highly coordinated to ensure optimization of time” at 57.3% and 58.1% respectively

Qualitative results as obtained from the interviews pointed out that, in general, the employees in the hotels in Gulu City are efficient in what they do. This according to some respondents is

because they make sure that they employ the right candidates for the jobs because such employees would know what to do when. In support, one manager added by saying,

In our hotel, I judge the best employee by how he or she does in line with the assigned duties. I actually, rate them as individuals and not in groups which enables me know who is performing and who is not. While the intention is to ensure that they are effective in their tasks, I also try to find out what problems or challenges could be befalling those who are not as effective as they should be. With such information, I then go ahead and try to address them on a case-by-case basis.

A supervisor from another hotel added that,

In our hotel we use performance appraisal exercises and customer feedback to help us gauge the efficiency of our staff. We use this to reward those who are rated highly as a way of motivating them to do more, while at the same time we undertake trainings for those not performing as expected. This way, we have generally raised the level of efficiency of our employees.

Going by both the quantitative and qualitative results, it shows that the hotels in Gulu City are concerned about the employee efficiency not being as high as expected, and because of them they have measures in try to try and address the same.

4.5.2 Employee effectiveness

This section presents results on employee effectiveness.

Table 12: Descriptive Results on Employee Effectiveness

SN	Statements	SD%	D%	SD+D%	NS%	A%	SA%	SA+A%
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1.	Employees of this Hotel always deliver services as scheduled	9.4	7.7	17.1	12.8	41.0	29.1	70.1
2.	The delivery of services in this hotel is in line with guidelines by the Hotel Association guidelines	8.5	9.3	17.8	16.9	33.1	32.2	65.3
3.	The employees of this Hotel effectively undertake their duties	5.1	17.9	23.0	14.5	29.1	33.3	62.4
4.	Hotel employees ably deliver their services to the satisfaction of clients	4.3	16.5	20.8	13.9	37.4	27.8	65.2
5.	The customer satisfaction due to good services in this Hotel is very high	6.8	12.7	19.5	10.2	39.0	31.4	70.4
6.	Hotel employees always score very high in client rating	6.8	13.6	20.4	9.3	37.3	33.1	70.5
7.	The hotel employees always perform as per their job descriptions	5.9	10.2	16.1	15.3	38.1	30.5	68.6
8.	Supervisors never interrupt employees in their work because they effectively undertake duties assigned to them.	2.6	12.0	14.6	12.8	41.9	30.8	72.7
Average		6.2	12.5	18.7	13.2	37.1	31.0	68.1

Scale: SA = Strongly Agree, A = Agree NS = Not sure, D = Disagree, SD = Strongly Disagree

Source: Primary Data

According to the results in Table 12 above, on average, work effectiveness was scored at 68.1% as much as 18.7% of the respondents were opposed to this and 13.2% stated that they were not sure about this. Additionally, the results show that, of the eight (8) statements posed to the respondents, the statements “Supervisors never interrupt employees in their work because they effectively undertake duties assigned to them”; “Hotel employees always score very high in client rating”; and “The customer satisfaction due to good services in this Hotel is very high” were scored highest at 72.7%; 70.5%; and 70.4% respectively. On the lower side were the statements “The employees of this Hotel effectively undertake their duties”; “Hotel employees ably deliver their services to the satisfaction of clients”; and “The delivery of services in this hotel is in line with guidelines by the Hotel Association guidelines” at 62.4%; 65.2%; and 65.3% respectively.

Employee effectiveness as a measure of employee performance in the hotels in Gulu City was equally rated highly by the key informants. Most of them indicated that their employees are good for the tasks assigned to them and that they are performing as expected. In line with this, one of them specifically said that,

For us, we make sure that we bring on board the right employees during interviews and because of that we get people who know what they are supposed to do. As such, they are effective in their duties.

Another key informant stated that,

We have a very clear organogram which stipulates the different departments and the employees therein including have a clear reporting structure. It is through this that we make ensure that all employees are effective in what they are supposed to do. In other words, our supervisory system is what helps us realize this objective.

Both the quantitative and qualitative results suggest that there is high level of employee effectiveness in the hotels in Gulu City. However, considering that the rating is below 70.0%, it implies that the hotels need to improve further.

4.5.3 Target realization

Table 13 presents the findings on Target realization among Hotels in Gulu City.

Table 13: Descriptive Results on Target Realization

SN	Statements	SD%	D%	SD+D%	NS%	A%	SA%	SA+A%
1.	The hotel always realizes its set targets every year	8.5	7.6	16.1	17.8	39.0	27.1	66.1
2.	This hotel meets all expectations of their customers as per their set targets	3.4	12.7	16.1	15.3	36.4	32.2	68.6

3.	Revenue collection in this Hotel matches the set targets	4.3	13.7	18.0	13.7	41.9	26.5	68.4
4.	The Hotel always realizes its set targets of customers who come for meals	3.4	11.9	15.3	13.6	38.1	33.1	71.2
5.	The Hotel always realizes its set targets for customers who come for accommodation	1.7	13.6	15.3	14.4	41.5	28.8	70.3
6.	The Hotel always realizes its set targets for customers who come for conference services	1.7	8.5	10.2	13.6	41.5	34.7	76.2
7.	This Hotel emphasizes on employee performance appraisals to ensure that targets are always met	1.7	5.1	6.8	7.7	44.4	41.0	85.4
8.	Goal setting propels employees of this Hotel to realize their targets	1.7	5.2	6.90\	8.7	44.3	40.0	84.3
Average		3.3	9.8	13.1	13.1	40.9	32.9	73.8

Scale: SA = Strongly Agree, A = Agree NS = Not sure, D = Disagree, SD = Strongly Disagree

Source: Primary Data

According to the results in Table 13 above, on average, target realization was scored at 73.8% as much as 13.1% of the respondents were opposed to this and 13.1% stated that they were not sure about this. To add to that, the highest ranked statement was the statement that, “This Hotel emphasizes on employee performance appraisals to ensure that targets are always met” at 85.4%, followed by “Goal setting propels employees of this Hotel to realize their targets” at 84.3%; and “The Hotel always realizes its set targets for customers who come for conference services” at 76.2%. The statements that were ranked the lowest were; “The hotel always realizes its set targets every year” at 66.1%’ “Revenue collection in this Hotel matches the set targets” at 68.4%; and “This hotel meets all expectations of their customers as per their set targets” at 68.6%.

