
Work Place Safety And Employee Productivity In Local Governments: A Case Of Nansana Municipality

Wakiso District

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Abstract

This study investigated the effect of workplace safety on employee productivity at Nansana Municipality in Wakiso District. Specifically, the study was guided by three objectives which included examining the role of physical work environment on employee productivity, the contribution of work safety policies on employee productivity and the how work safety training affects employee productivity at Nansana Municipality. A cross sectional survey utilizing both quantitative and qualitative approach was used. The study targeted 279 participants but 248 managed to respond back. The findings revealed a positive, strong, and significant relationship between the physical work environment and employee productivity ($r = .578^{**}$, $p = 0.00 < 0.01$), there was a positive, moderate, and significant relationship between work safety policies and employee productivity ($r = .430^{**}$, $p = 0.00 < 0.01$) and results also indicated a positive, moderate, and significant relationship between work safety training and employee productivity ($r = .480^{**}$, $p = 0.00 < 0.01$). From regression analysis, it was revealed that the combined constructs of the physical work environment, work safety policies, and work safety training collectively accounted for 39.8% of the variance in employee productivity at Nansana Municipality (Adjusted R Square = .398). Then, the physical work environment positively predicts employee productivity at Nansana Municipality (Beta = .383, $p = .000 < 0.05$), work safety policies positively predict employee productivity at (Beta = .185, $p = .001 < 0.05$) and work safety training was also found to positively predict employee productivity at Nansana Municipality (Beta = .217, $p = .000 < 0.05$). The study recommended that the management of Nansana Municipality should continue investing in the maintenance and improvement of workstations, lighting, ventilation, and office facilities. The management of Nansana Municipality should implement continuous sensitization programs to ensure that all employees are fully aware of safety policies and understand their roles and responsibilities. Lastly, the management of Nansana Municipality should increase the frequency and coverage of safety training sessions to ensure all employees remain up-to-date with workplace safety practices.

Keywords: Work Place Safety, Employee, Productivity and Local Governments

Background of the Study

Workplace safety has long been recognized as a crucial factor influencing organizational performance and employee well-being (Nicholas & Nancy, 2024). Since the early industrial era, workplace hazards and injuries prompted governments and employers to adopt safety regulations and standards aimed at protecting workers (Brun & Loisel, 2002). The International Labour Organization (ILO) initiated global efforts in the 20th century to formalize occupational safety and health (OSH) frameworks, urging member states to implement comprehensive safety policies (ILO, 1950). During the 1970s and 1980s, many developed countries enacted stringent safety legislation such as the Occupational Safety and Health Act in the United States to reduce workplace accidents and enhance

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worker protection (Leigh, 2011). As research in organizational behavior expanded in the 1990s and 2000s, scholars began to empirically connect workplace safety with broader indicators of organizational effectiveness, including employee morale, absenteeism, and productivity (Burke et al., 2002; Robson et al., 2007). These studies established that safer work environments often correspond with higher levels of employee engagement and operational efficiency (T. Moses, 2023).

In sub-Saharan Africa, workplace safety has received increased attention over the past two decades amid rising industrialization and public sector reforms (Nancy, 2025). Governments, including Uganda's, adopted legal frameworks such as the Occupational Health and Safety Act of 2006 to institutionalize safety standards across both formal and informal work sectors (Uganda Government, 2006). Despite these reforms, many public institutions struggle with implementation due to limited resources, weak enforcement mechanisms, and inadequate safety training (Nabirye et al., 2011; Kiggundu, 2013). In the local government context, municipal workplaces grapple with hazards ranging from ergonomic strain to unsafe service environments, which can affect employee performance and service delivery (Mugisha & Munene, 2016). At Nansana Municipality in Wakiso District, workplace safety initiatives have emerged in response to both regulatory requirements and a growing recognition that employee health and safety are linked to productivity outcomes (Wanyama & Tumwebaze, 2020). However, there remains limited empirical evidence on how workplace safety practices specifically influence employee productivity within the municipality

The study was conducted at Nansana Municipality in Wakiso District, Central Uganda, a rapidly urbanising local government within the Kampala Metropolitan Area (Winny et al., 2023). The municipality's expanding population, infrastructure development, and administrative responsibilities have resulted in a growing workforce across departments such as public health, engineering, environment, revenue collection, and public works (T. Christopher et al., 2024). Many of these roles involve routine tasks that expose employees to occupational risks, making Nansana Municipality a suitable context for examining the relationship between workplace safety and employee productivity (F. Christopher, Moses, Muhindo, et al., 2022).

Workplace safety remains a major concern in Uganda's labour environment. National statistics show that 35% of workers are exposed to hazardous conditions, including dust, fumes, chemicals, and noise, while only 23% receive adequate protective equipment, despite existing occupational safety and health guidelines (Ministry of Gender, Labour and Social Development, 2021). Furthermore, 898,000 workers experienced work-related injuries within one year, with 357,000 sustaining serious injuries that resulted in work absenteeism, negatively affecting employee well-being, productivity, and organisational efficiency (MGLSD, 2024).

In local government settings such as Nansana Municipality, these challenges are particularly pronounced among frontline workers(Nancy & Prudence, 2024). Studies indicate that municipal employees, especially street cleaners and field-based staff, face high exposure to occupational hazards, with 100% exposed to dust, 86% to exhaust fumes and noise, and 64% reporting infections and injuries during routine duties (Nagawa, 2019; MGLSD, 2024). Although occupational safety frameworks exist, their effectiveness at the municipal level remains uncertain, and empirical evidence on how workplace safety influences employee productivity in Nansana Municipality is limited(Kazaara et al., 2024). This study therefore sought to address this gap by examining the relationship between workplace safety and employee productivity at Nansana Municipality in Wakiso District.

Problem Statement

Workplace safety remains a significant concern in Uganda, with national data showing that 35 % of workers are exposed to hazardous working conditions such as dust, fumes, or chemicals, and only about 23 % of employees are provided with necessary protective gear, exposing a majority of workers to preventable occupational risks despite the Ministry of gender labour and social development of Uganda issuing occupational safety and health guidelines for work environment (Ministry of Gender Labour and Social Development, 2021). In the 12 months preceding the latest National Labour Force Survey, 898,000 Ugandan workers suffered work-related injuries, of whom 357,000 experienced serious injuries that caused absence from work illustrating the scale of the challenge and its potential impact on employee productivity (Ministry of Gender Labour and Social Development, 2024). In local government settings, such as Nansana Municipality in Wakiso District, anecdotal evidence and related occupational studies suggest that municipal workers, including street cleaners and other frontline staff, experience significant exposure to occupational hazards with 100 % exposed to dust, 86 % to exhaust fumes and noise, and 64 % reporting infections and injuries during routine duties (Nagawa, 2019; Ministry of Gender Labour and Social Development, 2024). These conditions often lead to absenteeism, reduced efficiency, increased sick leave, and diminished employee morale to reduced productivity(F. Christopher, Moses, Enosh Muhindo, et al., 2022). This prompted the researcher to examine the relationship between workplace safety and employee productivity at Nansana Municipality in Wakiso District.

