INFLUENCE OF SAFETY MANAGEMENT SYSTEM ON SERVICE DELIVERY AT THE KENYA PIPELINE COMPANY ELDORET DEPOT, UASIN GISHU COUNTY, KENYA

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2018
DECLARATION
This research project is my original work and has not been presented to any other university or institution of study for any award.

Signature……………………………………………………………..Date…………………………

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L50/82939/2015

This research project has been submitted for review with my approval as university supervisor

Signature………………………………………………………………………..Date…………………………

MR. YONA SAKAJA.

DEPARTMENT OPEN AND DISTANCE LEARNING

UNIVERSITY OF NAIROBI
DEDICATION
This project is dedicated to my husband David, my children Joy and Caleb.
ACKNOWLEDGEMENT
My thanks goes to my supervisor, Mr. Sakaja for his consistent guidance in helping me carry out quality research. I would like to also appreciate the moral support given by my classmates who constantly kept in touch with phone calls, updating and encouraging me all the time. This research work would not have been complete without the valuable assistance that I received from various people. Lastly I thank God who has been with me and energized me during the challenging academic journey as without his love and strength, achieving knowledge would be in vain and would not have made it to this point.
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ABBREVIATIONS AND ACRONYMS

ERP – Emergency Response Procedure

GDP – Gross Domestic Product

GOK – Government of Kenya

HIRM - Hazard Identification and Risk Mitigation

ILO – International labor law

ISO – International Organizational standardization

KPC- Kenya Pipeline Company

OSHA – Occupational Safety and Health Act

PPE – Personal protective equipment

SMS - Safety management system

SPSS – Statistical Packaging for Social Science

WHO – World Health Organization
ABSTRACT
Effective and efficient safety management system in any Company is critical and tends to create a safe and healthy environment for human survival. In circumstances where there is efficient SMS, safety is assured giving credence to human wellbeing. In instances where inappropriate safety management systems are adopted, humanity on the immediate environment is exposed to; physical, ergonomics and chemical hazards. This study aimed at examining the influence of safety management system on service delivery from the context of Kenya Pipeline Company Eldoret depot. The objectives of the study included establishing how safety policy influence the service delivery; determining how Safety promotion influences service delivery; establishing how safety assurance influence service delivery and assessing safety risk management on service delivery at Kenya pipeline company Edoret Depot. Domino theory was employed in this research. The research methodology used descriptive survey where the researcher administers questionnaires by using drop and pick method. The questions were both open ended and closed ended in nature in order to deduce maximum relevant data. The sample frame was drawn from the sample population of 190 KPC employees. Data from the study was analyzed using SPSS Version 21 utilizing descriptive and inferential statistics. The safety policy was communicated to all employees in order to make them aware of their individual safety obligations. The hazard reporting system was confidential and had provisions to protect the reporter’s identity. The safety management system safety policy, risk management, safety assurance and safety promotion influenced the service delivery at Kenya Pipeline Company, Eldoret depot. The Kenya pipeline management should ensure Safety policy outlines the principles, processes and methods of the organization’s SMS to achieve the desired safety outcomes. The policy should ensure that it establishes senior management’s commitment to incorporate and continually improve safety in all aspects of its activities. The completed hazard identification and safety risk assessment and mitigation process should be documented and approved as appropriate. The Kenya pipeline management should ensure that Safety assurance activities include the development and implementation of corrective actions in response to findings of systemic deficiencies having a potential safety impact. The amount of safety training should be appropriate to the individual’s responsibility and involvement in the SMS. Safety training should be customized to meet the needs and requirements of different jobs in different workstations of the organization to enable employees to apply the new skills and knowledge acquired. Refresher training on safety should be conducted frequently.
CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Management systems for security and condition and reviews for surveying them have been a noteworthy research subject of the most recent couple of years. This consideration has been powered by expanding accentuation in mandates on auditable security the board frameworks (SMS) and by the expanding enthusiasm for their confirmation following the standards of the ISO 9000 arrangement of guidelines. Enhancing worker security has dependably been the best need for most industry, and having a satisfactory wellbeing record is essential to any association's prosperity. While there has been an emotional increment in the dependability of machines and PCs throughout the years, the unwavering quality of people and wellbeing frameworks has not enhanced at a similar pace. Subsequently, human mistake and foundational abandonments have turned into the significant reason for most mishaps (Liou, Yen, and Tzeng, 2008).

Wold, and Laumann, 2015, characteristic that in the vitality business, and in different ventures working in an unsafe domain, there has been an improvement towards controlling the day by day work process through different types of the board frameworks. Inside the different mechanical associations, the administration frameworks incorporate distinctive things while in different associations they for the most part contain methods for tasks at the sharp end, while in different associations the administration framework likewise contains strategies on unpolished end activities, for example, administrating after some time, enlisting new staff and requesting new hardware. Dark colored et al. (2000) recommends that behind each mishap is a fizzled association proposing that it ought to incorporate association and the board factors in their SMS to address wellbeing exhaustively (McDonald et al., 2000). In any case, the main drivers of mishaps are normally made out of numerous unpredictable, interrelated factors inside an association.

