



IMPACT OF WORKPLACE SAFETY PRACTICES ON EMPLOYEE PERFORMANCE IN CEMENT INDUSTRY IN JHARKHAND

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Abstract: In cement industry there are numerous hazards involved such as dust emission, heavy machineries, high temperature, loud noises, harmful chemical, risky process etc. These risk hampers the safety and health of employees. Harmful effects on employee's health includes respiratory diseases such as asthma, coughing, bronchitis etc, eyesight problem, temporary or permanent hearing loss etc. All these hazardous effects have unfavourable influence on the physical and mental health of the employees. Supervision and guidance play crucial role in ensuring protection of workers from any threat and jeopardy. Non-experienced labours needs extra and continuous supervision and guidance as they are more vulnerable to risks.

This study examines the relationship between workplace safety practices and employee performance. This study is descriptive in nature. Research was conducted in Bokaro city in Dalmia cement industry. Sample size of 110 was taken to gather the data from the employees of Dalmia cement industry questionnaire method was used to collect the necessary information Employees were ask to fill up the questionnaire. Along with this researcher also conducted interview to get deeper insights of employee's opinions, perception and experience. Correlation method was used to analyze the data collected from the workers. Study concludes that there is significant impact of workplace safety practices on employee performance. It also hampers the organizational growth and overall operational efficiency of organization. Non-adherence or ignorance of safety protocols can cause severe damage to the welfare of workers and also hinders the business goodwill. The findings suggested that pre- identification of risky areas can help in mitigate the risks. Effective training and development programmes ensure well-being and security of labours from hazardous impact.

Index Terms - Safety Practices, Employee Performance, Welfare, Training and Development programmes, Operational efficiency.

1. INTRODUCTION

1.1 Background of study

The word 'safety' means to remain free from any hazards or risks. In reference of workplace, safety means being safeguarded from any injuries, illness, and incidents occurs at the place of work. In India workplace safety practices has gradually evolved over a period of time. With the rapid industrialisation the need for adopting safety practices has raised to minimize and mitigate the risk of any type of hazards. The **Factories Act, 1948** which was enacted to regulate the workplace environment and ensure safety and welfare of employees by improving the working condition of the organisation. The **Mines Act, 1952** passed to ensure safety of workers involved in mining activities and protect them from severe damages. The Bhopal gas tragedy of 1984 cause severe damage to both workers as well as environment. This disaster deepen- the immediate requirement of strong safety policies and guidelines. In modern era various labour law has merged together into a framework, enhancing compliance and regulation of the laws.

Human resource is an integral part of any organisation as no firm can achieve its goal if human resources are not properly and optimally utilized. They are responsible for making best use of all other resources that is money, material, and machinery. So-recruiting and selecting should be carefully done in order to maximize productivity and operational efficiency. But only these processes are not enough to achieve higher goals, organisation also have to provide proper training and development programmes to unlock their full potential. Men are appreciable in nature i.e. their value increase over time. They gain experience, knowledge and skills and they also adapt according to the changing nature of business environment. It makes them more capable and efficient. Through knowledge, skills, and experience HR helps organisation to achieve higher objectives and retain in the market for long run. But in various industries and in this study researcher highlights the importance of workplace safety and its relation with labour performance, labour turnover, retention of employees, work value. Safeguarding the physical and mental health of employees open the way of businesses to achieve long- term goal by aligning individual welfare measures and organisational objectives. It helps in establishing an environment where relationship between workers and managers are clear and reliable. Workers must free to address their inconvenience to managers and managers must provide solution to the problems faced by the workers through strategic planning and policies. HR managers play a critical role in ensuring that employees are free from any physical harm and also helps them to copes up with mental stress.