Objective of the Study

Main objective

To examine the effect of workplace safety on employee productivity at Nansana Municipality in Wakiso District

Specific Objectives of the Study

- i) To examine the role of physical work environment on employee productivity at Nansana Municipality
- ii) To establish the contribution of work safety policies on employee productivity at Nansana Municipality
- iii) To determine the how work safety training affects employee productivity at Nansana Municipality

Study hypothesis

- i) Physical work environment plays a significant role on the employee productivity at Nansana Municipality

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- ii) Work safety policies significantly contributes to the employee productivity at Nansana Municipality
- iii) Work safety training significantly affects the employee productivity at Nansana Municipality

Scope of the Study

This section outlined the study's geographical, content, and time scope.

Geographical Scope

The study was conducted at Nansana Municipality, located in Wakiso District, Central Uganda. Nansana Municipality lies along the Kampala–Hoima Road and forms part of the greater Kampala Metropolitan Area. The choice of Nansana Municipality was justified by its rapidly growing workforce, increasing administrative responsibilities, and the presence of diverse municipal departments where issues of workplace safety and employee productivity are evident. In addition, the municipality provided accessibility to respondents and relevant administrative data necessary for the successful execution of the study.

Content Scope

The content scope of the study was limited to workplace safety as the independent variable and employee productivity as the dependent variable. Workplace safety was examined in terms of physical work environment, work safety policies, and work safety training. Employee productivity was assessed through indicators such as employee output, efficiency and task completion within Nansana Municipality. Other factors that may influence productivity outside workplace safety were beyond the scope of this study.

Time Scope

The study focused on the period 2020–2025. This time frame is considered appropriate as it reflects recent developments in workplace safety regulations, training initiatives, and administrative reforms within local governments in Uganda, including Nansana Municipality. The selected period also ensured the availability of relevant records and enables an assessment of workplace safety practices and employee productivity within a contemporary institutional context.

Significance of the Study

The findings of this study may have important implications for local government policy and management practices in Uganda. By examining the relationship between workplace safety and employee productivity at Nansana Municipality, the study may provide evidence on the value of investing in safe physical work environments, clear safety policies, and structured safety training programs. The results can guide policymakers and municipal administrators in designing, strengthening, and enforcing occupational safety and health policies aimed at improving employee productivity and service delivery within local governments.

In addition, the study contributes to the existing body of knowledge on workplace safety and employee productivity, particularly within the context of local governments in developing countries. By focusing on physical work environment, work safety policies, and safety training, the research adds empirical evidence to the literature on occupational health and safety and its influence on employee performance in public sector institutions. The findings may be useful to scholars, practitioners, and future researchers interested in understanding how workplace safety practices shape employee productivity and organizational effectiveness in local government settings.

Justification of the study

In recent years, workplace safety and occupational health have attracted increasing scholarly and policy attention due to their critical role in enhancing employee well-being, efficiency, and overall productivity in organizations. Numerous studies have examined the relationship between workplace safety and employee productivity, focusing on outcomes such as reduced workplace accidents, improved job performance, and increased employee morale. However, much of the existing empirical evidence is largely concentrated in developed countries and private-sector or industrial settings, with relatively limited attention given to public sector institutions, particularly local governments in developing countries. Furthermore, within the available literature, workplace safety is often treated as a single, aggregated construct, without adequately disaggregating it into key dimensions such as the physical work environment, work safety policies, and work safety training. This limits a nuanced understanding of how each of these specific components individually and collectively influences employee productivity. Consequently, there is insufficient empirical evidence explaining how distinct workplace safety practices affect productivity outcomes within municipal and local government contexts. In the Ugandan context, and specifically at Nansana Municipality in Wakiso District, employees continue to operate in environments characterized by increasing workloads, infrastructure constraints, and evolving administrative demands. Despite the existence of occupational safety guidelines and public service regulations, challenges related to unsafe physical work conditions, limited enforcement of safety policies, and inadequate safety training persist, with potential implications for employee productivity and service delivery. Therefore, this study was justified as it seeks to bridge existing empirical and contextual gaps by examining the relationship between workplace safety and employee productivity at Nansana Municipality, with specific emphasis on the physical work environment, work safety policies, and work safety training.

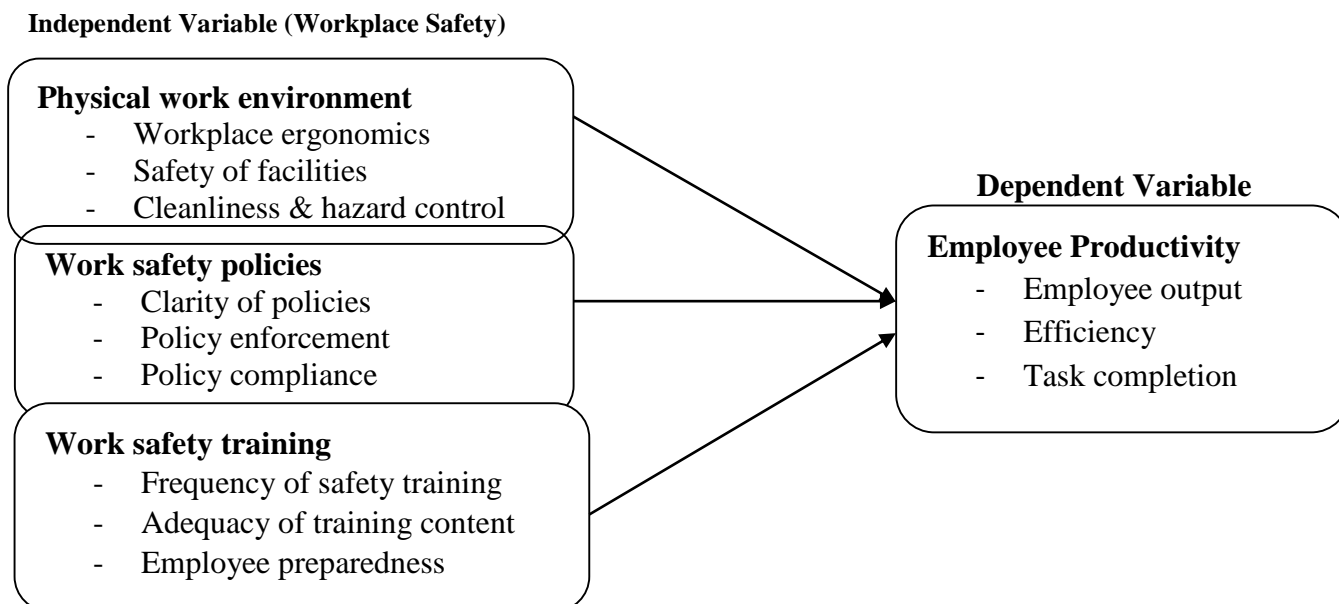
Definitions of key terms

Workplace safety: This is the practice and set of regulations ensuring a work environment free from hazards, preventing accidents, injuries, and illnesses, and promoting overall employee well-being, encompassing physical, mental, and social health through risk management, proper equipment, training, and a culture of prevention (Zachar & Majlingová, 2025).

Employee productivity: This measures how efficiently and effectively a worker or a group of workers contribute to accomplishing organizational goals (Elaho and Odion, 2022). This is achieved in form of employee output, efficiency and task completion

1.9 Conceptual Framework

The relationship between workplace safety and employee productivity is demonstrated in the conceptual framework. Workplace safety was the independent variable and employee productivity was the dependent variable.



