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**EFFECT OF COMPLIANCE TO WORKPLACE  
REGISTRATION ON EMPLOYEE PERFORMANCE AT  
VIHIGA COUNTY REFERRAL HOSPITAL**

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**ABSTRACT**

**Purpose:** The purpose of this study was to establish the effect of compliance to workplace registration on employee performance at Vihiga County Referral Hospital

**Methodology:** The study adopted a descriptive survey research design. The study targeted employees of Vihiga County Referral Hospital which comprise of administration (15), technical staff (157) and subordinate staff (136). The researcher targeted a population of 308 employees and determined a sample size of 174 respondents using the Yamane (1967) formula. Simple random sampling and stratified sampling techniques were both employed. Simple random sampling was used to select some of the employees, while stratified sampling ensured representation from different subgroups within the population. The study used a structured questionnaire to collect the primary data. Data was then be analyzed through the use of descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS) version 24.

**Results:** The study findings established that compliance to workplace registration has a significant effect on employee performance.

**Unique contribution to theory, practice and policy:** The study recommends the hospital management to always comply with workplace registration standards in order ensure safe and healthy work environment.

**Keywords:** *compliance to workplace registration, employee performance, compliance*

## INTRODUCTION

Employee performance is crucial to success. Each individual employee must strive toward the hospital's vision and mission. Employee performance encompasses how institutions manage, upskill, and motivate their employees (Gregory, 2016). It can stem from economic outcomes or social interactions in the workplace. In the fields of organizational behavior studies and human resources practice, there is growing recognition of the fundamental significance of the concept of employee performance (Yee, & Cheng, 2018). Employee performance is the most robust antecedent of employee commitment, service quality delivery, organizational citizenship behaviors, and low employee turnover intention amongst others (Bolon, 2017).

Occupational Safety and Health (OHS) is a discipline dealing with prevention of work-related injuries and diseases, and the protection and promotion of healthy workers. It aims at the improvement of working conditions and environment (Pescud et al., 2015). Occupational health entails the promotion and maintenance of the highest degree of physical and mental health and social well-being of workers in all occupations (Taderera, 2018). Occupational Safety and Health has recently become a much higher priority in light of the growing evidence of great loss and suffering caused by occupational diseases and ill-health across many different employment sectors, and is of concern to managers at least partly because of increasing number of deaths and accidents occurring at work (Taderera, 2018).

Occupational health and safety policy on compliance to workplace registration is a formal requirement to get workspace registered with the concerned authorities such as Occupational Health and Safety Act (OSHA). Under occupational safety and health consultancy it aims to support organizations and Safeguard, Safety and Health at Workplaces (Song & Baicker, 2019). It ensures safety, health, and welfare of all workers in all workplaces. Unsafe and unhealthy work environment causes accidents, diseases, disasters, and environmental pollution that result in huge economic and social burdens to individuals and enterprises thereby stifling economic and social growth (Lillis & Van Dyk, 2017). Compliance to Workplace Registration ensures that all workplaces comply with the regulations (Tonetto et al., 2017).

The status of occupational health and safety (OHS) conditions in Kenya is an issue of growing importance to the industrialists, practitioners, the Government and consumers.

Kenya, like all other countries globally, has tried to address OSH concerns. Despite these efforts, it is estimated that 2 million work related fatalities still occur every year (ILO, 2009). In Kenya, prior to the enactment of the OSH Act, (2007), matters of OSH were covered under the Factories and Other Places of Work, Act (1972), Chapter 514 of the laws of Kenya. This chapter has since June 2008 been replaced by the OSH Act (2007). The OSH Act is an Act of Parliament that provides for the safety, health and welfare of workers and all persons lawfully present at workplaces.

### **Statement of the Problem**

As employees are the most valued assets in any organization, there is a need to prioritize their health and safety. If not considered by management, this has always led to low productivity, frequent accidents, and loss of life, among other consequences. Poor healthcare quality is costly, resulting in loss of lives, time, public confidence, low staff morale, and wastage of limited resources. Over the last four years, most hospitals have experienced about 20% of their staff not performing due to health and safety-related reasons. In Kenya, hospitals account for 2% of the working population as was the report in the WHO report (2019).