1.2 Problem statement

The study has been conducted to emphasize on the safety related problems faced by the employees of cement industry and how it became a major reason for degradation of performance of employees. In cement industries advanced machineries is used in the manufacturing process and there are various types of risk associated with it which may cause harm to the employees. Workers are base for any success and growth of any organisation and they are considered as valuable assets for business enterprise. Each workers bring their creativeness and innovative ideas and actively participates in different activities that benefits the firm. But due to presence of risks in the factory the confidence and motivation level of labours deteriorated. Therefore- for reducing accidents as well as fear and stress from the mind of employees should be main concerns for organisation. This study addresses the issues faced by the workers of cement industry and what measures should be given to them for securing their life.

1.3 Significance of study

This study plays a significant role in examining workplace safety on employee performance in cement industry in Jharkhand. In cement industry workers are exposed to various types of risks such as harmful chemicals, dust, loud noises, extreme temperature, heavy machineries etc. This study helps in understanding how industries adopt and implement safety measures to protect the employees from hazardous conditions. It also explains the importance of training and development programmes, use of PPE, medical facilities, identifying the core reasons of accidents etc. The study describes how safety practices

significantly impact employee performance and enhance their potential to accomplish the task. Further it will help businesses to develop plans and strategies to mitigate the risk of on- site accidents.

1.4 Scope of study

The study focuses on analysing the impact of safety measures on employee performance in Dalmia Cement Industry, located in Bokaro City. Both primary and secondary data is used to gather the data. The primary data is collected through structured questionnaire and secondary data is collected through websites, journals, books etc. The study includes various element of workplace safety practices such as use of PPE, training and development programmes, emergency action plan etc. Employee performance is determined in reference to productivity level, employee engagement, potential of employees to complete the task.

2. LITERATURE REVIEW

1. **Vinodkumar and Bhasi (2010)-** This study emphasized the importance of safety for creating a positive work environment for employees. Establishing safety procedures enhance the perspective of employees and decreases incidents and also helps increasing job satisfaction, improves dedication, reduces turnover etc. The findings concluded that the training is one of the crucial factors and also provide the ways by which safety practices can be improved and create the decent and favourable working environment. The gap in this study is that it the survey was conducted in only one state and does not cover other regions. Results may be differ- in other states due to various factors such as industrial development, working culture, technological advancement.
2. **Cornelissen et. al. (2014)** This study deals with the study of organisational unsafe environment and its impact on the life of workers. Proper drafting of safety procedures is very important and crucial task. In case of high- risk nature industries even a minor error in giving direction can lead to fatal accident. Researcher highlight the importance of careful drafting of instructions to avoid the risk of uncertainties. To analyse the data, SPSS software was used by the researcher. The gap in this study is that the researcher cannot get deeper knowledge about employee insights and behaviour due to use of only questionnaire method to collect the opinions.
3. **Kumar (2018)** In current scenario technology is proved to be one of the most predominant factors for industrial growth. Manual labour takes several days to complete a task while mechanization the same task can be performed within short period. But in addition to its numerous advantages, it has its own disadvantages too as advanced and heavy apparatus may pose risk to health and safety of personnels. If firms fail to provide the required safety and training, then employees have to face negative consequences. This study is based on determining the safety practices in automobile industries and the level of satisfaction of employees working in this sector. The research gap in this study is that it mainly focuses on automobile industry, so the result may vary in other sectors.
4. **Dhanisha (2017)-** Company culture plays an important role in acquiring business goals and achieving satisfactory result. Work culture includes shared values, beliefs, HR practices, leadership style etc. Positive culture enhances the quality of work of employees and enhance satisfaction and performance of employees, it is very important to establish clear and positive relation between managers and employees. The study describes about the hazards of chemical industries. Due to working with harmful substances, staffs are exposed to long term health issues. The research was conducted in Kerala in four chemical industries. Based on the result of analysis, the study assessed the need of constant and clear communications, fair incentives, proper training etc, to improve the performance. The gap in the study is that it can only manage to evaluate the performance of non-managers.
5. **Afeamenyo (2018)** Industrial sector is one of the important and major contributors to the economic growth. It alleviates poverty from the country by generating employment for large number of people. But it has its own negative consequences too because people working in industries are revealed to toxic

substance causes serious health issues such as cancer, lung disease, skin rashes, eye diseases etc. Presence of physical hazards such as poor infrastructural facilities result in discomfort to staffs and causes obstruction in meeting working standards. Providing necessary tools such as ear muffs, PPE, jackets etc can help the consequences of negative elements. The research gap in this study is it does not focus on importance of training and development programmes and how it employees in perform up to set standard of business.