Results from the interviews that were conducted pointed out that target realization can be seen at the employee level or the organisational level. The respondents, however, all indicated that the former comes before the latter, in that, it is when employees realize their assigned targets that the hotels realize theirs at organisational level. However, one of them further pointed out that, this is not always the case because there are situations whereby one employee is falling

behind his/her targets but the majority are on track and that this translate into the organisation still doing well. In support of this, one key informant stated that,

In our hotel, we set targets at both employee and organisational levels and this way we can push everyone to realize that if they do not perform, they actually let the entire organisation down. We go further and use this is staff appraisals to judge the performance of each individual. If consistently one is not measuring to the expectations, such a perform is reprimanded and in a worse case scenario, dismissed from employment.

The above results points to the fact that many hotels in Gulu City take target realization seriously. This can be considered to be more or less natural bearing in mind the stiff competition as seen in the hotel industry.

4.5.4 Organisational citizenship behavior

This section present results on citizen behaviors in the hotel industry in Gulu.

Table 14: Descriptive Results on Organisational Citizenship Behaviour

SN	Statements	SD%	D%	SD+D%	NS%	A%	SA%	SA+A%
1.	Employees are loyal to their Job	8.8	6.1	14.9	11.4	47.4	26.3	73.7
2.	Believes in organization mission and vision	4.2	11.0	15.2	9.3	45.8	29.7	75.5
3.	Employee job attendance to work is exceptional	3.4	14.4	17.8	16.1	35.6	30.5	66.1
4.	Employees of this Hotel love their Job so much	6.9	11.2	18.1	12.1	45.7	24.1	69.8
5.	Employees in this Hotel feel highly motivated to work for it	0.0	16.2	16.2	12.6	35.1	36.0	71.1
6.	Employees for this Hotel are so committed to their work that they are always willing to work beyond working hours	8.5	14.5	23.0	20.5	28.2	28.2	56.4
7.	Employees in this Hotel have developed special attachment to the Hotel that they go beyond their job descriptions to ensure customers get the best services.	5.1	15.3	20.4	13.6	33.9	32.2	66.1

8.	Many employees would refer to the Hotel as "My Hotel" due to the attachment to it	0.0	13.8	13.8	13.8	37.9	34.5	72.4
	Average	4.6	12.8	17.4	13.7	38.7	30.2	68.9

Scale: SA = Strongly Agree, A = Agree NS = Not sure, D = Disagree, SD = Strongly Disagree

Source: Primary Data

According to the results in Table 14 above, on average, organisational citizenship behaviour was scored at 68.9% as much as 17.4% of the respondents were opposed to this and 13.7% stated that they were not sure about this. Out of the eight (8) statements posed to the respondents, the top most rated were the statements that, “Employees are loyal to their Job” at 75.5%, followed by “Employees are loyal to their Job” at 73.7% and “Employees in this Hotel feel highly motivated to work for it” at 71.1%. On the other hand, the least ranked statements were “Employees for this Hotel are so committed to their work that they are always willing to work beyond working hours” at 56%; “Employee job attendance to work is exceptional” at 66.1% and also, “Employees in this Hotel have developed special attachment to the Hotel that they go beyond their job descriptions to ensure customers get the best services.” at 66.1%.

Qualitative results from the interviews also support the fact that the organisational citizenship behaviour exhibited by the employees of the studied hotels is very high. According to the key informants, most employees are proud of being associated with the hotel that they look at is as being part of the hotel. In line with this one of the key informants had this to say,

Most of our employees associate very well with our hotel to the extent that they can go out of their way to ensure that the hotel is doing well. We see this during meetings where some of them raise concerns when they think we are not doing enough to market the hotel and that there is fear that other hotels will bite into our market share.

Another key informant added her voice by saying

In our hotel, we do not leave every decision making to the top management, but involve the employees. We try to make sure that whenever possible we implement what comes from them so that they feel appreciated and that makes them think more for the hotel. As much as possible we emphasize a bottom-up approach in addressing whatever challenges we experience

4.5.5 Overall results on employee performance

The overall level of employee performance was computed as shown in Table 15.

Table 15: Descriptive Results on Employee Performance

SN	Dimension	SD%	D%	SD+D%	NS%	A%	SA%	SA+A%
1.	Work Efficiency	9.4	13.8	23.2	16.0	32.2	28.7	60.9
2.	Work Effectiveness	6.2	12.5	18.7	13.2	37.1	31.0	68.1
3.	Target Realization	3.3	9.8	13.1	13.1	40.9	32.9	73.8
4.	Organizational Citizenship Behaviour	4.6	12.8	17.4	13.7	38.7	30.2	68.9
Average		5.9	12.2	18.1	14.0	37.2	30.7	67.9

Scale: SA = Strongly Agree, A = Agree NS = Not sure, D = Disagree, SD = Strongly Disagree

Source: Primary Data

The results show that the employee performance level in the hotels in Gulu City is at 67.9% which means that the employees are working to an acceptable level. However, the results further show that the scores for the dimensions of employee performance ranged from 60.0% to about 74.0% and this means that there is room for better performance considering that optimum performance level is 100.0%

4.6 Relationship Occupational health, safety and security (HSS) and Employee performance

This section presents results of objective three which was about establishing the relationship between occupational HSS practices and employee performance in hotels in Gulu City. To do so, both Pearson correlation analysis and regression analysis as presented in the following subsections.