Source: Armstrong (2011), A handbook of Human Resource Management Practices.

Figure 1.1: Conceptual Framework

The conceptual framework was composed of the independent variable which was workplace safety with three construct of physical work environment, work safety policies and work safety training that were hypothesized to predict and/or influence the dependent variable which was employee productivity. The implication was that if workplace safety measures were well implemented, they may lead to employee output, efficiency and task completion which this current study sought to confirm.

Literature Review

Physical work environment and employee productivity

Research shows that the physical workplace environment strongly influences employee productivity in public service contexts. In a study at Huduma Centre in Kenya found that physical workplace factors such as office layout, lighting, ventilation, noise levels, and ergonomics significantly contributed to employees' performance outcomes (Kagwi, 2018). Similarly, in the study of secretarial staff in higher education institutions in Tanzania reported that poor physical conditions like inadequate furniture, overcrowded space and noise led to physical discomfort and reduced task efficiency, while favorable conditions improved focus and job performance (Kuhenga, 2025). Together, these studies demonstrate that public employees' productivity rises when workplace design and physical facilities support comfort, freedom of movement, and task execution.

The broader facilities literature highlights how indoor environmental quality factors such as temperature, air quality, lighting and noise can shape employee satisfaction and productivity (Alex & Julius, 2024). A structured review by facility management researchers found that environmental control (e.g., access to natural light, adjustable temperature, and reduced noise) directly enhances comfort and output by supporting both individual focus and collaborative work (Lee & Brand, 2005; Gould, 2009). Additionally, research on work environment factors indicates a positive relationship between workplace conditions and employee commitment, which mediates the effects of the environment on productivity outcomes in organizations (Pimpong, 2023). These findings underline that when workers feel physically comfortable and satisfied with their environment, their performance and efficiency tend to improve (Ntirandekura et al., 2022).

Work safety policies and employee productivity

Studies examining job safety and employee productivity in public workplaces have consistently shown a positive relationship between safety measures and worker output. Barongo, Mulegi, and Nalubega (2023) investigated job safety within public and private organizations in Kampala and found that increases in safety conditions such as electronic safety, fire safety, sanitation, and protection from hazardous materials were significantly correlated with higher employee productivity ($r = .677, p < .05$), indicating that a safer work environment enables workers to manage time and tasks more effectively (Deus, 2023). This is consistent with findings by Otieno (2025), who evaluated occupational health and safety (OHS) procedures in a public organization context and reported that

effective safety systems and support mechanisms enhance worker productivity by reducing hazards that can disrupt task performance and workflow (Julius & Kazaara, 2026).

Employee attitudes toward workplace safety also serve as an important link to productivity in organizational settings. Mutegi, Joshua, and Maina (2023) demonstrate that insufficient safety interventions lead to negative employee safety attitudes and lower productivity among workers, underscoring that merely having policies is not enough; employee perceptions and engagement with those policies matter. This aligns with Njihia, Nzulwa and Kwena (2017) research in Kenya showing that occupational safety and health (OSH) practices create a sense of security and comfort, which in turn enable employees to perform tasks more effectively suggesting that safety policies that enhance psychological comfort support productivity in public workplaces.

Work safety training and employee productivity

Several empirical studies highlight that work safety training and occupational health and safety (OHS) practices are positively associated with employee productivity. For example, Barongo, Mulegi, and Nalubega (2023) found a strong positive relationship between job safety and employee productivity in public and private organizations in Kampala, with safer work conditions significantly increasing worker performance ($r = 0.677$, $p < 0.05$), suggesting that comprehensive safety training enhances productivity outcomes by making employees feel secure and protected at work (Ntirandekura et al., 2022). Similarly, research in the Ghanaian context reported a significant positive correlation between implementation of OHS practices including safety training and productivity among healthcare workers, indicating that OHS awareness and training are key predictors of higher output and well-being at work (Baidoo et al., 2025). This shows that safety training not only reduces the likelihood of accidents but also cultivates a work environment that supports consistent employee contribution, which is fundamental for public organizations where service continuity is critical (Kazaara et al., 2024).

Alphonse and Rulinda (2025) found that safety training and awareness programs, as part of broader OHS practices, had a significant positive effect on employee performance by equipping workers with the knowledge to prevent incidents and perform their tasks more effectively (Brian et al., 2024). Likewise, studies in manufacturing settings have revealed that favorable safety attitudes, which are often shaped by consistent safety training and communication, significantly influenced productivity, as employees who value safe practices tend to be more productive due to fewer disruptions and better work habits (Mutegi, Joshua, & Maina, 2023). These findings illustrate that safety training improves not only technical skills but also safety perceptions, which are instrumental in sustaining higher productivity levels in public sector environments (Alex & Moses, 2024).

Literature Gap

Based on the reviewed literature, it was evident that workplace safety including safety policies, safety training, and physical work environment factors plays a significant role in enhancing employee productivity across various public sector contexts in Africa and beyond (Mutegi, Joshua, & Maina, 2023; Segbenya & Yeboah, 2022; Barongo, Mulegi, & Nalubega, 2023). While studies have demonstrated positive correlations between workplace safety practices, employee safety attitudes, and productivity outcomes in public organizations in Kenya, Ghana, Ethiopia, and Tanzania, there remains a notable gap regarding localized evidence in specific municipal contexts in Uganda (Ivan et al., 2023). In particular, empirical research was limited on how workplace safety interventions encompassing both policy implementation and safety training directly affect employee productivity at the municipal level, where unique administrative, resource, and organizational challenges may influence outcomes (T. Moses, 2023). This gap highlights the need for a focused study at Nansana Municipality in Wakiso District to generate context-specific insights on the relationship between workplace safety and employee productivity, providing practical evidence to guide local public sector management in enhancing performance through safety initiatives.

METHODOLOGY

Introduction

This section presents the methods that the current study intended to use to accomplish. This section captures, research design, area of the study, study population, sampling procedures, sample size, sampling techniques, data collection methods and instruments, quality control methods, data analysis, ethical considerations and limitations of the study.

Study design

Kothari (2014) describes a research design as a structured plan that guides the methodology for addressing research questions. This study adopted a cross-sectional survey design, which enables the collection of data from a varied group of participants at a single point in time (Croswell & Croswell, 2018). The choice of this design was informed by its efficiency and cost-effectiveness in gathering data. The research employed quantitative and qualitative approaches. The quantitative method enabled the collection of measurable and numerical data, whereas the qualitative method was employed to collect rich, non-quantifiable, and descriptive data (Mugenda & Mugenda, 2013). Employing a mixed-methods approach enabled for triangulation, leveraging the strengths of both techniques to compensate for each other's weaknesses and reduce potential biases associated with depending on a single type of data.

Study Area

The study was conducted in Nansana Municipality, located in Wakiso District in the Central Region of Uganda. Nansana lies approximately 12 km northwest of Kampala, Uganda's capital city, along the busy Kampala–Mityana Highway, positioning it within the rapidly urbanizing peri-urban corridor surrounding the capital (UBOS, 2020).

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The municipality's growing workforce and diverse work environments, including offices, markets, and technical service departments, provide an ideal setting for assessing the relationship between occupational safety measures and productivity outcomes in the public sector(David et al., 2023).