6. **Chandrasekaran and Ganeshprabhu (2020)** In this study researcher described the problems faced by the workers working in unorganised sector. In spite of the large number of work-force involved in this sector, they are underprivileged. The study concludes that numerous aids such as proper lighting which helps in reducing eye strain, providing proper and adjustable chairs and desks to avoid bad postures or to avoid back or neck pain, medical facilities such as first aids or dispensary for uncertain situations. This study is conducted in Tamil Nadu state, due to different work culture, regulation, technological advancement etc in different sate the result may vary in other states.
7. **Mutegi et. al. (2023)-** The study was conducted in Kenya to address the problem regarding the well-being of workers and how it influences the output of business and personnel's ability to perform the task. With the advancement of technology demand for skilled labour arise, who can operate on the new machineries. It compels the labour to learn about the current procedures which makes them to prone to additional risk. The findings disclosed that taking proper care of health of the workers enhance their effectiveness and also benefits the firms as healthy and safe workers can contribute remarkably than vulnerable and threatened employees. This study was conducted in Kenya, so the result may be differ in other countries due to different labour laws, working conditions, government policies etc.
8. **Kalia et. al. (2024)** The study emphasized on the importance of human resource within the organisation and it should be treated as valuable resources to achieve goals. It can be done through building a work structure where workforce provided with strategic training and deep knowledge about the work process, it motivates them to gain confidence and trust. This paper deals with analysing the impact of strategic plans and policies on retaining employees, pleasure from doing job, changing jobs. The study concludes that evaluation of EP is greatly influence the pleasure or happiness derive from work.
9. **Nandhini and Justus (2024)** The objective of this article is to assess the influence of safety regulations. In chemical industries there is high risk involved such as danger of spilling of chemicals, inhalation of gases release from harmful substances, skin inflammation. It concluded that guidelines regarding protection of employees is necessary for fulfilling their legal as well as moral obligation. It also helps in continuous growth of the firm.
10. **ElSharkawy (2024)-** The main objective of this study is to assess the problems faced by the staffs of small- scale industries. These sectors are generally relying on labour efforts, it means maximum work is carried out by manual labours. Due- to more emphasis on generating the output, safety measures are often ignored which makes the staffs vulnerable to dangers and health- related problems. The results suggested to improve the labour condition by facilitating them with organised and systematic environment. Due to hurdles of getting consent in conducting research industries the scope of study is limited.
11. **Ssemuuddu et al. (2025)-** This study examines the hazardous impact of cement manufacturing on workers. Accidents can be minimized by examining the core of problems, observing and instructing workers, establishing and imposing safety guidelines and protocols. There is heterogeneity in workers on the basis of age, experience, gender etc. Diversification in these factors also impacts employee

safety. Therefore- organisation should assign duty to workers by keeping in mind of these factors to avoid industrial accident.