4.6.1 Pearson correlation analysis

The Pearson correlation results relating the dimensions of the IV, those of the DV and of the study variables were as presented in Table 16.

Table 16: Pearson Correlation Results

Correlations

		Occupational health	Safety practices	Workplace security	Occupational HSS	Work efficiency	Work effectiveness	Target realization	Citizen behaviour	Employee performance
Occupational health	Pearson Correlation	1								
	Sig. (2-tailed)									
	N	118								
Safety practices	Pearson Correlation	.959**	1							
	Sig. (2-tailed)	.000								
	N	118	118							
Workplace security	Pearson Correlation	.345**	.415**	1						
	Sig. (2-tailed)	.000	.000							
	N	118	118	118						
Occupational HSS	Pearson Correlation	.918**	.941**	.677**	1					
	Sig. (2-tailed)	.000	.000	.000						
	N	118	118	118	118					
Work efficiency	Pearson Correlation	.281**	.334**	.382**	.387**	1				
	Sig. (2-tailed)	.002	.000	.000	.000					
	N	118	118	118	118	118				
Work effectiveness	Pearson Correlation	.383**	.466**	.451**	.507**	.473**	1			
	Sig. (2-tailed)	.000	.000	.000	.000	.000				
	N	118	118	118	118	118	118			
Target realization	Pearson Correlation	.272**	.331**	.463**	.412**	.302**	.337**	1		
	Sig. (2-tailed)	.003	.000	.000	.000	.001	.000			
	N	118	118	118	118	118	118	118		
Citizen behaviour	Pearson Correlation	.307**	.384**	.289**	.382**	.400**	.472**	.271**	1	
	Sig. (2-tailed)	.001	.000	.002	.000	.000	.000	.003		
	N	118	118	118	118	118	118	118	118	
Employee performance	Pearson Correlation	.422**	.515**	.539**	.574**	.738**	.736**	.672**	.762**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	118	118	118	118	118	118	118	118	118

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data

According to the results, all the dimensions of the IV (occupational HSS) and of the DV (employee performance) are positively and statistically significantly correlated. The same can be said about the correlation at the variable level, that is, between occupational HSS and employee performance.

At the dimensional level, occupational health was positively, statistically significantly and weakly correlated to work efficiency, work effectiveness, target realization and citizen behaviour at ($r = .281^{**}$, $p = .002$); ($r = .383^{**}$, $p = .000$); ($r = .272^{**}$, $p = .003$); and ($r = .307^{**}$, $p = .001$) respectively. Occupational health was positively, statistically significantly and weakly correlated to work efficiency, work effectiveness, target realization and citizen behaviour at ($r = .334^{**}$, $p = .000$); ($r = .466^{**}$, $p = .000$); ($r = .331^{**}$, $p = .000$); and ($r = .384^{**}$, $p = .000$) respectively. Finally, workplace security was positively, statistically significantly and weakly correlated to work efficiency, work effectiveness, target realization and citizen behaviour at ($r = .382^{**}$, $p = .000$); ($r = .451^{**}$, $p = .000$); ($r = .463^{**}$, $p = .000$); and ($r = .289^{**}$, $p = .002$); respectively.

On relating the dimensions of the IV (occupational HSS practices) with the DV (employee performance), it was observed that occupational health, occupational safety and workplace security were positively, statistically and moderately strongly correlated to employee performance at ($r = .422^{**}$, $p = .000$), ($r = .515^{**}$, $p = .000$) and ($r = .539^{**}$, $p = .000$) respectively. This implies that each of the dimensions of occupational HSS has an influence on employee performance and so, by improving it, and so will the employee performance improve.

Finally, correlation at the variable level indicated that occupational HSS was positively, statistically and moderately strongly correlated to employee performance at ($r = .574^{**}$, $p = .000$). These results imply that, by the hotels in Gulu City emphasizing on occupational HSS, they in turn improve employee performance.

4.6.2 Regression analysis

To establish how the dimensions of the independent variable (occupational health, occupational safety and workplace security) affect the dependable variable (employee performance), linear regression analysis was conducted using SPSS version 16. Three output tables were generated and these included the model summary, Analysis of Variance (ANOVA), and the Coefficients Table. The details for each output are as presented below.

Table 17: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653 ^a	.426	.411	.01890

a. Predictors: (Constant), workplace security, occupational health, occupational safety
Source: Primary Data

According to the model summary in Table 17 above, the value for the regression analysis (R square) was .653 while adjusted R-square was .426. The adjusted R-square in the model is proportion of variation in employee performance in hotel industry in Gulu City which is explained by (occupational health, safety practices, and Workplace security). Based on the results on the adjusted R Square value, the results imply that 42.6% of the variation in dependent variable (employee performance) can be explained by independent variable (occupational health, safety and security). Analysis of variance (ANOVA) results were generated to show whether the model was statically significant or not.

Table 18: Analysis of Variance (ANOVA) Results

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.029	3	.010	27.516	.000 ^a
	Residual	.040	111	.000		
	Total	.069	114			

a. Predictors: (Constant), workplace security, occupational health, safety practices

b. Dependent Variable: employee performance

Source: Primary Data

The Table 18 above shows analysis of variance results where the proportion variance in the model summary shows that 99% level of significance since $p = .000$. The results implied that model was statistically significant and occupational health, safety practices, and work place security had effect on employee performance on the hotel industry in Gulu City. In summary, all the independent dimensions had combined effect on employee performance which was statistically significant ($p = .000$).

