



Effects of workplace health and safety practices on productivity: A cross sectional study in the banking industry of Botswana

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Abstract

The study examines the effects of workplace health and safety practices on productivity among employee in Botswana banking sector. The descriptive cross-sectional survey research design was employed. Purposeful and convenient sampling technique was used to collect data from 240 respondents. Data Analysis was carried out with the use of Statistical Package for Social Science v. 20. The study revealed employees understanding of workplace health and safety procedure with the banking sector in Botswana. Also, findings of the study showed employee awareness of workplace health safety procedures in the banking sector of Botswana. Recommendations for bank managers and directions for future studies are discussed

Keywords: Workplace health and safety, productivity, banks, Botswana

Introduction

Human resources are one of the most important features of many businesses and, according to Ozbilgin (2020) ^[26], business' success relies heavily on the effectiveness to which this resource is managed. Such policies and practices in the views of Ozbilgin (2020) ^[26] are used by the firm to set out the standards to which they seek to aspire. Wilkinson & Dundon (2021) ^[34] also view it as the designed to govern the operation of the business; especially in today's economy where competition is on crescendo. Assessing the effects of health and safety practices on productivity in Botswana banking industry is indispensable considering the enormous contribution of the banking sector to modern economy. A part from serving as the primary supplier of credit, provide depositors with a safe place to keep their money, among others, the banking sector is also a major employee. It is often said that, "the health of a nation is the wealth of a nation" (Fraser, 2004), the same concept applies to business. Studies confirm that the health and safety of an organization's human resource is an enormous contributor to the success of that organization (Tufa & Kant, 2023) ^[33]. In the same vain, Tufa & Kant (2023) ^[33] intimated that human resources account for a large proportion of many organization's costs; it is the people that invariably drive a business. Liu *et al.* (2023) ^[22], refers to workplace health and safety as the evaluation of risks relating to the health and safety of an organization's workers and others (including the public) who may be affected by its activities. According to Tetrick *et al.* (2024) ^[32], the health and safety of a workplace is established through different sources. Firstly, on a national level, occupational health and safety is instituted in accordance with legal regulations that were created by legislative decisions and is enforced and monitored by agencies such as the Occupational Safety and Health Administration (Tetrick *et al.*, 2024) ^[32] and, in Botswana, the Department of Occupational Health and Safety (DOHS) which operates under The Ministry of Employment, Labour and Productivity and Skills Development is the primary agency responsible for enforcing health and safety regulations, setting and enforcing standards. On a national and/or on a company level according to Tetrick *et al.* (2024) ^[32], there are also

instances of regular inspections by a safety representative. This can be self-requested or legally mandated. This is done according to Brauer (2022) ^[9], to ensure that companies follow the stipulated guidelines set to govern the safety and health of the workplace. Also, from a corporate standpoint, the health and safety standards of the company can be established by the declaration of it in the company's general worker manual and/or in the separate manual set aside for clearly laying out the standards by which the company seek to keep its work environment and the people that use it safe and healthy (Reis *et al.*, 2020) ^[30]. These options are in place to ensure accordance of a company to monitor and control the health and safety of the workplace, and to maintain it. Studies have shown that an organization's productivity is directly related to the health and safety of its workforce (Adamopoulos & Syrou, 2020; Ranasinghe *et al.*, 2023) ^[29]. As organizations embark on good workplace health and safety practices, it purges the environment of possible risks to everyone that uses the facility. Therefore, proper health and safety practices safeguard the productivity of its employees (Adamopoulos & Syrou, 2020). Productivity is said to be about each employee being able to bring their full creativity, insight, and uniqueness to work so as to improve efficiency and contribute to organizational goals. However, when the workforce is unhealthy it affects performance, productivity; quantity and quality of output (De Cieri & Lazarova, 2021) ^[14]. Proper practices maintain the health of the employees and it protects human rights; the human right to a safe and healthy environment and the human right to a safe and healthy workplace (De Cieri & Lazarova, 2021) ^[14].

Studies are replete on workplace health and safety practices in various industries for instance construction (Ranasinghe *et al.*, 2023) ^[29], manufacturing (Abatan *et al.*, 2024) ^[1], mining (Tetrick *et al.*, 2024) ^[32] with little or no studies carried out in the financial sector suggesting a gap. More so, these studies are conducted in the developed world where the cultural and geographical settings differ from the developing world such as Botswana, also suggesting a gap. In line with this, the study seeks to close the gap by in knowledge by assessing how health and safety practices affect productivity in the banking industry of Malawi.