12. **Li and Ruanggoon (2025)** This study deals with precautionary practices on work-site and how it influences the workers ability to accomplish the task. It also provides ways to improve the potential ways to perform and effectively complete their work. The study disclosed that providing healthy atmosphere to employees helps in balance the personal and professional or job responsibilities, increases staff engagement and commitment towards their work, improves performance. The gap in this study that it is limited to only one region namely, Namjing. Due to study conducted in limited area the opinions and views of other region cannot be taken into consideration.
13. **Bhandvalkar and Salvi (2026)** This study analyses the need of safe workplace, it refers to the place where employees can feel being protected from any unwanted dangers and are able to work without any insecurity and mental strain. It also highlights the importance of ethical values within organisation such as honesty, respect, moral, attitudes. This study focuses on how labour laws and compliance influence the working condition. The research also focuses on effectiveness of current laws and its functionality in establishing positive and safe environment. It also determines whether the employees are conscious about laws related to security and their legal rights.
14. **Daisy et. al. (2026)** The study was conducted in Wakiso district to analyse the significance of organisational structures on efficiency of employees to accomplish task. For ensuring efficient flow of business operation it is very crucial to well-maintaining organisational structure. To enhance efficiency of workforce, it is important to implement safeguard policy and conducting training programmes to impart knowledge and skills. The study results shows that decent and well-organised business structure enhances performance and output. In addition to working atmosphere, security protocols also influence employee potential in accomplish the task.
15. **Parween and Senapati (2026)** This study conducted to examine the adverse effect of stress caused by various factors such as presence of biasness, negative or unfavourable environment, mistreatment at workplace, lack of freedom to make decisions etc. All these components diminish the morale and self-confidence of employees. For enhancing the efficiency of workers, business have to create a surrounding where workers feel motivated and they should be encouraged to take initiatives. It concludes that workers productivity level is generally influenced by the fact that how the framework of business organisation is designed.

3. RESEACRH GAP

Most of the studies were conducted in countries outside India. So-the result may differ on the basis of various factors such as organisational culture, labour laws and regulation, working environment etc. Very few research has been conducted in India specifically in state Jharkhand. There is need to conducting more research in Jharkhand state to examine the relationship between impact of workplace safety on EP. This study fills the gap by focusing on impact of safety measure practices on EP in Bokaro Steel city, Jharkhand.

4. RESEARCH QUESTION

- How workplace safety measures practices impact Employee performance in cement industry?
- How training and development programmes enhance employee performance and productivity?
- How unsafe working environment decreases employee engagement and increases turnover of labour.

5. RESEARCH OBJECTIVES

- To examine the relationship between safety measures practices and employee performance.
- To evaluate importance of safety training and development programmes in enhancing employee performance and productivity
- To analyse adverse impact of unsafe working environment on employee engagement and labour turnover.

6. HYPOTHESIS OF THE STUDY

H0- Workplace safety practices have no significant impact employee performance in cement industry.

H1- Workplace safety practices have significant impact on employee performance in cement industry

7. RESEARCH METHODOLOGY

7.1 Research design- In this study descriptive and analytical research design is use to determine the relation between the safety practices and performance of employee. Descriptive design use to comprehend the existing or current safety practices and analytical research safety design is helps in examining how safety measures practices impact employee performance.

7.2 Research Approach

- **Quantitative approach:** To collect the quantitative data through structured questionnaire.
- **Qualitative approach:** To collect descriptive data by conducting interviews to get deeper knowledge about employee expectation and perception.

7.3 Data collection

- **Primary data:** Primary data was collected from the employees of cement industry through structured questionnaire and conducting interviews.
- **Secondary data:** Website, Journal, Reports

7.4 Sampling

- **Target Population:** Employees of Dalmia Cement industry in Bokaro Steel City.
- **Sample Size:** Data is collected from 110 employee of Dalmia Cement Industry located in Bokaro.
- **Sampling techniques:** Convenience sampling method is use to collect the data.

7.5 Research tools

- **Survey:** A structured questionnaire was used to measure the impact of workplace safety practices on employee performance.
- **Interview:** Interview was conducted to obtain deeper knowledge about employee perception and job satisfaction.

7.6 Data Analysis Tools

- **Regression –** Regression analysis was used to analyse quantitative data.

7.7 Software Used

- **SPSS-** SPSS software was used to perform the regression analysis.

7.8 Research Area: The area of study is Bokaro City.

8. DATA ANALYSIS AND HYPOTHESIS TESTING

Impact of safety practices on employee performance

Statement A: Safety practices increase my potential to perform a task.

Description	Frequency	Percentage
Strongly Agree	33	30%
Agree	73	66.36%
Neutral	4	3.64%
Disagree	0	0%
Strongly Disagree	0	0%
Grand Total	110	100%

Source: Primary Data

Interpretation: Out of total 110 respondents 66.36% agreed that safety practices improve their potential of work. 30% respondents strongly agreed about the statement and 3.64% gave neutral answer.