Table 19: Coefficients of Regression Analysis

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.018	.010		.088
	Occupational health	.124	.048	.673	.011
	Occupational Safety	.225	.060	1.014	.000
	Work place security	.076	.017	.351	.000

a. Dependent Variable: Employee performance

Source: Primary Data

The results in the Table 19 above presented the coefficient table, the p-value of occupational health was (Beta = .673, $p = .011$) ; that of safety practices was (Beta = 1.014, $p = .000$); and that of workplace security was (Beta = .351, $p = .000$). The results implies that all the

dimensions of occupational HSS were predictors of employee performance in hotel industry in Gulu City.

Based on the results above, the following regression model can be derived using the unstandardized coefficients.

$$\text{Employee performance} = 0.018 + .124 \text{ Occupational health} + .225 \text{ Occupational Safety} + .076 \text{ Workplace security} + \text{constant}(e)$$

Where, 0.018 is the predictor value of employee performance when the independent variable (occupational health, occupational safety and workplace security) have zero value.

CHAPTER FIVE

DISCUSSIONS

5.1 Introduction

This chapter presents discussions on the findings in chapter four as per the study objectives. The discussion focuses on independent variable (occupational health, safety and security) and independent variable (work efficiency, work effectiveness, target realization, organizational citizenship behavior) dimensions.

5.2 Occupational Health, Safety And Security

Discussion on occupational health, safety and security was broken down according to its respective dimensions which included occupational health, safety practices and work place security.

5.2.1 Occupational health

Occupational health was ranked 66.7% which was above average. The results implied that as much as the dimension was a determinant factor on employee performance, hotels in Gulu City needs to focus more on occupational health to improve this rating. It was reported that some of the measures that were put in place to support occupational health in hotels in Gulu City included adoption of health policy and inspection audits. Apart from that, the hotels undertake regular health meetings to educate the staff about occupational health. Posters were always shared and trainings conducted on regular basis according to the majority of the respondents. In addition, the hotels ensure that there are adequate equipment and emergency medicines in case of medical emergencies. Also, it was established that the hotels always ensure that work environment does not have a negative impact on staff and clients' health.

These results are in line with the assertion by the WHO (2022) which states that the dimensions of occupational health include mental health, physical health, social health, and spiritual health and that, a state of mental well-being enables people to cope with the stresses of life, realize their abilities, learn well and contribute to their community. This indeed applies to the hotel industry whereby work can be very stressful yet the employees are expected to perform as per their abilities. The findings are also in agreement with the position by Chela-Alvarez et al (2022), that occupational health in the hotel industry focuses on protecting employees from work-related hazards and promoting their overall well-being. This involves implementing safety measures to prevent injuries and illnesses, managing stress, and ensuring a healthy work environment and that, the key areas of focus include preventing slips, trips, and falls, managing exposure to chemicals, addressing ergonomic issues, and promoting mental well-being

5.2.2 Occupational safety practices

The results of this study revealed that occupational safety practices in hotels in Gulu City were scored at 68%. Further, the hotels normally put emphasis on safety practices which was evidenced by safety policies which were established to be in place in a number of the hotels. It was also established that there are regular trainings on occupational safety which mainly focus on improving safety at work places mainly in hotel where the respondents work and clients visit. The trainings were usually done very well to ensure that the staff were equipped with skills that enable to carry their duties effectively. Apart from that the respondents were always mandated on safety behaviors where the supervisors ensure the safety procedures are followed and risk assessments were done frequently. The main goal of the hotels adhering to the occupational safety guidelines was established to be so as to ensure safety practices among the staff as they work and to make them feel safe at their working place.

These results support the insistence by the GoU (2021) on the importance of safety at the work place, who in their report stated that there is an increase in the number of cases of ill health, accidents and injuries as a result of work in many organisations and this is partly because, neither the victims nor their supervisors are equipped with information to identify workplace occupational safety and health hazards. The results are also in line with the assertion by Cayabyab (2025) that occupational safety in the hospitality industry generally refers to the systematic measures and protocols implemented to protect both staff and guests in hospitality establishments such as hotels, restaurants, bars, and leisure centers. Samir (2021) further states that occupational safety involves various aspects of safety, including food safety, workplace safety, emergency procedures, hygiene standards, and risk management

5.2.3 Workplace security

According to the respondents the security at work places was well taken care of implying that the respective staff and clients felt safe in the hotels in Gulu City. Overall, the workplace safety was scored at 62.4% which is above average. According to the results, some of the measures that are in place to ensure that there is security in the hotels in Gulu City was presence of policy to support implementations on security, security apparatus that enforced security, and even installation of CCVTV. Apart from that the hotels have employed security personnel who monitor security in the hotels. With all the security measures in place, training, and education on staff and clients ensured that there was security at work place for staff and a place to visit for clients. Apart from that, the staff provide feedback on security issues that affect the functioning of the hotels. Generally, as a result of all these measures, there are no security threats that are out of control.

These results support the assertion by GoU (2021) which states that workplace security should also mean the protection of both hard and soft copy information, data and records, apart from only security of people and facilities. They also agree with the argument by Aptien (2023), that workplace security refers to the measures put in place to protect people, workplaces, assets, and information from various physical or digital threats. These threats range from unauthorized access, theft, violence, and vandalism, to digital security threats such as information theft, data breaches, or various cyberattacks.

5.3 Employee Performance

Employee performance Was the dependent variable whose dimensions included work efficiency, work effectiveness, target realization, organizational citizenship behavior. The results on each dimension have been discussed in the following sub-sections.

5.3.1 Employee efficiency

The results show that the employee efficiency in the hotels in Gulu city is at about 61%. The results revealed that work efficiency in the Hotels in Gulu City was observed to be a cost-effective measure that ensures that services were delivered as expected. Time was another factor that was used to ensure efficiency where services were timely. The results also show that there are continuous trainings, motivation and education of the employees to smoothen service delivery among the staffs. As an aspect of work efficiency, it was observed that employees deliver services with a lot of ease at all times. In addition, employees' activities were highly coordinated to ensure optimization of time.

