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**DBA Dissertation Defense**

Entitled

*A LONGITUDINAL STUDY ON THE IMPACT OF OCCUPATIONAL HEALTH AND SAFETY  
PRACTICES ON EMPLOYEE PRODUCTIVITY AT SIBCA LLC*

by

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Abstract

Occupational health and safety (OHS) refer to practices businesses use to proactively ensure the health and safety of employees. OHS scholars believe companies can use such practices to improve the health and safety of their organization and employee productivity. This study assesses how OHS practices can impact employee productivity at SIBCA LLC, a UAE-based company. It employed a longitudinal research design with pre- and post-intervention data collection to determine the effect of OHS practices on employee productivity. The study sample comprised 293 SIBCA LLC employees. Participants completed the same questionnaire twice, and productivity data were collected twice, 13 months apart, before and after OHS interventions. From the findings, the implementation of OHS practices is effective at realizing change and can improve employee productivity to a statistically significant degree. This result is theoretically significant because it demonstrates the effectiveness of O'Donnel's model in describing change. Moreover, it provides empirical evidence for the need to increase employees' knowledge of OHS-related matters and the need to consider a strategic approach toward OHS. The study bridges a gap in the literature by providing empirical evidence on the need for and potential benefit of change regarding the practical application of OHS practices and their effects on employee productivity.

**Keywords:** Occupational health and safety, Occupational health and safety practices, productivity, employee productivity, environmental conditions, occupational safety