However, the health sector in Kenya is currently grappling with several challenges that is affecting employee's performance and service delivery to the people. These challenges include strikes and go slows, lack of equipment and proper infrastructure, lack of enough human resource among others (Dwomoh, Owusu & Addo, 2016). The health systems cannot be able to function effectively and efficiently without employees performing well. This is the case in Vihiga County Referral Hospital where Health staff went into strikes and go slows over unpaid salaries in 2020. The County Government of Vihiga has withheld salaries of nearly 300 health workers for the last five months on claims they were hired irregularly. Further, the healthcare employees at Vihiga County Referral Hospital are not satisfied in their workplace (County Public Service Board 2020). They complain of infections due to lack of enough PPEs, high stress level, low back pain, death, high medical cost and accidents. Health and safety are a cross-disciplinary area concerned with protecting the safety, health and welfare of people engaged in work or employment. The goal of all occupational health and safety practices is to foster a safe work environment (Sorensen, Sparer, Williams & Wagner, 2018). Therefore, this research was geared towards establishing the effect of compliance to workplace registration on employee performance at Vihiga County Referral Hospital.

## **Objective of the Study**

The study sought to establish the effect of compliance to workplace registration on employee performance at Vihiga County Referral Hospital

## **LITERATURE REVIEW**

This Section presents the theoretical and empirical literature that provided a framework for the study. The literature is discussed in the subsequent sections as follows:

### **Theoretical Review**

The study was guided by Max Weber's Organizational Theory, developed in 1922. This theory posits a set of interrelated concepts and definitions that explain the behavior of individuals, groups, or subgroups within an institution as they interact to perform activities intended towards the accomplishment of a common goal (Kanter, 2019). According to the theory, organizations are social units comprising people who are managed in a manner that enables them to meet organizational needs, pursue collective goals, and adapt to a changing organizational environment (Annosi, Martini, Brunetta, & Marchegiani, 2020).

Organization theory assumes about the mutuality of interest between individuals and organization registration. Mutual interest is represented by the statement organizations need people, and people also need organizations (Haveman & Wetts, 2019). Organization registration are formed and maintained on the basis of some mutuality of interest among their participants. People see organizations registration as a means to help them reach their goals while at the same time, organizations registration need people to help reach organizational objectives. If mutuality is lacking, it makes no sense to try to assemble a group and develop co-operation, because there is no common base on which to build. Mutual interest provides a super-ordinate goal that unites the variety of needs that people bring to organizations (King & Carberry, 2020). The result is that people are encouraged to attack organizational problems rather than each other.

Organizational Theory is criticized for setting regulation for organizations to follow, and the characteristics are so ideal that they may be impossible for any actual organization to succeed (George, Walker & Monster, 2019). The theory wanted to come up with a set of guidelines that would favour both efficiency and, most importantly, conditions that would make the workers top priority. The theory has always been critiqued for the branches of ideas that don't work in reality, but the point of the theory was not to actually create an

organization, but to create an ideal model for other organizations to follow (Liu, Feng, Zhu & Sarkis, 2018). One big misconception that people have had in the past is a question of Weber's morality due to their oversimplification of his characteristics of a pure bureaucracy. Complexity in an organization yields the highest success, therefore simplifying it leads to the illusions of over-authority and intense hierarchical power that are inaccurate of theory's beliefs.

Critics argue that organizational theory's emphasis on efficiency can lead to dangerous oversimplification, prioritizing work over workers. While efficiency is a characteristic of the ideal organization, theorists like Böhm, Jones & Land (2021) caution against pursuing it at the expense of worker well-being. In reality, achieving pure efficiency is challenging, and theorists like Haveman & Wetts (2019) suggest that organizations should strive for a balance of characteristics rather than solely focusing on efficiency.