Recommendations of the study will expose bank managers to the nuances of workplace health and safety practices. Management should be able to formulate appropriate workplace health and safety practices to enhance performance and productivity. Also, bank managers stand to appreciate the need to equip employees with the right protective tools and standards to ensure accident free environment. Employees of the banks on the other hand will be aided by the findings of the study on the significance of abiding by workplace health and safety practices to curtail injuries and accidents.

Study Objectives

1. To assess the level of employees' understanding of workplace health and safety practices
2. To determine the human resource practices that impact on workplace health and safety and;
3. To analyze the effect of workplace health and safety procedures on productivity

Theoretical review

Several theories provide theoretical backbone for understanding employee health and safety practices of business organisations. One of such theories that explain why organizations should invest in employee health and safety practices is the enlightened value maximization by Jensen (2001). The basic position of enlightened value maximization theory is that an organization cannot maximize its long-term market value if it ignores or mistreats any important constituency. The theory argues that, organizations can maximize long term value by choosing among the competing demands of stakeholders or by making necessary trade-offs among the demands from stakeholders. Practically, shareholders want low risks and high returns, customers may also want low prices and high quality services. Employees may also want benefits, safer and healthier working environments, medical benefits and pension. Although it is important that the organisation's purpose of making profit should consider the social welfare of employees and the society as a whole, managements of organizations must focus on issues where there is a direct link to business needs (Grayson & Hodges, 2001). Therefore, being socially responsible includes making profit. Obviously, healthy employees can make huge profits; that is, by this theory, invest additional money in important constituency and that investment means greater financial returns to the organisation. Since the theory of enlightened value maximization leaves the decision for the organisations to decide which constituent is relevant and worth investing in, it is worth arguing that the health and safety of employees is paramount. According to this theory, there is a direct relationship or link between a firm's profitability, survival and growth and the management of its employees' health and safety.

Concept of workplace health and safety

Safety involves more than the typical dictionary definition of "free from accident". The World Health Organization (2023) [35] defines health as a "state of complete physical, mental and social well-being and not merely the absence of disease or infirmity". Thus health and safety refer to the preventing and protecting people from injury and occupational disease in any form due to hazards and risk that may harm, injure, cause unsafe environment to people

or damage equipment or the facilities put in place at the workplace (Ranasinghe *et al.*, 2023) [29]. The International Labour Organisation, (2020) [17] defines occupational health and safety as a discipline with a broad scope involving many specialized fields. In its broadest sense, it aims at the:

1. promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations;
2. prevention among workers of adverse effects on health caused by their working conditions;
3. protection of workers in their employment from risks resulting from factors adverse to health;
4. placing and maintenance of workers in an occupational environment adapted to physical and mental needs; and
5. adaptation of work to humans

A healthy workplace as defined by World Health Organisation (2020) [36] is one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and well-being of workers and the sustainability of the workplace by considering the following, based on identified needs:

1. Health and safety concerns in the physical work environment;
2. Health, safety and well-being concerns in the psychosocial work environment including organisation of work and workplace culture;
3. Personal health resources in the workplace; and
4. Ways of participating in the community to improve the health of workers, their families and other members of the community.

Health and safety hazards and risk must be managed and controlled to achieve high level safety performance (Bahcecik & Ozturk, 2021) [6]. Management entails leadership, authority and co-ordination of resources, together with planning and organisation, communication, selection, training of subordinates, accountability and responsibility. To achieve occupational safety and health objectives all parties involved at the workplace such as management, personnel or workers and union officials and people concerned have to be visibly committed to the health and safety programmes (Soyal *et al.*, 2020) [31].

Human resource practices that impact workplace health and safety

The thrust of any health and safety programme in an organisation is to seek the physical, mental and social well-being of workers and the effective operations of any health and safety programmes hinge on human resource management practices (Che Huei *et al.*, 2020) [12]. According to Barbeau *et al.* (2020) [7], human resource management practices impact on the operation of health and safety and these well documented as follows: recruitment and selection, information and communication, performance management, performance appraisal and job evaluation Barbeau *et al.* (2020) [7] believe that safety training should start as part of induction course for employees and again when there is a job rotation or change of working methods.