Study Population

Arias-Gómez et al. (2016) define the study population as the entire set of people or objects about which a researcher wants to draw conclusions about the investigation's findings. The study targeted a total of 926 employees that work with Nansana Municipal Council Local Government (Nansana Municipal Council Local Government, 2022). These included 15 people are top officials at Nansana Municipal Council and 911 people are middle and lower staff of Nansana Municipal Council Local Government.

Sampling procedures

Sample size determination

According to Mbabazi (2011), a sample size refers to a subset of individuals or items selected from the larger population to actively participate in a study on its behalf. A sample of 279 respondents was identified, based on the guidelines provided using the Krejcie and Morgan Table (Krejcie & Morgan, 1970), the number of participants was determined. The distribution of these participants was presented in Table 3.1 below.

Table 1: The study sample size

Category	Population	Sample size	Sampling technique	Data Type
Top officials at Nansana Municipal Council	15	10	Purposive sampling	Qualitative data
Middle and lower staff of Nansana Municipal Council	911	269	Simple random sampling technique	Quantitative data
Total	926	279		

Sampling techniques

The study employed simple random sampling techniques to gather quantitative data, while purposive sampling was utilized for the collection of qualitative data.

Simple random sampling technique

The study considered simple random sampling to select participants in the study. The study applied a simple random sampling technique to select respondents, guaranteeing that every individual has an equal likelihood of being included in the research (Kombo & Tromp, 2016). Participants were drawn from middle and lower staff of Nansana Municipal Council and their selection was influenced by both their willingness to participate and the researcher's accessibility, given that all prospective respondents possess relevant information(Nafiu et al., 2017).

Purposive sampling technique

This was the sampling technique where respondents that possess more substantial and specific knowledge related to the study's objectives are considered in the study (Amin, 2005). In this case, this technique was employed on Top officials at Nansana Municipal Council. This was because these members have got more information regarding

issues relating to the effect of workplace safety on employee productivity at Nansana Municipality in Wakiso District.

Data collection methods and instruments

The study employed a questionnaire survey method to gather quantitative data, while interviews were conducted to collect qualitative data.

Questionnaire survey

To gather quantitative data from the selected participants, this research utilized structured questionnaires. These structured questions were methodically designed to align with the research objectives and was crafted in a user-friendly format and wording to ensure ease of completion for the respondents. The questionnaire employed a 5-point Likert scale, to assess participants' responses regarding the study variables. This method was employed on Middle and lower staff of Nansana Municipal Council. This instrument was used because it allows collection of quantitative data from a large number of participants in the shortest time (Kothari, 2014).

Interviewing

The study utilized the interview method to obtain in-depth qualitative data into the effect of workplace safety on employee productivity at Nansana Municipality in Wakiso District. This technique involved direct, face-to-face engagement between the researcher and key informants to gather relevant information (Leedy & Ormrod, 2015). An interview guide was prepared to steer the conversations, allowing for follow-up questions that encourage the collection of rich, detailed data. This method was used on Top officials at Nansana Municipal Council.

Data Quality Control

This encompasses placing a high emphasis on both the validity and reliability of the research instruments was employed (Yin, 2018).

Validity

Two research experts evaluated the data collection instrument by rating each questionnaire item as either Relevant (R) or Irrelevant (IR). Based on their assessments, the Content Validity Index (CVI) was calculated using the formula provided below to determine the validity of the instrument.

$$CVI = \frac{\text{Number of Items rated accurate}}{\text{Total number of the items in the questionnaire}}$$

If the questionnaire met the recommended validity threshold of 0.7, as suggested by (Mugenda & Mugenda, 2013).

Reliability

In research, reliability refers to the extent to which an instrument consistently produces dependable results across different contexts and conditions (Creswell & Creswell, 2018). To evaluate the reliability of the research instruments, a pre-test was conducted with 20 participants who were not included in the main study sample. The data obtained from this pre-test was analyzed using the Statistical Package for the Social Sciences (SPSS) Version

23, employing Cronbach's alpha to assess internal consistency. Cronbach's alpha measures the degree to which items within a tool were consistent and collectively capture the intended constructs. A value higher than 0.7 for each construct was achieved and was considered indicative of the instrument's reliability, in line with the recommendation of (Mugenda & Mugenda, 2013).

Data Analysis and Presentation

Quantitative and qualitative data was analyzed using distinct approaches.

Quantitative data

Data analysis was conducted using the SPSS Ver.23(Nelson et al., 2022). This software was used to calculate percentages and frequencies to capture the results. Furthermore, the study employed correlations to determine the relationships between the physical work environment and employee productivity, the relationship between work safety policies and employee productivity and the relationship between work safety training and employee productivity(Nelson et al., 2023). The results of these analyses were presented in tables, charts and graphs accompanied by explanatory statements to facilitate a better understanding of the findings.

Qualitative data

The researcher employed a systematic approach to analyze the qualitative data gathered. This process included organizing participant statements and responses to extract meaningful conclusions and interpretations that correspond with the study's objectives (Sekaran, 2013). The data was methodically coded, allowing for the identification of categories and patterns related to the various study variables. Thematic analysis was the chosen qualitative method, with the data being categorized under themes aligned with each research objective (Dawadi, 2020). The perspectives shared by interviewees were interpreted to capture content relevant to specific objectives. Selected quotes, phrases, and statements were thoughtfully integrated into the study to authentically represent the participants' viewpoints.

Ethical considerations

The study upheld recommendable research ethical considerations as put forward by (Creswell & Creswell, 2018).

Securing Participants' Informed Consent: Before involving any participants, the researcher obtained informed consent by clearly explaining the study's purpose, objectives, and participation procedures. Only individuals who voluntarily provided consent took part in the study.

Privacy Protection: Participants' privacy was strictly maintained, and questionnaires were completed individually rather than in group settings to ensure personal space and comfort. Also interviews were not done in groups, they were done between the interviewer and interviewee only.

Confidentiality Assurance: To protect respondents’ confidentiality, all information collected through questionnaires was used solely for academic purposes. No personal identifiers, such as names or other details that could reveal participants’ identities were not recorded.

Study limitations

Some respondents at first deliberately refused to give the necessary information to the researcher regarding the study while questioning the confidentiality and purpose. Nevertheless, the researcher explained to them that the information was only to be used for academic purpose and was to be held with utmost confidentiality.

Some respondents requested for money before giving information needed in the study. However, the researcher explained to such respondents that the research was not for any economic gain, it was purely for academic purpose.