Statement B: Effective safety measures give me confidence to take higher responsibilities.

Description	Frequency	Percentage
Strongly Agree	39	35.45
Agree	59	53.64
Neutral	12	10.91
Disagree	0	0
Strongly Disagree	0	0
Grand Total	110	100

Source: Primary Data

Interpretation: Out of 110 respondents 35.45% strongly agreed that safety measures help in boosting their confidence and they become able to take high responsible work. 53.7% respondents agreed about the statement and 10.9% respondents are neutral about the statement.

Statement C: Safety practices improve quality of work.

Description	Frequency	Percentage
Strongly Agree	47	42.7
Agree	62	56.4
Neutral	1	0.9
Disagree	0	0
Strongly Disagree	0	0
Grand Total	110	100

Source: Primary Data

Interpretation: 42.7% respondents strongly agreed that safety practices help in improving quality of work. 56.4% workers agreed to the statement and 0.9% respondents were neutral about the statement.

Statement D: Unsafe working conditions distract me to complete my task

Description	Frequency	Percentage
Strongly Agree	30	27.3
Agree	73	66.36
Neutral	6	5.45
Disagree	1	0.9
Strongly Disagree	0	0
Grand Total	110	100.0

Source: Primary Data

Interpretation: Out of sample size of 110 workers 27.3% strongly agreed that unsafe environment divert workers in accomplishing their role. 66.36% employees strongly agreed about the statement. 5.45% workers gave neutral answer and 0.9% worker disagreed to the statement.

Impact of safety training and development programmes on performance and productivity

Statement A Training reduces injuries thereby increases the involvement in daily task

Description	Frequency	Percentage
Strongly Agree	27	24.55
Agree	68	61.82
Neutral	14	12.73
Disagree	1	0.9
Strongly Disagree	0	0
Grand Total	110	100.00

Source: Primary Data

Interpretation- Out of 110 respondents 61.82% employees agreed that training helps in decreasing accidents and injuries which helps employees to focus more on daily task. 24.55% employees strongly agreed to the statement, 12.73% respondents are neutral about the statement and 0.9% respondent disagreed to the statement.

Statement B: Training and Welfare measures help me to complete the task without fear.

Description	Frequency	Percentage
Strongly Agree	36	32.73
Agree	71	64.55
Neutral	2	1.82
Disagree	1	0.9
Strongly Disagree	0	0
Grand Total	110	100

Source: Primary Data

Interpretation: Out of 110 respondents 64.55 respondents agreed that training and welfare measures play a role in reducing fear and complete the task without any stress. 32.73% respondents strongly agreed to the statement, 1.82 respondents were neutral about the statement and 0.9% respondent disagreed.

Impact on safety measures on employee engagement and turnover

Statement A: I feel safety measures decreases labour turnover.

Description	Frequency	Percentage
Strongly Agree	25	22.73
Agree	71	64.54
Neutral	10	9.09
Disagree	4	3.64
Strongly Disagree	0	0
Grand Total	100	100

Source: Primary Data

Interpretation: The given table shows that most respondents 64.54 respondents agreed that Safety measures ensure retention of employees and decrease labour turnover. 22.73 respondents strongly agreed to the statement and 9.09 respondents gave neutral answer. 3.64 respondents disagreed to the statement

Statement B: Safety and welfare practices make me more invested in my work which increases productivity.

Description	Frequency	Percentage
Strongly Agree	35	31.82
Agree	70	63.64
Neutral	5	4.54
Disagree	0	0
Strongly Disagree	0	0
Grand Total	110	100

Source: Primary Data

Interpretation: This table shows that 63.64 respondents agreed that safety as well as welfare practices make employees more focused, engaged and invested towards their goals and subsequently it leads to increased productivity. 31.82% workers strongly agreed to the statement and 4.54% respondents were neutral about the statement.

HYPOTHESIS TESTING

H0- Workplace safety practices have no significant impact EP in cement industry.