These results are in line with the argument by Boyle (2020) that efficiency refers to the peak level of performance that uses the least number of inputs to achieve the highest amount of

output and with Ogboso (2016) who avers that it refers to the achievement of goals with the minimum resources or waste in terms of maximizing speed and minimizing time which are the most important organizational resources. At the same time, they agree with the position of Tucker, & Schwartz (2019) who argues that efficiency is dependent on having a well-defined unit of service (UOS), which is often applicable to workers who perform repetitive tasks. They also support the assertion by Unifocus (2024) that employee efficiency in the hotel industry is crucial for operational success and positive guest experiences. Key factors include effective scheduling, performance recognition, clear communication, and proper training. Boosting efficiency involves optimizing processes, utilizing technology, and fostering a positive work environment that supports employee well-being. These findings confirm of Wilson (2025) who in his study on Enhancing Operational Efficiency and Guest Satisfaction in Hotel Management established that that employee efficiency, personalized service, empowered staff, and technological efficiency are critical drivers of guest loyalty and operational excellence.

5.3.2 Employee effectiveness

The results of this study established that hotel activities in Gulu City are conducted effectively by the employees. Employee effectiveness in the hotels was observed to be scored at 68.1% which is above average. The results also show that the hotels are performing well because the employees are effective and the hotels are following the guidelines from the Hotel Association which stipulate the minimum requirements that have to be met in order for employees to qualify to serve clients. Apart from that, the results showed that customers were always satisfied with the services that were being offered. In addition, the results rated employee effectiveness very highly according to their job description.

It was observed that the findings of this study were in line with the position of Allen (2008) that “effectiveness” is a measure of the degree to which an employee achieves his or her duties or set goals and objectives. In the case of the hotel industry this means that it is about how the hotel employees serve the customers who come to the hotel for different services be they dining, socializing or accommodation. The results also agree with Inuwa (2016) and Muda, et al (2014) who established that every organization requires its employees to be the movers in a bid to achieve goals and objectives both in the public and in the private sectors.

Mon & Sitepu (2023) state that policies from human resource management to recruit and select are important things to form a quality work ecosystem by providing a balance for employees effectiveness. They further state that effective employees in the hotel industry are those who possess a combination of strong communication skills, a positive attitude, and the ability to work well within a team. Effective employees are also adept at handling stress, maintaining high performance standards, and contributing to a positive guest experience. As such, in the hotel industry, measuring and improving employee effectiveness is crucial for enhancing guest satisfaction and overall hotel profitability.

5.3.3 Target realization

This study established that the rating of target realization in the hotels in Gulu City to be about 73.8% which is above average. The results show that the targets considered were observed on yearly basis, where they were summed from the daily goals in the hotels. The results also revealed that the employees normally realize their daily targets as relate to clients’ satisfaction on the quality of the meals and service that they render to them. The results revealed that targets on offering accommodation services and services for conference facilities for trainings, parties, and awareness campaigns were always met. The results further revealed that employee

appraisals helped ensure that the employee continued meeting service delivery targets day in day out and in the process most of them were able to realize annual targets set or them.

According to Mahir, et al (2017), target realization is directly linked to performance management, which is a goal-oriented process directed toward ensuring that organizational processes are in place to maximize the productivity of employees, teams, and ultimately, the organization. Target realization in the hotel industry is thus critical considering that the industry is very competitive. The results were in line with the assertion by van Yperen & Orehek (2013) that setting specific performance target appears to have a greater performance impact than a discussion over the general goals or criticism without reference to a specific target realization. On their part, Martins et al., (2014) established that employees with specific simpler goals to realize generally evaluate their performance more positively than those with specific hard goals.

Prabhu, Asif & Kumar (2024) adds that, in the hotel industry, employee target realization involves setting and achieving performance goals that contribute to both individual employee success and overall hotel objectives. This includes focusing on enhancing guest experiences, improving employee performance, and managing high turnover rates. Key strategies involve setting achievable and measurable goals, providing ongoing training and development, and fostering a positive and supportive work environment.

5.3.4 Organizational citizenship behaviour

In this study, organisational citizenship behaviour in the hotels in Gulu City which is how employees conduct themselves at their place of work, was scored at 68.9% which is above

average. The results also revealed that the hotel employees were competent enough to carry out the mandate of the hotels which was in line with the missions and the visions of the hotels. Apart from that, the daily activities they undertook were seen to support growth of the hotels. The prosperity of the staff and the hotels was also seen on how staff dedication to their work attendance where it was exceptional. This was observed where, the employees developed attachment to their respective jobs and Hotels where they worked thus ensuring the customers get the best services. The commitment of the employees to the hotels was evidently present in the results that the employees referred to the hotels as “my hotel” which was an indication of employee loyalty to the hotels and love their jobs.

The results of this study support those of Ndoja & Malekar (2020) who state that, organizational citizenship behaviour (OCB) is the willingness of an employee to perform tasks which are not officially and directly required by the employer, thus do not have any official and direct recompense from the contractual relations. They also agree with the definition by Chahar (2019) that it is “a position an employee has towards organisation while extending his behaviour beyond the normal duties of tasks at hand”. According to Hemaloshinee & Nomahaza (2017), the key aspects of OCB in hotels include altruism which is about offering help to colleagues, especially newcomers, with job-related tasks or offering support when needed; courtesy which entails being considerate and respectful of colleagues, avoiding unnecessary conflicts, and promoting a positive work environment; and sportsmanship which is about maintaining a positive attitude, even when faced with challenges or minor inconveniences, and avoiding complaining or finding fault. At the same time, the state that it concerns conscientiousness which is about adhering to rules and regulations, being punctual, and taking initiative to go above and beyond basic job requirements; and civic virtue which

is about being actively participating in organizational activities, showing loyalty, and promoting the interests of the hotel.