Recruitment and Selection: Girsang *et al.* (2023) [16] define recruitment as the process of announcing job vacancies with the view to attracting a pool of qualified applicants to fill up vacancies in an organisation. Through

the selection process, candidates can be posed with questions relating to health and safety to know their level of knowledge in their area to be able to select the best person for the job based on quality in productivity as well as ensuring their safety. Lee & Mao (2023) ^[21] commented that organization committed to occupational safety will attend closely to how they hire new personnel and will incorporate the value of occupational safety into their employee-selection processes to achieve a better fit

Information and communication: The provision of information and communication is an essential element in the operation of workplace health and safety. Indeed the sharing of information promotes transparency within organisation which thereby reduces turnover (Bilan *et al.*, 2023) ^[10]. Cayrat & Boxall (2023) ^[11] supports that, to be able to work safely, full information about all aspects of jobs should be shared concerning occupational safety. This, when equally agreed to by management through the Human Resource is required to give information through notices, handouts and direction for the operation of machinery. The provision of health and safety educational materials helps to reduce the incidence of injuries and accidents.

Performance management: Awan *et al.* (2020) ^[4] define performance management as a continuous process identifying, measuring and developing the performance of individuals and teams and aligning performance with strategic goals of the organization. This assertion is corroborated by such study conducted by Ahmad & Osei (2023) ^[3]. Their study examined the influence of the two variables safety and feedback on health and safety. The questions were whether the inclusion of performance measure on safety and also the provision of feedback on safety performance impacted on adherence on health and safety. The results of the study revealed that the inclusion of safety as performance measure and further the provision of feedback send a positive signal to the employees that management committed to issues of health and safety.

Performance appraisal: Barbieri *et al.* (2023) ^[8] defines performance appraisal as a process, typically performed/delivered by a supervisor to a subordinate, designed to help employees understand their roles, objectives, expectations and performance success. To Pepple (2024) ^[28] performance appraisal can be a useful tool for employee development and if handled correctly can be a positive experience. He further agrees that, for performance appraisal to be effective, performance appraisal systems should be job related that is a rationale for performance and managers must discuss required improvements with employees' health and safety

Job evaluation: The tenacity of job evaluation is to create a strong ranking of jobs on which a balanced and suitable pay structure can be developed. Hallee (2024) ^[18] defines job evaluation as a systematic process for defining the relative worth or size of jobs within an organization in order to establish internal relativities and provide the basis for designing an equitable grade structure, grading jobs in the structure and managing roles. A job description and specification would therefore be good tools for evaluating jobs.

Effect of workplace health and safety procedures on productivity

Studies such as Mkungunugwa *et al.* (2022) ^[24] confirmed significant impact of workplace safety and health programs on employee productivity. The implication is that workplace safety and health programs are designed to ensure that the workplace is safe and healthy for employees, which in turn can lead to increased productivity. Prior studies show that when employees feel safe and healthy, they are more likely to be engaged in their work and less likely to miss work due to illness or injury (Liu *et al.*, 2023) ^[22]. This ensures that occupational safety and health programs can improve employee productivity by reducing the number of workplace injuries and illnesses. When employees are injured or become ill due to workplace hazards, they may need time off from work to recover (Ahmad & Osei, 2023) ^[3]. This indicates that workplace accidents which occur as a result of poor workplace safety and health programs cause loss of productivity for both the employee and the employer. Abiding by workplace safety and health programs such as safety training on how to avoid workplace hazards reduce risk injuries and illnesses among employees which lead to increased productivity (Khair *et al.*, 2022) ^[20]. Ayoola & Iortimbir (2024) ^[5] carried out a study in Nigeria on the effect of occupational health and safety management on workers' productivity. The research adopted a descriptive survey research design while the sampling technique adopted was multi-stage sampling and the population of the study comprised of the staff working in the hospital which is 1526. A total number of three hundred and eight (308) copies of questionnaires were distributed which represents the sample size and was arrived at using Krejcie & Morgan (1970) formula. The responses to the questionnaires were analyzed using multilinear regression. The study found a significant effect of workplace health and safety management on workers' productivity. This clearly indicates that implementation of workplace safety and health programs improve safety management strategies among employers and increase employee productivity.