H1- Workplace safety practices have significant impact on EP in cement industry.

Regression

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Workplace Safety Practices		Enter
a. Dependent Variable: Employee Performance			
b. All requested variables entered.			

Interpretation: Independent and dependent variables are entered. Independent variable is workplace safety practices and dependent variable is employee performance.

Model Summary

	Column1	Column2	Column3	Column4
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.315 ^a	0.099	0.091	0.36949
a. Predictors: (Constant), Workplace Safety Practices				

Interpretation:

R=0.315 shows weak positive relation between the variables.

R- Square=0.099 indicates that 9.9% variance in dependent variable (workplace safety practices) is explained by independent variable (Employee Performance).

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.621	1	1.621	11.871	<.001 ^b
	Residual	14.744	108	0.137		
	Total	16.365	109			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Workplace Safety Practices						

Interpretation: As significance value (p value) is <.001 which is less than 0.05, indicates that model is statistically significant. Therefore null hypothesis (H0) is rejected and alternative hypothesis (H1) is accepted.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.804	0.429		6.533	0.000
	IV	0.333	0.097	0.315	3.446	0.001
a. Dependent Variable: Employee Performance						

Interpretation:

- Unstandardized coefficient= 0.333 indicates that one-unit rise in independent variable increases dependent variable by 0.333.
- The standardized coefficient= 0.315 shows moderate positive relation

9. ACHIEVEMENT OF OBJECTIVES

9.1 Objective 1: To examine the relationship between safety measures practices and employee performance.

Achievement Status: Achieved

Supportive Findings: The regression analysis in the table shows that the significance value is less than 0.05 indicates significant and positive relation between independent variable (workplace safety measures) and dependent variable (employee performance). It proves that creating safe environment plays important role in improving quality of work and increase their potential.

9.2 Objective 2: To evaluate importance of safety training and development programmes in enhancing employee performance and productivity.

Achievement status: Achieved

Supportive Findings: Most of the respondents agreed that training helps in reduces injuries and increase their involvement in daily activities. It also helps in accomplishing task without any fear.

9.3 Objective 3: To analyse adverse impact of unsafe working environment on employee engagement and labour turnover.

Achievement status: Achieved

Supportive Findings: Most of the respondents agreed that safety practices enhance employee engagement and decreases labour turnover which means if safety measures are not provided to workers it may adversely affect engagement and retention of employees.

FINDINGS CONCLUSION AND SUGGESTIONS

- The study disclosed that 66.36% respondents agreed that safety practices improve their potential to complete task, 30% workers strongly agreed and 3.64% respondents are neutral about the statement.
- 61.82% respondents agreed and 24.55% respondents strongly agreed. that lack of effective and safety training measures decreases the risk of hazardous effect and further it also adversely affects the performance and productivity of employees.
- Dangerous and risky conditions pressurize the workers to leave the organisation because of hazardous region leads to high accidents rates. On the basis of percentage analysis it has been revealed that 64.54% respondents agreed that labour turnover can be reduced through creating safe and hazard-free organisational structure. 22.73% respondents strongly agreed.

10. CONCLUSION:

The study concludes that safety practices positively impact performance of employees. Due to risky nature of cement industries the threat of physical harm and mental well-being cannot be fully eliminated but by taking necessary precaution and preventive measures the risk can be reduced up to large extent. Safety Training and development programmes also contributes towards ensuring safety of employees as it helps in imparting knowledge about various hazards and what measures should be taken in emergency situations. Providing safety training helps in decreasing industrial accidents as it educates workers about how to operate machines properly, how to handle the risks associated with machineries. Unsafe practices result in increase in labour turnover and absenteeism.

11. SUGGESTION:

- The study suggests that industry should conduct safety training more often so that the employees can detect risk associated with new and advanced technologies and effectively tackle it.
- Industry should use Artificial Intelligence for spotting hazardous areas. Regular medical check-ups should be conducted for early identification of diseases. Workers who involved in manufacturing cement are vulnerable to dust, high temperature, loud noises etc. So regular checkup is very crucial for them.

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