5.4 Relationship Occupational health, safety and security (HSS) and Employee performance

This section discusses findings on the relationship between occupational health, safety and security (HSS) and employee performance. According to the results, it was observed that all the dimensions of occupational HSS and of employee performance are positively and statistically significantly correlated. The same can be said about the correlation at the variable level, that is, between occupational HSS and employee performance. At the dimensional level, occupational health was positively, statistically significantly and weakly correlated to work efficiency, work effectiveness, target realization and citizen behaviour; occupational health was also positively, statistically significantly and weakly correlated to work efficiency, work effectiveness, target realization and citizen behaviour; and so was workplace security positively, statistically significantly and weakly correlated to work efficiency, work effectiveness, target realization and citizen behaviour. Also, correlation at the variable level indicated that occupational HSS was positively, statistically and moderately strongly correlated to employee performance. The results imply that each of the dimensions of occupational HSS has an influence on employee performance either individually, or collectively. As such, an improvement in any of them individually or all of them collectively will translate into improved employee performance. At the same time, the regression analysis results revealed that the occupational HSS dimensions can contribute or explain employee performance in the hotels in Gulu City to a tune of 42.6%.

The findings of this study were in line with those of Konstantinos & Loannis, 2010) who in their study established that occupational health while necessary for improved employee performance, it is also a basic human right and that a positive culture of health in the workplace can directly lead to increased staff productivity because tasks are completed safely performed and the work environment is free of hazards. The results also agree with the assertion by Veena, et al., (2019) that organizations have a responsibility to create a safe and healthy work environment and implement preventive measures to reduce the risk of accidents and injuries in the workplace. Further, the results were found to be in line with the position of the Uganda Occupational Safety and Health Act of 2006 which requires that employers protect their employees and the public by taking all necessary measures to ensure health cultural education, and indoctrination take place at workplaces.

At the same time the results agree with those by Ademola et al (2018) that, a safe work environment protects employees from risks and aids their ability to perform their duties effectively and with Zhang et al (2021) who in their study concluded that safe employees work harder and are interested in exerting more energy and commitment toward their work. The results on the other hand was in contradiction with those of Duan, et al., (2019) who in their study established workplace violence and insecurity where employees faced abuse, threats, or assaults in connection with their work, including while commuting to and from work. In this study, of course, it was observed that the employee performance was below standard and that in a bigger picture, this impacted on organisational performance.

In terms of workplace security, the findings of this study also contradicted those of Grossman (2022) who argues that, many organisations have not increased workplace security despite the urgency for such following the September 2001 terrorist attack in the US and several other

workplace attacks globally. Yet on his part, Rahmi (2019) opines that the creation of workplace security improves employee job satisfaction and happiness, and therefore, employees tend to focus on their duties and are likely to increase their productivity; while Ria (2012) adds that, a good workplace health culture, safety practices, and a sense of improved security elements boost job satisfaction.

CHAPTER SIX

SUMMARY OF RESULTS, CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

This chapter presents the summary of the results, the conclusions and recommendations of the study. The chapter ends with a section on areas for further research.

6.1 Summary of Results

The summary of results is presented as per the three study objectives.

6.1.1 Occupational HSS practices in hotels in Gulu City

According to the results on objective one which was about the occupational HSS practices, it was observed all the dimensions (occupational health, occupational safety and work place security) were all scored above average with three out of every five respondent favourably rating the practice of occupational HSS in hotels in Gulu City. Specifically, occupational health; occupational safety and work place security which are dimensions of OHSS, were all equally highly rated above average

6.1.2 Level of employee performance in hotels in Gulu City

As for objective two which was about establishing the level of employee performance in the hotels in Gulu City. It was established that, on average, employee performance was scored highly with about two thirds of the respondent agreeing to this. Similarly, the specific dimensions of employee performance, which include work efficiency; work effectiveness; target realization; and organizational citizenship behaviour, were each highly rated above average.

6.1.3 The relationship between occupational HSS practices and employee performance

The study revealed that at dimensional level all dimensions of occupational HSS practices and those of employee performance were established to be positively and significantly correlated. This implies that each of the dimensions of occupational HSS has an influence on employee performance and so, by improving it, and so will the employee performance improve. At the same time, at the variable level, it was also established that occupational HSS was positively, statistically and moderately strongly correlated to employee performance. These results imply that, by the hotels in Gulu City emphasizing on occupational HSS, they in turn improve employee performance. Also, the results show that occupational health, occupational safety practices and workplace security were each statistically correlated to employee performance in hotel industry in Gulu City.

6.2 Conclusions

Based on the discussions of the results of this study, the following conclusions as presented in line with the study objectives are drawn.

As far as occupational HSS is concerned, it was concluded that the focus on occupational health in the hotels in Gulu City is high as seen in terms of availability of emergency medicines, there being health policies in place, the availability of protective equipment, and occupational health training programmes. At the same time, this study concludes that hotels in Gulu City observes occupational safety going by the availability of fire extinguishers, assembly grounds and safety training programmes. Lastly, the study concludes that the hotels in Gulu City are highly observant as relates to workplace security as evidenced by their being CCTV cameras in place apart from there being security personnel who provide security day and night. This is also supported by the fact that the hotels also undertake general security training of its staff.

In terms of employee performance as measured in terms of work efficiency, work effectiveness, target realization, and organisational citizenship behaviour, it was concluded that generally employee performance is high in the hotels in Gulu City. The levels of employee effectiveness, that of their efficiency and even target realization and citizenship behaviour, were all moderately high with room for improvement.