Methodology

The descriptive cross-sectional survey research design was used for this study. In a descriptive cross-sectional survey research, the data are collected at one point in time for a sample selected to represent a larger population. This made it possible for a group of respondents to be asked a set of questions at one point in time (Owens, 2002) ^[27]. The study's population consists of all banking employees in Gaborone.

The purposeful and convenient sampling technique was used to collect data. Out of 250 questionnaire sent out, 240 was return representing 96%. According to Cooper & Schindler (2001) ^[13], a response rate of 80% and above is appropriate for a quantitative study. Since the response rate is 96% above 80%, it is considered appropriate (Cooper & Schindler, 2001) ^[13].

Primary data collected was by the use of questionnaire whereas secondary data was accessed through literature and journals. The instrument was pretested with 20 employees in the financial sector to ascertain whether the study's objective would be achieved. No major modifications were made after the pretest as respondents truly understood the questionnaire. The Statistical Package for Social Science v. 20 was used for data analysis. The questionnaire was

itemized with numbers them. After data entry, each variable was analyzed using frequency tables. Respondents' anonymity and confidentiality was ensured. Also, the purpose of the study was explained to respondents as participation of the study was at the will of respondents'

Results and discussions

Background information: Demographic profile of respondents

The gender distribution showcases a fairly majority of male respondents 130(54.2%) as against female respondents 110(45.8%). This is consistent with the work of Ayoola & Iortimbir (2024) [5] In relations to age of respondents, 25(10.4%) of the respondents are in the age bracket of 22-27years, 85(35.4%) of the respondents are in the age bracket of 28-33years, 80(33.3%) of the respondents are in the age bracket of 34-39years, 30(12.6%) of the respondents are in the age bracket of 40-45years whilst 20(8.3%) of the respondents are 40 and above years old. Findings of the study showed fairly majority of bank workers in Botswana are in the age bracket of 28-33years

Regarding respondents' education, 90(37.5%) of the respondents have bachelor degree qualification, 40(16.6%) of the respondents have master's degree qualification, 30(12.6%) of the respondents have professional education certificates whilst 80(33.3%) of the respondents hold other qualification certificate. It is evident to say that the respondents are educated, albeit varied levels.

In addition, 55(22.9%) of the respondents have 1-4years banking experience, 70(29.2%) of the respondents have 5-8years banking experience, 50(20.8%) of the respondents have 9-12years banking experience, 40(16.7%) of the respondents have 13-16years banking experience whilst 25(10.4%) of the respondents have 17 and above years banking experience. The dataset presents varied years of experience with the least being 13-16years. The found varied experiences of respondents is considered appropriate to help contribute significantly to the study

Objective one: To ascertain employees' level of understanding of workplace Health and Safety Policies Reliability Statistics

The Cronbach alpha was used to ascertain internal consistency of the responses from respondents. In the views of Manerikar & Manerikar (2015) [23], the reliability test can be used as a measure to ascertain consistency and stability of the instruments used in the survey when repeated measurements are made. The authors posit that, the value of Cronbach alpha of 0.70 or higher is considered acceptable.

The Cronbach alpha test of the study's result is 0.907 which is higher than 0.70 therefore appropriate. Table 1 presents the results

Table 1: Reliability of variables

Cronbach's Alpha	Number of Items
0.907	5

Source: Researcher's Field Work, 2024

Results obtained from the statistics show that majority (180) of the respondents representing 75.0% agreed that they have a copy of health and safety manual and orientation programs for health and safety provided by the bank, while 60 representing 25.0% disagreed. Overwhelming majority (220) of the respondents representing 91.7% agreed that the bank has health and safety procedures and regulations, however, 20 representing 8.3% disagreed that the bank has health and safety procedures and regulations. Also, the results show that majority (200) representing 83.3% of the respondents agreed that the bank encourages appropriate and approved standards on health and safety to be used during working hours whilst 40 representing 16.7% disagreed. Additionally, on the knowledge of the Botswana Factories Act (Chapter 44: 01), 120 respondents representing 50.0% agreed to be knowledgeable of the Act whilst also 120 respondents representing 50.0% disagreed. More so, 230 of the respondents representing 95.8% agreed to the fact that management of the bank advised them on the health and safety aspect of their job schedule, however, 10 of the respondents representing 2.7% disagreed. Findings of the study also showed that 200 of the respondents representing 83.30% agreed to the statement do you notify management about the health problems experience in your duty schedule? Whilst 40 of the respondents representing 16.7% do not notify management about the health problems experience in their duty schedule. Table 2 presents the results.