### **Empirical Review**

Kapp (2018) investigated occupational health and safety (OHS) practices in five dimensions, i.e., safety procedures and risk management, safety and health rules, first aid support and training, occupational accident prevention and work place compliance. The findings of the analysis suggested that such OHS practices as safety procedures and risk management, safety and health rules, first aid support and training, and organizational safety support had a positive effect on employee performance. Finally, safety procedures and risk management, safety and health rules and compliance to work place had indirect effects on employee performance of the employees. The study however was not specific on workplace registration.

Gatithi (2016) investigated compliance with occupational safety and health regulations among manufacturing companies in Mombasa County. The study, based on a population of 29 companies, utilized a population survey design and collected primary data through questionnaires. Descriptive and factor analysis revealed a 71.7 percent compliance rate with safety regulations, indicating a significant portion of companies (28.3 percent) with non-compliance, highlighting the need for improvement to minimize associated risks.

Shen et al., (2017) investigates the influence of the leadership practices of first-line supervisors on the safety compliance and safety participation of the employee's performance. Contingent reward and transformational leadership are examined under conditions of positive and non-positive group safety climate in both the manufacturing and

constructions sectors. Using moderated regression models results indicate that greater levels of transformational and contingent reward leadership are both associated with greater levels of safety compliance and safety participation behavior, however group safety climate moderates the leadership-safety compliance relationships.

The study by Shen et al. (2017) finds that in positive group safety climates, employee safety compliance behavior improves with increased supervisor leadership practices. However, under non-positive group safety climates, there is no corresponding improvement in safety compliance despite enhancements in supervisor leadership. These results underscore the importance of fostering strong group safety climates and improving first-line supervisor leadership practices to enhance safety compliance behavior.

## **RESEARCH METHODOLOGY**

The study adopted a descriptive survey research design. The study targeted employees of Vihiga County Referral Hospital which comprise of administration (15), technical staff (157) and subordinate staff (136). Therefore, the target population was 308 employees. The researcher obtained the sample size using Yamane formulae (1967) to arrive at 174 respondents. The study employed stratified and simple random sampling techniques. Simple random sampling technique was used to select the sample of the other employees. Stratified sampling was used to achieve desired representation from various subgroups in the population. The study used a structured questionnaire to collect the primary data. Data was then be analyzed through the use of descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS) version 24. Presentation of the findings were done by frequency distribution tables and diagrams, pie charts, and bar graphs.

## **FINDINGS AND DISCUSSIONS**

The findings of the study are presented in this chapter. They are discussed in accordance with the objectives.

### **Demographic Information and Response Rate**

This section presents the general information of the respondents and the response rate as it forms the basis under which the study rightfully accessed the relevant information. The general information of the respondents included information such gender, age, marital

status and level of education of the respondents, which was captured in the first section. Table 1 presents the results.

**Table 1: Demographic Information and Response Rate**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Responded	142	81.6
Non-responded	32	18.4
<b>Total</b>	<b>174</b>	<b>100</b>
<b>Gender of the Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Male	88	61.9
Female	54	38.1
<b>Total</b>	<b>142</b>	<b>100</b>
<b>Age Brackets</b>	<b>Frequency</b>	<b>Percentages</b>
20-29 years	31	21.8
30-39 years	59	41.5
40-49 years	37	26.1
50 years and above	15	10.6
<b>Total</b>	<b>142</b>	<b>100</b>
<b>Highest Academic Qualification</b>	<b>Frequency</b>	<b>Percent</b>
Certificate/diploma	30	21.1
Undergraduate degree	65	45.7
Masters	39	27.5
PhD	8	5.6
<b>Total</b>	<b>142</b>	<b>100</b>
<b>Years Worked in the Hospital</b>	<b>Frequency</b>	<b>Percent</b>
Below 5 years	31	21.8
6-10 years	69	48.5
11-15 years	26	18.3
16 years	16	11.3
<b>Total</b>	<b>142</b>	<b>100</b>