Results

Table 2: The responses on physical work environment

Items	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
My workstation is designed to support comfortable working posture.	21	8.7	35	14.5	26	10.8	129	53.5	30	12.4
The layout of my workplace allows for easy movement and efficient task performance	16	6.6	26	10.8	36	14.9	108	44.9	55	22.8
Lighting in my work area is adequate for the tasks I perform	18	7.5	31	12.9	58	24.1	107	44.4	27	11.2
The buildings and office facilities are structurally safe for employees	19	7.9	24	10.0	53	22.0	108	44.9	37	15.4
Fire safety equipment is available and accessible.	18	7.5	26	10.8	31	12.9	108	44.9	58	24.1
Electrical installations and equipment in my workplace are safe to use.	15	6.2	48	19.9	36	14.9	103	42.7	39	16.2
Offices and common areas are cleaned regularly.	08	3.3	31	12.9	33	13.7	105	43.6	64	26.6
Waste disposal systems are adequate and well managed	07	2.9	29	12.0	36	14.9	111	46.1	58	24.1
The workplace is free from health hazards such as excessive dust, noise, or foul smells	14	5.8	45	18.7	48	19.9	96	39.8	38	15.8

Source: Primary data, 2026

From Table 2 above on whether the workstation is designed to support a comfortable working posture, 8.7% of the respondents strongly disagreed with the statement, 14.5% disagreed, 10.8% remained neutral, 53.5% agreed, while 12.4% strongly agreed. Since the majority of the respondents agreed with the statement, it implied that most

employees at Nansana Municipality perceive their workstations as being designed to support comfortable working postures, which can enhance productivity.

Still from Table 2 above on whether the layout of the workplace allows for easy movement and efficient task performance, 6.6% of the respondents strongly disagreed, 10.8% disagreed, 14.9% remained neutral, 44.9% agreed, and 22.8% strongly agreed with the statement. Therefore, since the majority of respondents concurred with the statement, it implied that the workplace layout at Nansana Municipality generally supports easy movement and efficient task performance.

From Table 2 above on whether lighting in the work area is adequate for the tasks performed, 7.5% of the respondents strongly disagreed, 12.9% disagreed, 24.1% remained neutral, 44.4% agreed, while 11.2% strongly agreed. Since most respondents agreed with the statement, it implied that lighting conditions in the municipality are largely adequate for employees to perform their duties effectively.

Furthermore, from Table 2 above on whether buildings and office facilities are structurally safe for employees, 7.9% of the respondents strongly disagreed, 10.0% disagreed, 22.0% remained neutral, 44.9% agreed, and 15.4% strongly agreed with the statement. Therefore, since the majority agreed, it implied that employees generally consider the buildings and office facilities at Nansana Municipality to be structurally safe.

Still from Table 2 above on whether fire safety equipment is available and accessible, 7.5% of the respondents strongly disagreed, 10.8% disagreed, 12.9% remained neutral, 44.9% agreed, while 24.1% strongly agreed with the statement. Since most respondents agreed with the statement, it implied that fire safety equipment is largely available and accessible at Nansana Municipality.

From Table 2 above on whether electrical installations and equipment in the workplace are safe to use, 6.2% of the respondents strongly disagreed, 19.9% disagreed, 14.9% remained neutral, 42.7% agreed, and 16.2% strongly agreed. Therefore, since the majority of respondents agreed with the statement, it implied that electrical installations and equipment are generally considered safe by employees (Julius & Matovu, 2025).

Furthermore, from Table 2 above on whether offices and common areas are cleaned regularly, 3.3% of the respondents strongly disagreed, 12.9% disagreed, 13.7% remained neutral, 43.6% agreed, while 26.6% strongly agreed. Since the majority of respondents agreed with the statement, it implied that cleaning of offices and common areas is regularly conducted at Nansana Municipality, promoting a hygienic working environment (Julius & Kazaara, 2026).

Still from Table 2 above on whether waste disposal systems are adequate and well managed, 2.9% of the respondents strongly disagreed, 12.0% disagreed, 14.9% remained neutral, 46.1% agreed, and 24.1% strongly agreed with the statement. Therefore, since most respondents agreed, it implied that waste disposal systems at Nansana Municipality are adequate and well managed.

Lastly, from Table 2 above on whether the workplace is free from health hazards such as excessive dust, noise, or foul smells, 5.8% of the respondents strongly disagreed, 18.7% disagreed, 19.9% remained neutral, 39.8% agreed, while 15.8% strongly agreed. Since the majority of respondents agreed with the statement, it implied that the work environment at Nansana Municipality is generally free from serious health hazards, thereby supporting employee productivity (N. Moses & Alex, 2022).

To gain deeper insights into the perceptions of employees regarding the physical work environment at Nansana Municipality, interviews were conducted with top officials of the Municipal Council. The officials provided their perspectives on office space, lighting, ventilation, equipment, sanitation, and overall workplace conditions, as well as the influence of these factors on employee productivity.

The officials described the physical work environment as generally adequate and supportive of daily operations. They noted that most workstations are designed to allow comfortable postures, enabling employees to perform tasks efficiently. The office layout is considered conducive to easy movement, with sufficient spacing to avoid congestion. Lighting in work areas is largely appropriate for the tasks performed, and buildings and office facilities are viewed as structurally safe. Fire safety equipment is available and accessible, and electrical installations are generally safe for use. The officials emphasized that cleaning of offices and common areas is conducted regularly, and waste disposal systems are well managed. Overall, they described the workplace as clean, safe, and organized, with minimal health hazards such as dust, noise, or unpleasant odors. Additionally, the officials reported that a well-maintained and ergonomically designed work environment positively impacts their ability to perform duties. Adequate lighting reduces eye strain and fatigue, while proper workstation design supports prolonged periods of work without discomfort. Efficient office layout facilitates movement and access to resources, making task completion faster and smoother. Reliable electrical installations and accessible fire safety equipment enhance safety and confidence in the work environment, while regular cleaning and waste management promote a hygienic setting, which reduces distractions and potential health issues.

Furthermore, the officials highlighted that a conducive physical work environment has a direct positive effect on employee productivity. Comfortable workstations, adequate lighting, and well-

organized office layouts contribute to higher focus and efficiency. Structural safety and proper maintenance of equipment instill a sense of security, allowing employees to work without unnecessary concern for accidents. Furthermore, regular cleaning, well-managed waste disposal, and minimal health hazards create a pleasant and safe workspace, which enhances overall morale and encourages employees to perform their duties more effectively.

Table 3: The responses on work safety policies

Items	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Work safety policies at Nansana Municipality are clearly documented	36	14.9	57	23.7	38	15.8	101	41.9	09	3.7
Safety guidelines are communicated in a language that employees easily understand	11	4.6	37	15.4	32	13.3	116	48.1	45	18.7
I am well informed about the safety procedures relevant to my job	24	10.0	72	29.9	53	22.0	72	29.9	20	8.3
Safety policies clearly define employee roles and responsibilities	24	10.0	28	11.6	47	19.5	90	37.5	52	21.6
Management consistently enforces work safety policies	11	4.6	20	8.3	35	14.5	120	49.8	55	22.8
Supervisors take corrective action when safety rules are violated	09	3.7	37	15.4	42	17.4	116	48.1	37	15.4
Management regularly monitors compliance with safety policies	23	9.5	53	22.0	33	13.7	90	37.3	42	17.4
I personally comply with all work safety policies while performing my duties	82	34.0	64	26.6	42	17.4	31	12.9	22	9.1

Source: Primary data, 2026

From Table 3 above on whether work safety policies at Nansana Municipality are clearly documented, 14.9% of the respondents strongly disagreed with the statement, 23.7% disagreed, 15.8% remained neutral, 41.9% agreed, while only 3.7% strongly agreed. Since the majority of the respondents agreed with the statement, it implied that work safety policies at Nansana Municipality are generally documented, though a notable proportion of employees still expressed uncertainty or disagreement(F. Christopher, Moses, Muhindo, et al., 2022).