The study also concluded that occupational HSS has a great influence on employee performance in the hotels in Gulu City. At the same time, each of the dimensions of Occupational HSS, specifically occupational health practices, occupational safety practices and workplace security practices has an influence on employee performance as measured in terms of employee efficiency, effectiveness, target realization and citizenship behaviour.

6.3 Recommendations

Arising from the results, their discussions, and conclusions, the following recommendations were made.

While it was established that the occupational HSS practices are well observed in the hotels in Gulu City, it was evident that they were all not practiced at their optimum. This implies that the hotels in Gulu City should put more effort to improve the level of each of the three HSS practices namely, occupational health, occupational safety and workplace security.

At the same time, occupational health being one of the mainstream priorities of public health services should be supported by workplace policies about its observance. At the national level, the Government of Uganda can consider relooking into its policies on workload standards of the hotel housekeeping sector in order to adapt the human resources needed to cover all the

requirements of their job; implement health-sensitive programs with intensive preventive measures and ensuring the ergonomic requirements are in place in order to diminish hotel housekeepers' work pace, their work-related health problems and create healthier organizations. Also, there is need to raise awareness and adherence to health promotion and prevention measures such as physical activity, coping strategies for the work-related risk factors in order to counteract the negative impact of their job in their health. At the same time, interventions addressing health should be introduced to address any work-related stress and anxiety suffered by hotel employees.

While it was generally observed that the hotels in Gulu City observe occupational health practices to a great extent, it is recommended here that more needs to be done because they should not in any way gamble with neither the employees' nor the customers' health. Among the areas of focus should include conducting risk assessments in order to identify potential hazards in the workplace and assess the associated risks in the hotel setting.

At the same time, there is need to improve the safety in the hotels in Gulu City by implementing safety protocols and establishing establish clear procedures for handling hazardous materials, operating equipment, and responding to emergencies. The safety concerns should also consider those of the customers and visitors who visit the hotel premises.

As a way of improving the entire aspects of occupational HSS, the hotels should also provide training and education to their employees because they play a key role in all this and other than that they are the key stakeholders to effective occupations HSS practices. By ensuring that all

employees receive adequate training on safety procedures, hazard awareness, and first aid can go along way also in improving their performance.

The study also recommends that the hotels should promote health and wellness of their employees by probably engaging in physical exercises such as games or allowing the employees adequate rest time between their shifts especially when they get engaged in heavy shifts where there workload goes very high as in the case of special days, parties, or holidays when the number of customers surge. At the same time, the hotels can institute and encourage healthy lifestyle choices for their employees through programs like smoking cessation, healthy eating, and stress management.

At the same time this study recommends that the hotels foster a culture of health, safety and security at the workplace by encouraging open communication, encourage employees to report hazards, cases of insecurity and nay illnesses. At the same time the employees should be involve in occupational HSS planning.

6.4 Areas for Further Research

Considering that this study was limited in terms of the geography and scope, it is suggested that further studies can be conducted to further inform this subject matter, the following are some of the suggested areas for further research.

- i. To establish the role of occupational health, safety and security on customer satisfaction in the hotel industry.
- ii. To establish the role of occupational health, safety and security in other industries
- iii. To establish the determinants of employee performance in the hotel industry other than occupational health, safety and security

- iv. To assess the relationship between occupational health, safety and security and employee retention in the hotel industry.

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APPENDICES

Appendix I: Questionnaire

Dear Respondent,

My name is Bongomin Simon Kinyera, a student of Gulu University pursuing a Master of Business Administration (MBA). I am conducting research on the topic “*Occupational Health, Safety and Security (HSS) Practices and Employee Performance in the Hotel Industry in Gulu City, Uganda*”. This is in line with the requirements for me to complete my course this being in partial fulfilment of the requirements for the award of the MBA degree. You have been identified as a resourceful person in this study and I kindly request you to complete this questionnaire. I assure you that all the information that you will provide will be kept very confidential and used for academic purposes only. Feel free to give the most appropriate answer for each alternative option by ticking the appropriate response in your own opinion.

Section A: Background Information of Respondents

Instruction: please tick the right option in your opinion.

- 1) What is your gender? Male ☐ Female ☐
- 2) What is your age bracket?
18 – 30 yrs ☐ 31 – 40 yrs ☐ 41 – 50 yrs ☐ 51 – 60 yrs ☐ Over 60 yrs ☐
- 3) What is your highest educational standard?
No formal Education ☐ Primary ☐ Secondary ☐ Certificate ☐ Diploma ☐
Bachelor’s Degree ☐ Master’s Degree ☐ PhD ☐
- 4) Your Marital Status?
Single ☐ Married ☐ separated ☐ Divorced ☐ Widowed ☐
- 5) Name of your hotel?
Acholi Inn Hotel ☐ Boma Hotel ☐ Flight View Hotel ☐ Hotel Kakanyero ☐
N/A Client ☐
- 6) What is your department?
Kitchen ☐ Accounts ☐ Stores ☐ Administration ☐ Sales ☐
Maintenance ☐ Management ☐ Other ☐ N/A (for clients) ☐
- 7) What is your position in this hotel?
Director ☐ Manager ☐ Inspector ☐ Receptionist ☐ General Staff ☐ N/A ☐
- 8) Nature of Work
Field-Based ☐ Hotel-based ☐ Not-Applicable (for clients) ☐
- 9) For how long have you worked in this hotel?
Less than 1 yr ☐ 1-5 yrs ☐ 6 -10 yrs ☐ 11 yrs & above ☐ N/A (Client) ☐

Section B: Occupational Health, Safety and Security (HSS)

This section is about health, safety and security in the hotel industry in Gulu City. It is divided into three sub-sections where B1 is about health, B2 about Safety, and B3 about security. Respond to each to the statements by ticking the most appropriate option in your opinion using the scale: **SD**= Strongly Disagree, **D** = Disagree **NS**= Not Sure, **A**= Agree and **SA**= Strongly Agree

B1	Statements on occupational Health	SD	D	NS	A	SA
1	In this hotel, employees’ concerns about the protection of their health are quickly addressed.					