Out of a total of sample 174 respondents targeted, 142 respondents successfully filled the questionnaires, which translate to a response rate of 81.6%. Results showed that majority of the respondents 61.9% were male while 38.1% were female. On the age of the respondents, majority, 59(41.5%) were aged between 30 to 39 years while few 15(10.6%) were aged above 50 years. From the results, majority 65(45.7%) of the respondents had undergraduate level of education, 30(21.1%) were diploma holders, 39(27.5%) of the respondents were master’s holders. Results also showed that 31(21.8%) of the respondents indicated that they were below 5 years in the organization, 69(48.5%) had 6-10 years,

26(18.3%) had between 11-15 years and 16(11.3%) had been in the organization for more than 16 years in the organization.

### Descriptive Analysis

This section represents the descriptive statistics of the study variables compliance to workplace registration, and the dependent variable employee performance To achieve this, a five-point Likert scale was used where; 1=Strongly Disagree, 2=Disagree, 3=Undecided. 4=Agree, 5=Strongly Agree.

### Compliance to Workplace Registration

The objective of the study was to establish the effect of compliance to workplace registration on employee performance at Vihiga County Referral Hospital, Kenya. Table 2 presents the study results.

**Table 2: Compliance to Workplace Registration**

Statements		SA	A	UD	D	SD	Mix	Max	Mean	Sd
1. The hospital is communicating about compliance to workplace registration to all stakeholders	F %	70 49.3	31 21.8	9 6.3	16 11.3	16 11.3	1	5	3.87	1.42
2. The hospital is complying to workplace registration standards	F %	52 36.6	56 39.4	8 5.6	14 9.9	12 8.5	1	5	3.86	1.25
3. The hospital is monitoring the compliance to workplace registration.	F %	61 42.9	62 43.6	6 4.2	8 5.6	5 3.5	1	5	4.17	1.00
4. The hospital always review compliance to workplace registration	F %	51 35.9	69 48.6	6 4.2	8 5.6	8 5.6	1	5	4.04	1.07
<b>Valid N =142</b>									<b>3.99</b>	

In Table 2, the results indicate that a majority of respondents, 101 (71.1%), agreed that the hospital effectively communicates about workplace registration compliance to all



stakeholders, while 32 (22.5%) disagreed. The mean score for communication effectiveness was 3.87 with a standard deviation of 1.42, indicating general agreement among respondents. Regarding compliance with workplace registration standards, 108 (76.1%) respondents agreed that the hospital adheres to these standards, while 26 (18.3%) disagreed. The mean score for compliance was 3.86 with a standard deviation of 1.25, suggesting overall agreement among respondents. Furthermore, 123 (86.6%) respondents agreed that the hospital monitors workplace registration compliance, while 13 (9.2%) disagreed.

Furthermore, in terms of mean and standard deviation, most respondents agreed that the hospital is monitoring the compliance to workplace registration with a mean of 4.17 and standard deviation of 1.00. Finally, 120(84.5%) of the respondents agreed that the hospital always reviews compliance to workplace registration. On the contrary, 16(11.3%) of the respondents disagreed that the hospital always reviews compliance to workplace registration. In terms of mean and standard deviation, most respondents agreed that the hospital continuously reviews compliance to workplace registration with a mean of 4.04 and standard deviation of 1.07. The study results majority of respondents agreed that compliance with workplace registration affects employee performance at Vihiga County Referral Hospital, Kenya. When the hospital communicates about compliance to workplace registration to all stakeholders, it motivates the employees to work in a registered workplace comfortably.

Compliance with workplace registration standards in the hospital contributes to a conducive working environment for employees, thereby enhancing their performance. Continuous monitoring of compliance ensures employee comfort and further boosts performance. Additionally, reviewing compliance allows employees to voice their concerns and suggest areas for improvement, which ultimately enhances performance. These findings align with Gatithi (2016), who reported a 71.7% compliance rate with Occupational Safety and Health regulations in workplaces, indicating a need for organizations to address the remaining 28.3% non-compliance to mitigate its consequences.