Still from Table 3 above on whether safety guidelines are communicated in a language that employees easily understand, 4.6% of the respondents strongly disagreed, 15.4% disagreed, 13.3% remained neutral, 48.1% agreed, and 18.7% strongly agreed with the statement. Therefore, since the majority of respondents concurred with the

statement, it implied that safety guidelines at Nansana Municipality are largely communicated in a language that employees can easily understand (Julius & Nancy, 2026).

From Table 3 above on whether employees are well informed about the safety procedures relevant to their jobs, 10.0% of the respondents strongly disagreed, 29.9% disagreed, 22.0% remained neutral, 29.9% agreed, while 8.3% strongly agreed. Since a considerable proportion of respondents disagreed or remained neutral, it implied that many employees are not adequately informed about job-specific safety procedures, which may negatively affect productivity.

Furthermore, from Table 3 above on whether safety policies clearly define employee roles and responsibilities, 10.0% of the respondents strongly disagreed, 11.6% disagreed, 19.5% remained neutral, 37.5% agreed, and 21.6% strongly agreed. Therefore, since the majority of respondents agreed with the statement, it implied that work safety policies at Nansana Municipality generally clarify employee roles and responsibilities.

Still from Table 3 above on whether management consistently enforces work safety policies, 4.6% of the respondents strongly disagreed, 8.3% disagreed, 14.5% remained neutral, 49.8% agreed, while 22.8% strongly agreed with the statement. Since most respondents agreed with the statement, it implied that management at Nansana Municipality largely enforces work safety policies consistently.

On whether supervisors take corrective action when safety rules are violated, 3.7% of the respondents strongly disagreed, 15.4% disagreed, 17.4% remained neutral, 48.1% agreed, and 15.4% strongly agreed. Therefore, since the majority of respondents agreed with the statement, it implied that supervisors at Nansana Municipality generally take corrective action when safety rules are violated.

Furthermore, from Table 3 above on whether management regularly monitors compliance with safety policies, 9.5% of the respondents strongly disagreed, 22.0% disagreed, 13.7% remained neutral, 37.3% agreed, while 17.4% strongly agreed. Since the majority of respondents agreed, it implied that management conducts regular monitoring of compliance with work safety policies, although some employees still expressed reservations.

Lastly, on whether employees personally comply with all work safety policies while performing their duties, 34.0% of the respondents strongly disagreed, 26.6% disagreed, 17.4% remained neutral, 12.9% agreed, and only 9.1% strongly agreed with the statement. Therefore, since the majority of respondents disagreed with the statement, it implied that many employees do not consistently comply with work safety policies, which may undermine the effectiveness of these policies in enhancing employee productivity at Nansana Municipality.

To explore the contribution of work safety policies at Nansana Municipality, interviews were conducted with top officials of the Municipal Council. The aim was to understand their awareness of workplace safety policies, the effectiveness of communication and enforcement, and the influence of these policies on employee productivity.

From the interviews, the officials confirmed awareness of workplace safety policies at Nansana Municipality, noting that the policies are generally documented and available to staff. They indicated that the policies outline safety procedures, define employee roles and responsibilities, and are intended to guide employees in maintaining a safe working environment. However, officials acknowledged that while policies exist, some employees remain uncertain or less familiar with the specifics of these guidelines, suggesting a need for continuous sensitization and reinforcement.

Furthermore, according to the officials, safety policies are largely communicated in a language that employees can understand, and management makes efforts to enforce them consistently. Supervisors are expected to take corrective action when safety rules are violated, and management monitors compliance regularly. Despite these measures, officials recognized gaps in communication and enforcement, noting that some employees are still not adequately informed about job-specific safety procedures, and a significant number do not consistently comply with all work safety policies.

The officials further revealed that well-documented and enforced safety policies can enhance employee productivity by creating a secure and organized work environment. When employees understand their roles, responsibilities, and safety expectations, they can perform tasks more confidently and efficiently. Conversely, lack of compliance or inadequate awareness of safety procedures can hinder productivity, as employees may face preventable accidents, confusion about responsibilities, or unsafe working conditions. Therefore, effective communication, enforcement, and employee adherence are critical to ensuring that safety policies positively impact productivity.

Table 4: The responses on work safety training

Items	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Safety training sessions are conducted regularly at Nansana Municipality	39	16.2	83	34.4	46	19.1	63	26.1	10	4.1
Employees receive refresher safety training whenever necessary	10	4.1	56	23.2	44	18.3	104	43.2	27	11.2
Safety training is conducted often enough to keep employees updated on safety practices	32	13.3	92	38.2	45	18.7	55	22.8	17	7.0

Safety training content is relevant to the risks associated with my job	21	8.7	55	22.8	42	17.4	99	41.1	24	10.0
Safety training provides practical skills that can be applied at work	24	10.0	54	22.4	51	21.2	93	38.6	19	7.9
Safety training has improved my ability to handle work-related hazards	20	8.3	27	11.2	68	28.2	97	40.2	29	12.0
I feel confident applying safety procedures during my daily tasks.	17	7.1	24	10.0	20	8.3	129	53.5	51	21.2
I am well prepared to respond to emergencies at the workplace	09	3.7	17	7.1	36	14.9	121	50.2	58	24.1
Safety training enables me to work with minimal risk of injury	14	5.8	45	18.7	48	19.9	96	39.8	38	15.8

Source: Primary data, 2026

From Table 4 above on whether safety training sessions are conducted regularly at Nansana Municipality, 16.2% of the respondents strongly disagreed with the statement, 34.4% disagreed, 19.1% remained neutral, 26.1% agreed, while only 4.1% strongly agreed. Since the majority of respondents disagreed with the statement, it implied that safety training sessions are not conducted regularly at Nansana Municipality, which may limit employee preparedness and productivity.

On whether employees receive refresher safety training whenever necessary, 4.1% of the respondents strongly disagreed, 23.2% disagreed, 18.3% remained neutral, 43.2% agreed, and 11.2% strongly agreed with the statement. Therefore, since the majority of respondents agreed with the statement, it implied that refresher safety training is provided when necessary, contributing positively to employee productivity.

Then on the issue of safety training is conducted often enough to keep employees updated on safety practices, 13.3% of the respondents strongly disagreed, 38.2% disagreed, 18.7% remained neutral, 22.8% agreed, while 7.0% strongly agreed. Since most respondents disagreed with the statement, it implied that safety training is not conducted frequently enough to keep employees updated, which may negatively affect employee productivity.

Furthermore, from Table 4 above on whether safety training content is relevant to the risks associated with employees' jobs, 8.7% of the respondents strongly disagreed, 22.8% disagreed, 17.4% remained neutral, 41.1% agreed, and 10.0% strongly agreed. Therefore, since the majority of respondents agreed with the statement, it implied that safety training content is generally relevant to job-related risks at Nansana Municipality.

Additionally, on whether safety training provides practical skills that can be applied at work, 10.0% of the respondents strongly disagreed, 22.4% disagreed, 21.2% remained neutral, 38.6% agreed, while 7.9% strongly

agreed. Since most respondents agreed with the statement, it implied that safety training equips employees with practical skills that can be applied in their daily work.