Findings of the study are in line with extant literature. The World Health Organization (2020) [36] intimated that health, safety and well-being of workers and the sustainability of the workplace should be paramount to both employees and employers. This implies that employee should be knowledgeable about the health and safety procedures in their organizations to avoid fatalities and injuries. Also, Nguyen (2023) [25] posits that each employee has a general duty to provide a place of employment free from recognized hazards; they also have the special duty to comply with all workplace health and safety standards.

Table 2: Employees Understanding of Health and Safety Procedure/Policies

Statement	Agree	Disagree	Total
Does your bank have health and safety policies in place?	N (%) 220(91.7)	N (%) 20(8.3)	N (%) 240(100)
Do you have a copy of the health and safety manual and orientation programs of your bank?	N (%) 180(75.0)	N (%) 60(25.0)	N (%) 240(100)
Does your bank encourage appropriate and approved standards on health and safety to be used during working hours?	N (%) 200(83.3)	N (%) 40(16.7)	N (%) 240(100)
Do have knowledge of the Botswana Factories Act (Chapter 44:01)?	N (%) 120(50.0)	N (%) 120(50.0)	N (%) 240(100)
Has management advised you on the health and safety aspect of your job schedule?	N (%) 230(95.8)	N (%) 10(4.2)	N (%) 240(100)
Do you notify management about the health problems experience in your duty schedule?	N (%) 200(83.3)	N (%) 40(16.7)	N (%) 240(100)

Source: Field data, 2024

Objective two: To examine employees’ awareness of safety procedure in their organization

Reliability statistics

In ascertaining the internal consistency of responses in objective two, the Cronbach alpha was used. As intimated by Manerikar & Manerikar (2015) [23], the reliability test can be used as a measure to ascertain consistency and stability of the instruments in the survey when repeated measurements are made. According to Manerikar & Manerikar (2015) [23], the value of Cronbach alpha of 0.70 or higher is considered acceptable. The Cronbach alpha test of the study’s result is 0.864 which is higher than 0.70 therefore acceptable. Table 3 presents the results

Table 3: Reliability of variables

Cronbach’s Alpha	Number of Items
0.864	5

Source: Researcher’s Field Work, 2024

Findings of the study revealed that a preponderance of the respondents (200) representing 83.3% agreed that there exists some questions pertaining to workplace health and safety during recruitment and selection processes however, 40 of the respondents representing 16.7% disagreed. More than half of the respondents (160) representing 66.7% agreed that dissemination of information on workplace health and safety are ensured in the bank however, 80 of the respondents representing 33.3% disagreed to the statement. On whether the performance measures on safety, and also

Table 4: Human Resource Practices impact on Workplace Health and Safety

Statement	Agree	Disagree	Total
There were some questions pertaining to workplace health and safety during recruitment and selection processes	N (%) 200(83.3)	N (%) 40(16.7)	N (%) 240(100)
Dissemination of information on workplace health and safety are ensured in my bank	N (%) 160(66.7)	N (%) 80(33.3)	N (%) 240(100)
The performance measure on safety and also the provision of feedback on safety impacts our adherence on health and safety in my bank	N (%) 220(91.7)	N (%) 20(8.3)	N (%) 240(100)
Health and safety issue are part of performance appraisal system in my bank	N (%) 190(79.2)	N (%) 50(20.8)	N (%) 240(100)
Health and safety issues are embedded in my job description and specification	N (%) 100(41.7)	N (%) 140(58.3)	N (%) 240(100)

Source: Field Data, 2024

Objective three: Evaluate the relationship between workplace health and safety and employee productivity

Reliability statistics

Brown (1998) proposed that assessing the reliability and consistency of measurements is integral to evaluating the quality of a measurement tool. In this study, the reliability of the survey instrument was assessed using Cronbach's alpha, a coefficient that measures the internal consistency of items within a set. Cronbach's alpha values range from 0 to 1, with higher values indicating greater reliability (Brown, 1998). The achieved Cronbach's alpha coefficient for this study was. 828, surpassing the recommended threshold of 0.70 suggested by Brown (1998). This high coefficient indicates strong internal consistency among the survey items, suggesting that they are closely interconnected and reliably measure the intended construct. Therefore, the survey instrument demonstrated excellent reliability, providing confidence in the consistency of measurements and the robustness of the data collected. This is evident in Table 5.