### **Employee Performance**

The study sought to establish employee performance at Vihiga County Referral Hospital, Kenya. Table 3 presents the study results.

**Table 3: Employee Performance**

Statements		SA	A	UD	D	SD	Mix	Max	Mean	Sd
5. The quality of work per employee have improved	F %	50 35.2	45 31.6	11 7.7	18 12.7	18 12.7	1	5	3.64	1.40
6. There is increased work productivity per employee	F %	34 23.9	68 47.8	12 8.5	14 9.9	14 9.9	1	5	3.66	1.23
7. The employees are working in a speed with efficiency	F %	49 34.5	68 47.8	12 8.5	6 4.3	7 4.9	1	5	4.03	1.02
8. Clients are giving good feedback on the services offered in the hospital	F %	37 26.1	73 51.4	10 7	12 8.5	10 7	1	5	3.81	1.13
<b>Valid N =142</b>									<b>3.79</b>	

Table 3 showed that 95(66.9%) of the respondents agreed that the quality of work per employee has improved. However, 36(25.4%) of the respondents disagreed that the quality of work per employee has improved. Further, in terms of mean and standard deviation majority of respondents agreed that the quality of work per employee have improved as shown by a mean score of 3.64 and standard deviation of 1.40. The study findings further revealed that 108(76.1%) of the respondents agreed that there is increased work productivity per employee. However, 28(19.7%) of the respondents disagreed that there is increased work productivity per employee. In terms of mean and standard deviation majority of respondents agreed that there is increased work productivity per employee with a mean of 3.66(1.23).

The study found that a majority of respondents, 117 (82.4%), agreed that employees work with speed and efficiency, while 13 (9.2%) disagreed. The mean score for this aspect was 4.03 with a standard deviation of 1.02, indicating widespread agreement among respondents. Furthermore, the findings revealed that 110 (77.5%) respondents agreed that clients give positive feedback on the services offered in the hospital, while 22 (15.5%) disagreed. The mean score for client feedback was 3.81 with a standard deviation of 1.13, suggesting general agreement among respondents. Overall, the study concluded that a

majority of respondents perceived an improvement in employee performance based on these factors.

### Inferential Statistics

Inferential analyses used in this section were correlation and regression analysis. Correlation and regression analysis showed the relationship between independent variables and the dependent variable.

### Correlation Analysis

Pearson correlation analysis was carried out to show the strength and direction of the association between independent and dependent variables. Table 4 presents the results.

**Table 4: Correlation Matrix**

		<b>Employee performance</b>	<b>Compliance to Workplace Registration</b>
Employee performance	Pearson Correlation Sig. (2-tailed)	1	
Compliance to Workplace Registration	Pearson Correlation Sig. (2-tailed)	.834** 0.000	1

The study findings in Table 4 indicated that compliance to workplace and employee performance had a positive strong and statistically significant correlation ( $r= 0.834$ ;  $p<0.01$ ).

### Simple Linear Regression Model of Compliance to Workplace Registration and Employee Performance

The simple linear regression analysis models the relationship between the dependent variable employee performance and independent variable compliance to workplace registration. The results are shown in the section that follows;

**Table 5: Model Summary**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
.834 <sup>a</sup>	.696	.694	.45197

The results of the simple linear regression in Table 5 indicated that  $R = 0.834$  and  $R^2 = 0.696$ . R value gives an indication that there is a strong linear relationship between

compliance to workplace registration and employee performance at Vihiga County Referral Hospital, Kenya. The  $R^2$  indicates that explanatory power of the independent variables is 0.696. This means that about 69.6% of the variation in employee performance is explained by the regression model. The adjusted  $R^2$  of 0.694 which is slightly lower than the  $R^2$  value is exact indicator of the relationship between the independent and the dependent variable because it is sensitive to the addition of irrelevant variables. The adjusted  $R^2$  indicates that 69.4% of the changes in employee performance are explained by the model.