Regarding on whether safety training has improved employees' ability to handle work-related hazards, 8.3% of the respondents strongly disagreed, 11.2% disagreed, 28.2% remained neutral, 40.2% agreed, and 12.0% strongly agreed. Therefore, since the majority of respondents agreed with the statement, it implied that safety training has improved employees' ability to manage work-related hazards.

Furthermore, from Table 4 above on whether employees feel confident applying safety procedures during their daily tasks, 7.1% of the respondents strongly disagreed, 10.0% disagreed, 8.3% remained neutral, 53.5% agreed, while 21.2% strongly agreed. Since most respondents agreed with the statement, it implied that safety training has enhanced employees' confidence in applying safety procedures during routine work activities.

Then on whether employees are well prepared to respond to emergencies at the workplace, 3.7% of the respondents strongly disagreed, 7.1% disagreed, 14.9% remained neutral, 50.2% agreed, and 24.1% strongly agreed with the statement. Therefore, since the majority of respondents agreed, it implied that safety training has adequately prepared employees to respond effectively to workplace emergencies.

Lastly, on whether safety training enables employees to work with minimal risk of injury, 5.8% of the respondents strongly disagreed, 18.7% disagreed, 19.9% remained neutral, 39.8% agreed, while 15.8% strongly agreed. Since most respondents agreed with the statement, it implied that work safety training reduces the risk of injury and positively contributes to employee productivity at Nansana Municipality.

To assess the role of workplace safety training at Nansana Municipality, interviews were conducted with top officials of the Municipal Council. The focus was on understanding the nature, relevance, and effectiveness of safety training programs, as well as their impact on employee productivity.

The officials indicated that employees at Nansana Municipality have received safety training, though not on a consistently regular basis. The training typically includes guidance on general workplace safety practices, handling emergencies, using fire safety equipment, and adhering to job-specific safety procedures. While refresher training is provided when necessary, officials acknowledged that safety sessions are not conducted frequently enough to keep all employees continuously updated on safety practices.

It was revealed that safety training content is generally relevant to the risks employees face in their respective roles. It provides practical skills that can be applied during daily work activities

and equips employees with knowledge on how to manage work-related hazards. However, officials noted that while the training is relevant, its frequency and coverage could be improved to ensure that all employees remain adequately prepared for emerging workplace risks.

Furthermore, the officials emphasized that safety training positively influences employee confidence, allowing staff to perform tasks with reduced fear of accidents or injuries. Training improves efficiency by enabling employees to handle hazards appropriately and apply safety procedures effectively in routine activities. Moreover, employees feel better prepared to respond to emergencies, which minimize disruption and reduces the risk of injury. Then, effective safety training contributes to a safer work environment, enhanced productivity, and greater employee morale at Nansana Municipality.

Table 5: Employee Productivity

Items	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
I consistently meet the expected work output for my position	31	12.9	45	18.7	25	10.3	87	36.1	53	22.0
I am able to handle my assigned workload effectively	23	9.3	29	12.0	32	13.3	104	43.2	53	22.0
I achieve my work targets within the expected time frame	09	3.7	31	12.9	29	12.0	128	53.1	44	18.3
I complete my work with minimal errors or rework	09	3.7	20	8.3	26	14.9	98	40.7	78	32.4
I make effective use of available resources to perform my duties	17	7.0	17	7.1	43	17.8	103	42.7	61	25.3
I rarely leave tasks unfinished at the end of the workday	19	7.9	33	13.7	37	15.4	102	42.3	50	20.7
I complete my duties even when workload demands are high	29	12.1	22	9.1	24	10.0	97	40.2	69	28.6

Source: Primary data, 2026

From Table 5 above on whether employees consistently meet the expected work output for their positions, 12.9% of the respondents strongly disagreed with the statement, 18.7% disagreed, 10.3% remained neutral, 36.1% agreed, while 22.0% strongly agreed. Since the majority of respondents agreed with the statement, it implied that most employees at Nansana Municipality are able to meet the expected work output for their positions, indicating a reasonable level of productivity.

On whether employees are able to handle their assigned workload effectively, 9.3% of the respondents strongly disagreed, 12.0% disagreed, 13.3% remained neutral, 43.2% agreed, and 22.0% strongly agreed with the statement.

Therefore, since the majority of respondents concurred with the statement, it implied that employees at Nansana Municipality generally manage their workloads effectively.

Then, on whether employees achieve their work targets within the expected time frame, 3.7% of the respondents strongly disagreed, 12.9% disagreed, 12.0% remained neutral, 53.1% agreed, while 18.3% strongly agreed. Since most respondents agreed with the statement, it implied that employees are able to achieve their work targets within the stipulated time, reflecting timely task completion.

Additionally, from Table 5 above on whether employees complete their work with minimal errors or rework, 3.7% of the respondents strongly disagreed, 8.3% disagreed, 14.9% remained neutral, 40.7% agreed, and 32.4% strongly agreed. Therefore, since the majority of respondents agreed with the statement, it implied that employees generally complete their work accurately with minimal errors or need for rework.

Still from Table 5 above on whether employees make effective use of available resources to perform their duties, 7.0% of the respondents strongly disagreed, 7.1% disagreed, 17.8% remained neutral, 42.7% agreed, while 25.3% strongly agreed. Since most respondents agreed with the statement, it implied that employees at Nansana Municipality effectively utilize available resources to perform their duties.

Furthermore, from Table 5 above on whether employees rarely leave tasks unfinished at the end of the workday, 7.9% of the respondents strongly disagreed, 13.7% disagreed, 15.4% remained neutral, 42.3% agreed, and 20.7% strongly agreed. Therefore, since the majority of respondents agreed with the statement, it implied that most employees complete their assigned tasks within the workday.

Lastly, from Table 5 above on whether employees complete their duties even when workload demands are high, 12.1% of the respondents strongly disagreed, 9.1% disagreed, 10.0% remained neutral, 40.2% agreed, while 28.6% strongly agreed. Since most respondents agreed with the statement, it implied that employees at Nansana Municipality maintain productivity even during periods of high workload demand.

To understand more about employee productivity at Nansana Municipality, interviews were conducted with top officials of the Municipal Council. The officials provided their insights on overall productivity levels.

The officials described employee productivity at Nansana Municipality as generally satisfactory. Most employees are able to meet expected work outputs for their positions and handle their assigned workloads effectively. Employees typically achieve work targets within the expected time frame, complete tasks accurately with minimal errors or need for rework, and make effective use of available resources. Additionally, staff rarely leave tasks unfinished at the end of the workday and maintain productivity even during periods of high workload demand. The officials revealed

that employees demonstrate a reasonable level of efficiency, timeliness, and reliability in their duties.

Furthermore, the officials highlighted several workplace safety factors that significantly influence productivity. These include the structural safety of buildings and office facilities, availability and accessibility of fire safety equipment, safe electrical installations and equipment, and the clarity of safety policies and procedures. Effective communication of safety guidelines, consistent enforcement by management, and regular monitoring of compliance also play a crucial role. Additionally, workplace safety training enhances employee confidence in handling hazards, applying safety procedures, and responding to emergencies, which minimizes disruptions and reduces the risk of injuries, thereby directly supporting sustained productivity.