2	It is a practice in this hotel that health audit is conducted regularly					
3	The management of this hotel undertakes regular health awareness through meetings, posters and trainings of employees					
4	Employees in this hotel perform well because they are assured of an environment that does not affect their health negatively					
5	There is a guiding health policy in this hotel that provides for the does and don'ts about good health preservation					
6	There are adequate protective equipment and emergency medicines in case of any health threat to the employees					
B2	Statements on Safety Practices	SD	D	NS	A	SA
1	This hotel has a safety policy in place					
2	I am satisfied with my job, because the working environment is safe for me to work with no fear for accidents.					
3	Risk assessment program is done frequently at in this hotel to ensure the safety of employees					
4	Supervisors in this hotel are responsible for the safety of employees at workplace					
5	Employees in this hotel are regularly trained on improving the safety of their work environment					
6	Employees in this hotel are mandated to avoid risky safety behaviors that can cause accidents at the workplace					
7	The safety training provided is adequate enough in preparing employees to execute their duties carefully and safely					
B3	Statements on Workplace Security	SD	D	NS	A	SA
1	This hotel has a workplace security policy					
2	There is no security threat on the lives of employees in this hotel					
3	Security supervision is regularly done in my workplace facilities and feedback is provided.					
4	There are adequate security apparatus in this hotel					
5	There is adequate security personnel in this hotel					
6	There are participatory processes aimed at promoting continuous security improvement in this hotel workplace.					
7	Security is the responsibility of both workers and management in this hotel.					

Section C: Employee Performance

This section is about employee performance in hotels in Gulu City. Specifically, it covers employee efficiency, effectiveness, target realization and organizational citizenship behavior. Respond to each statement using the scale SD= Strongly Disagree; D = Disagree; NS = Not Sure; A = Agree; and SA = Strongly Agree.

SN	Section C1: Work Efficiency	SD	D	NS	A	SA
1.	Service delivery in this hotel is conducted in a very cost-effective manner					
2.	The services offered to customers in this hotel are always very smooth					
3.	Hotel employees are able to deliver services with a lot of ease at all times					

4.	Employees proved services in a timely manner at all times					
5.	Employee activities are highly coordinated to ensure optimization of time					
6.	Hotel employees offer very quick services to the delight of customers					
7.	The hotel employees ensure that they are very efficient in whatever activities they undertake					
SN	Section C2: Work Effectiveness	SD	D	NS	A	SA
1.	Employees of this hotel always deliver services as scheduled					
2.	The delivery of services in this hotel is in line with guidelines by the Hotel Association guidelines					
3.	The employees of this hotel effectively undertake their duties					
4.	Hotel employees ably deliver their services to the satisfaction of clients					
5.	The customer satisfaction due to good services in this hotel is very high					
6.	Hotel employees always score very highly in client rating					
7.	The hotel employees always perform as per their job descriptions					
8.	Supervisors never interrupt employees in their work because they effectively undertake duties assigned to them					
SN	Section C3: Target realization	SD	D	SN	A	SA
1.	This hotel always realizes its set targets every year.					
2.	This hotel meets all the expectations of their customers as per their set targets					
3.	Revenue collection in this hotel matches the set targets					
4.	The hotel always realizes its set targets of customers who come for meals					
5.	The hotel always realizes its set targets of customers who come for accommodation					
6.	The hotel always realizes its set targets of customers who come for conference services					
7.	This hotel emphasizes on employee performance appraisals to ensure that targets are always met					
8.	Goal setting propels employees of this hotel to realize their targets					
SN	Section C4: Organizational citizenship behavior	SD	D	SN	A	SA
1.	Employees are loyal to their job					
2.	Believes in organisations mission and vision					
3.	Employee job attendance to work is exceptional					
4.	Employees of this hotel love their jobs so much					
5.	Employees in this hotel feel highly motivated to work for it					
6.	Employees of this hotel are so committed to their work that they are always willing to work beyond working hours					
7.	Employees in this hotel have developed special attachment to the hotel that they go beyond their job descriptions to ensure customers get the best services					
8.	Many employees would refer to the hotel as “my hotel” due to the attachment to it					

Thank you for your time

Appendix II: Interview Guide

Dear Respondent,

My name is Bongomin Simon Kinyera, a student of Gulu University pursuing a Master of Business Administration (MBA). I am conducting research on the topic “*Occupational Health, Safety and Security (HSS) Practices and Employee Performance in the Hotel Industry in Gulu City, Uganda*”. This is in line with the requirements for me to complete my course this being in partial fulfilment of the requirements for the award of the MBA degree. You have been identified as a resourceful person in this study and I kindly request you to respond to the following questions. I assure you that all the information that you will provide will be kept very confidential and used for academic purposes only.

Questions:

1. Briefly discuss the operations and current performance of Hotel Industry as you understand it.
2. Could you give an overview of this workplace, its condition, number and types of employees working and the services it offers? In your view, the level of performance?
3. What can you say about the safety practices, security elements and health culture of workers in this workplace?
4. What can you say about staff training (safety, health and security) in this workplace?
5. What is your comment on the working conditions in the hotel (health, safety and security), and their effect on staff performance?
6. In your opinion, do you think health, safety and security has a bearing on employee performance and an indirect effect on service delivery? If yes, how?
7. How would you rate the level of employee performance in the hotels in Gulu City?
Please elaborate

Thank you for your time

Appendix III: List of Selected Hotels in Gulu City

SN	Hotels
1	Acholi Inn Hotel
2	Boma Hotel Limited
3	Flight View Hotel
4	Hotel Kakanyero