Model fitness was run to find out if model best fit for the data. The study results were presented in Table 6.

**Table 6: Regression Model Fitness Results**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	65.461	1	65.461	320.450	.000 <sup>b</sup>
Residual	28.599	140	.204		
<b>Total</b>	<b>94.060</b>	<b>141</b>			

From Table 6 the F-statistics produced (F =320.450.) and a significant p=0.000 thus confirming the fitness of the model and therefore, there is statistically significant relationship between compliance to workplace registration and employee performance. The F value indicates that the variables in the equation are important hence the overall regression is significant.

The third output of the analysis is the summary of the coefficients that provide the information upon which the dependent variable (employee performance) can be predicted from the independent variable (compliance to workplace registration). The summary is as displayed in Table 7.

**Table 7: Regression Model Coefficients**

	Unstandardized Coefficients	Standardized Coefficients

	B	Std. Error	Beta	t	Sig.
(Constant)	1.041	.182		5.736	.000
Compliance to workplace registration	.813	.045	.834	17.901	.000

The study results in Table 7 revealed that there was positive linear effect of compliance to workplace registration on employee performance ( $\beta_1=.813$ ,  $p=0.000$ ). This reveals that an increase in compliance to workplace registration leads to increase in employee performance by 0.813 units.

$$Y = 1.041 + 0.813X_1 \dots\dots\dots \text{Equation 4.1}$$

### Hypotheses Testing

From the regression model computed in Table 7, the research hypothesis was tested using the significance level of the coefficients. The research aimed to test the hypothesis with an aim of failing to reject or rejecting the relationship between independent and the dependent variables. The research hypothesis for the study was:

**H<sub>01</sub>:** Compliance to Workplace Registration has no significant effect on employee performance at Vihiga County Referral Hospital, Kenya. The regression results in Table 7 indicate that there is significant relationship between Compliance to Workplace Registration and employee performance at Vihiga County Referral Hospital, Kenya with a beta coefficient of 0.813 and significance of ( $p=0.000$ ). The study rejected the hypothesis. These results concur with Ayubu (2017) study found out that 90% of the respondents were generally aware of the existence of the Occupational Safety and Health (OSH) Act, 2007.

### SUMMARY

The descriptive statistics findings indicate that the majority of respondents agreed that the hospital effectively communicates about compliance to workplace registration to all stakeholders. Furthermore, most respondents agreed that the hospital complies with workplace registration standards. Additionally, the majority of respondents agreed that the hospital monitors workplace registration compliance. Finally, most respondents agreed that the hospital consistently reviews compliance to workplace registration.

Further, inferential statistics, correlation analysis revealed a strong positive and statistically significant correlation between compliance to workplace registration and employee performance. Furthermore, regression analysis showed a positive linear effect of

compliance to workplace registration on employee performance. Thus, an increase in compliance with workplace registration is associated with an increase in employee performance.

## **CONCLUSIONS**

The study concludes that compliance with workplace registration positively impacts employee performance. Effective communication about compliance to all stakeholders motivates employees to work comfortably in a registered workplace. Additionally, the hospital's adherence to workplace registration standards provides employees with a conducive working environment, leading to performance improvement. Continuous monitoring of compliance ensures ongoing employee comfort and further enhances performance. Moreover, reviewing compliance allows employees to voice their concerns and suggests areas for improvement, thereby contributing to performance enhancement.

## **RECOMMENDATIONS**

The study recommends the hospital management to always comply with workplace registration standards in order ensure safe and healthy work environment. This will reduce accidents, diseases, disasters, and environmental pollution that can result in huge economic and social burdens to individuals and enterprises thereby stifling economic and social growth.

## **AREAS FOR FURTHER STUDY**

Based on the study findings there is need to carry out a study on factors influencing the successful implementation of occupational health and safety practices which the current study did not looked into.

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