Table 6: Correlation Coefficient of the Study Variables

Variables	PWE	WSP	WST	EP
Work Safety Policies (WSP)	.443**	1		
Work Safety Training (WST)	.520**	.346**	1	
Employee Productivity (EP)	.578**	.430**	.480**	1

** Correlation is significant at the .01 level (2-tailed).

The results from Table 6 revealed a positive, strong, and significant relationship between the physical work environment and employee productivity ($r = .578^{**}$, $p = 0.00 < 0.01$). The correlation coefficient value of 0.578 implies that better physical work environments are strongly associated with higher levels of employee productivity at Nansana Municipality.

Furthermore, the correlation analysis revealed a positive, moderate, and significant relationship between work safety policies and employee productivity ($r = .430^{**}$, $p = 0.00 < 0.01$). This implies that effective enforcement and implementation of work safety policies are significantly associated with improved employee productivity at Nansana Municipality. Lastly, the results from Table 6 indicated a positive, moderate, and significant relationship between work safety training and employee productivity ($r = .480^{**}$, $p = 0.00 < 0.01$). With the Sig. value being less than 0.01, it implied that work safety training plays a significant role in enhancing employee productivity at Nansana Municipality.

Table 7: Regression analysis

Regression Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.318	.291		1.094	.275

Physical Work Environment	.414	.067	.383	6.148	.000
Work Safety Policies	.277	.085	.185	3.258	.001
Work Safety Training	.295	.081	.217	3.642	.000
Model Summary					
R Square	.405				
Adjusted R Square	.398				
ANOVA^b					
F	53.383				
Sig. (P)	.000^a				

Source: Field data, 2026

The results in Table 7 above indicated that the combined constructs of the physical work environment, work safety policies, and work safety training collectively accounted for 39.8% of the variance in employee productivity at Nansana Municipality (Adjusted R Square = .398). The remaining 60.2% of the variance in employee productivity was attributed to other factors not covered in this study. These findings suggest that the regression model effectively predicted employee productivity. The goodness of fit of the model was further confirmed by the significant F-value (F = 53.383, $p = .000 < 0.05$), which supports the validity of the model.

Regarding the individual constructs, the results using standardized Beta values revealed that the physical work environment positively predicts employee productivity at Nansana Municipality (Beta = .383, $p = .000 < 0.05$). This implies that a unit increase in the physical work environment leads to a .383 increase in employee productivity, while a unit decrease leads to a .383 decrease in employee productivity. Since the results showed positive and significant predictability, the study therefore accepted the hypothesis that physical work environment plays a significant role on the employee productivity at Nansana Municipality

For work safety policies, the results indicated that they positively predict employee productivity at (Beta = .185, $p = .001 < 0.05$). This implies that a unit increase in work safety policies results in a .185 increase in employee productivity, and a unit decrease leads to a .185 decrease in employee productivity. With the predictability level being positive and statistically significant, the study therefore accepted the hypothesis that work safety policies significantly contributes to the employee productivity at Nansana Municipality

Lastly, work safety training was also found to positively predict employee productivity at Nansana Municipality (Beta = .217, $p = .000 < 0.05$). This means that a unit increase in work safety training leads to a .217 increase in employee productivity, and a unit decrease in work safety training leads to a .217 decrease in employee productivity. Given the positive and significant predictability level, the study therefore accepted the hypothesis that work safety training significantly affects the employee productivity at Nansana Municipality.

Summary of findings

The study findings indicated a positive, strong, and significant relationship between the physical work environment and employee productivity ($r = .578^{**}$, $p = 0.00 < 0.01$). It was also revealed that the physical work environment positively predicts employee productivity at Nansana Municipality (Beta = .383, $p = .000 < 0.05$). From the interviews, top officials at Nansana Municipal Council described the physical work environment as generally adequate, safe, and well-organized, with comfortable workstations, sufficient lighting, efficient office layouts, and minimal health hazards. They noted that regular cleaning, proper waste management, safe electrical installations, and accessible fire safety equipment enhance employee safety, confidence, and overall well-being. Officials emphasized that these factors positively influence employees' ability to perform tasks efficiently, maintain focus, and sustain productivity.

The findings also revealed a positive, moderate, and significant relationship between work safety policies and employee productivity ($r = .430^{**}$, $p = 0.00 < 0.01$). Furthermore, the results indicated that work safety policies positively predict employee productivity at (Beta = .185, $p = .001 < 0.05$). Additionally, qualitative results top officials at Nansana Municipal Council, it was revealed that workplace safety policies are generally documented, communicated in understandable language, and enforced by management to create a safe working environment. While these policies clarify employee roles and responsibilities and support productivity, gaps remain in employee awareness, compliance, and communication of job-specific procedures. Officials emphasized that effective policy enforcement and adherence are essential for enhancing safety, confidence, and overall employee performance.

The study results also showed a positive, moderate, and significant relationship between work safety training and employee productivity ($r = .480^{**}$, $p = 0.00 < 0.01$). Furthermore, work safety training was also found to positively predict employee productivity at Nansana Municipality (Beta = .217, $p = .000 < 0.05$). From the interviews, with top officials at Nansana Municipality revealed that employees receive safety training covering general safety practices, emergency response, fire equipment use, and job-specific procedures, though sessions are not conducted regularly. The training is relevant and provides practical skills for managing workplace hazards, enhancing employee confidence, efficiency, and preparedness for emergencies. Officials emphasized that effective safety training contributes to a safer work environment, reduces risks, and supports higher productivity and employee morale.

Conclusions

The study concluded that the physical work environment at Nansana Municipality plays a significant and positive role in enhancing employee productivity. Well-designed workstations, adequate lighting, safe and well-maintained facilities, accessible fire safety equipment, and hygienic office conditions collectively create a conducive work setting that supports efficient task performance, reduces health risks, and boosts employee morale.

It was also that work safety policies at Nansana Municipality play a significant and positive role in enhancing employee productivity. Well-documented policies that clearly define roles, responsibilities, and safety procedures, coupled with consistent enforcement by management and corrective actions by supervisors, create a secure and organized work environment. While gaps remain in employee awareness and compliance, effective communication and adherence to safety policies were found to improve employees' confidence, efficiency, and ability to perform tasks safely.

Lastly, it was concluded that work safety training at Nansana Municipality significantly enhances employee productivity. Although training sessions are not conducted as regularly as needed, they provide relevant content, practical skills, and knowledge that enable employees to manage work-related hazards effectively. Safety training improves employees' confidence in applying safety procedures, prepares them to respond to emergencies, and reduces the risk of injury, all of which contribute to a safer and more efficient work environment.

Recommendations

The management of Nansana Municipality should continue investing in the maintenance and improvement of workstations, lighting, ventilation, and office facilities. Efforts should be made to ensure that all work areas are ergonomically designed, structurally safe, and hygienic, as these factors directly support employee productivity and morale.

The management of Nansana Municipality should implement continuous sensitization programs to ensure that all employees are fully aware of safety policies and understand their roles and responsibilities. Management should maintain consistent enforcement of these policies, and supervisors should actively monitor compliance and take corrective actions when necessary, thereby creating a secure and organized work environment.

The management of Nansana Municipality should increase the frequency and coverage of safety training sessions to ensure all employees remain up-to-date with workplace safety practices. Training should focus on practical skills, emergency preparedness, and hazard management to enhance employees' confidence, efficiency, and ability to perform tasks safely, ultimately boosting overall productivity.

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