Table 5: Reliability of variables

Cronbach’s Alpha	Number of Items
0.828	1

Source: Researcher’s Field Work, 2024

the provision of feedback on safety impacts adherence on health and safety in my bank, 220 of the respondents representing 91.7% agreed whilst 20 of the respondents representing 8.3% disagreed. Findings of the study also showed that 90 of the respondents representing 79.2% agreed that health and safety issue are part of performance appraisal system in the bank whilst 50 representing 20.8% of the respondents disagreed. Additionally, fairly majority 140 representing 58.3% of the respondents agreed that health and safety issues are embedded in the job description and specification however, 100 representing 41.7% of the respondents representing disagreed. Table 4 presents the results.

The study’s results are in tandem with the Factories Act (Chapter 44:01). The Act stipulates that employer must engage their employees in health and safety related issues and decisions which will improve their active involvement in the workplace. This means that employee must be aware of the workplace health and safety practices. Employee awareness can be encouraged in a two-way process which can be enhanced by conversing with each other, tuning in to each other’s worries, raising concerns and tackling issues together, looking for and sharing perspectives and data, talking about issues in a great time and thinking about what everybody needs to state. According to Friend *et al.* (2023) [15], all employees should have equal chances to speak on health and safety issues and give suggestions on any concern.

Pearson’s correlation analysis

The study’s statistics show a correlation between workplace health and Safety (independent variable) and employee productivity (dependent variable). The correlation between the two variables shows $r=0.720$ and $p=0.0001$. The strength of the relationship as depicted by the study is significant and positive. The implication is that an increase in salary will result in 0.720 increases in employee productivity. The results are presented in Table 6.

Results of the study support the work of Mkungunugwa *et al.* (2022) [24] who confirmed significant impact of workplace safety and health programs on employee productivity. Ayoola & Iortimbir (2024) [5] also shared similar findings in a study carried out in Nigeria. Liu *et al.* (2023) [22] studies have also shown that when employees feel safe and healthy, they are more likely to be engaged in their work and less likely to miss work due to illness or injury. Findings from these studies obviously depict that workplace accidents which occur as a result of poor workplace safety and health programs cause loss of productivity for both the employee and the employer. Hence, ensuring workplace safety and health programs can improve employee productivity by reducing the number of workplace injuries and illnesses

Table 6: Pearson’s correlation between workplace health and safety and employee productivity

		EP	WHS
Employee productivity	Pearson Correlation	1	.720**
	Sig. (2 tailed)		.000
	N	240	240
Workplace health and Safety	Pearson Correlation	.720**	1
	Sig. (2 tailed)	.000	
	N	240	240

Source: Researcher’s Field Work, 2024

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

*** EP and WHS denotes Employee Productivity and Workplace health and safety respectively

Conclusions

The study revealed employees understanding of workplace health and safety procedure with the banking sector in Botswana. Also, findings of the study showed employee awareness of workplace health safety procedures in the banking sector of Botswana. More so, a significant impact of workplace health and safety on productivity was established.

In conclusion, the research presents a compelling case for prioritizing worker well-being as a cornerstone for a thriving banking sector within the banking sector of Botswana. Several recommendations are suggested to be implemented as the banking industry in Botswana can significantly improve workplace health and safety practices, leading to enhanced productivity.

Therefore, bank managers are recommended to ensure adequate provision of training in the area of workplace health and safety to help equip employees’ understanding on the subject. Additionally, bank managers should create workplace health and safety awareness at the workplace. This can be achieved by ensuring periodic dissemination of workplace health and safety materials to employees. There is the need for management to also appreciate the need to prioritize workplace health and safety as well as the well-being of employee and the sustainability of the workplace so as to curb injuries, accidents and fatalities at the workplace.

Direction for future studies

The study examines the effects of workplace health and safety practices on productivity among employee in Botswana banking sector. The study is quantitative in nature, future studies could be qualitative. Given a sample size of 240, future studies could expand the sample size for generalization

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