As per different finding and definitions inside the wellbeing writing is that security the executives identifies with the real practices, jobs and capacities related with staying safe (Kirwan 1998). Vinodkumar and Bhasi (2011) avows security the executives as
approaches, techniques, strategies and exercises actualized or pursued by the administration of an association focusing on wellbeing of their representatives. Security Management System is henceforth a formalized method for managing these practices, jobs, arrangements and methodology. Wellbeing Management System is characterized in different routes in the security writing. A few definitions are somewhat formally unmistakable, for example "an association's formal course of action, through the arrangement of approaches, assets and procedures, to guarantee the wellbeing of its work action" (El Koursi, Mitra and Bearfield, at least 2007 for the most part, as "a sign of the association's security culture" (Fernández-Muñiz, Montes-Peón and Vázquez-Ordás 2007).

All inclusive, there are 2.9 billion laborers who are presented to dangerous dangers at their work places [Meswani, 2008]. Every year there are two million passings that are inferable from word related maladies and wounds while 4% of Gross Domestic Product (GDP) is lost because of word related illnesses and wounds. WHO’s program on specialists' wellbeing is worried about the control of word related risks, the insurance and advancement of the working populaces and the adaptation of work (Berenice and others, 1998). On a normal day, 17 US specialists are killed and 16,000 are harmed in business related mishaps, bringing about an expense to industry of more than US$110 billion every year (Barr, 1998). This damage rate is expanding. Customary wellbeing endeavors have concentrated on the designing parts of security; be that as it may, moderately couple of mishaps (10%) are a result of hazardous mechanical or physical conditions. While most at work mishaps and wounds seem to result from representatives' dangerous demonstrations, episodes regularly are not caused by single administrator mistakes, but rather are end-occasions in a chain of associating factors on a few frameworks levels (Wilpert, 1994). While numerous perilous demonstrations are submitted, not very many will infiltrate an association's safeguards to result in mishap or damage (Reason, 1994).

It is winding up progressively evident that it is prohibitive to examine disappointments of expansive scale innovative frameworks exclusively regarding the mechanical viewpoints. People, their associations, gatherings, and societies are terrifically critical factors in the structure, development, task, and observing of innovative frameworks. As of not long
ago, this issue has been depicted in the related writing as far as "human mistake." While human blunder does add to mishaps, the conduct reasons for disappointment are frequently observed to be unquestionably more unobtrusive when occurrences are investigated as a major aspect of an innovative framework (Pidgeon, 1991).

Word related wellbeing expects to keep the mishaps caused by the dangerous conduct of the representatives or potentially the hazardous workplace, and to make a protected workplace. While the objective of representative wellbeing is to ensure workers against dangers and wellbeing risks innate in their employments. As it were, shielding the soundness of the workers from crumbling in view of the occupations they need to do is the primary motivation behind representative wellbeing measurement (Sadullah, 2008). Ongoing exploration discoveries tie most of the working environment mishaps and wounds to perilous conduct of the representatives instead of hazardous workplace (Mullen, 2004). Wellbeing society, as one of these elements, speaks to the people's shared convictions, qualities, mentalities and practices about security in the work environment while wellbeing atmosphere is a preview of the condition of security giving a marker of the fundamental security culture of a work gathering, plant or association. Albeit the two ideas have a hypothetical premise, wellbeing atmosphere shows up the favored term when psychometric estimation is included (Seo, 2005).

As per Smart (2015) Safety and wellbeing mindfulness is an indispensable constituent of Petroleum exercises on the grounds that the vast majority of the operational conditions, synthetics, and finished results are known to present genuine dangers. OSHA has discovered that fitting work practices can be essential in bringing laborer exposures particularly down to airborne unsafe substances, along these lines specialists are urged to wear suitable PPE's while playing out their obligations. Security in oil establishments comes through ceaseless exertion at all stages and thusly it very well may be guaranteed by seeing that plant and gear are planned, developed, tried and kept up according to Engineering Standards and consequent adjustments and fixes are fitting in with a similar standard. Ensuring representatives have the right stuff important to carry out their responsibilities securely by giving significant and suitable preparing is one of the manners in which the business endeavors to protect workers. Despite the fact that most
associations do their best to satisfy the required workplace measures, there is as yet a hazard that associations might be enticed to organize generation at the expense of security so as to be aggressive and stay aware of the creation weight. Security in an organization is an essential piece of the execution of any activity that must not be compelled to rival the benefit thought process and should get consistent consideration (Benderly, 2013).

Kenya Pipeline Company (KPC) has a security strategy which is a lot of essential standards and rules planned to direct and center activity to accomplish a protected workplace and positive ecological practice. The approach submits the association to perceive and be definitely mindful of its obligation regarding guaranteeing that every single sensible advance is taken to think about the wellbeing and security of its representatives. Be that as it may, a person's close to home security and wellbeing at work is one's obligation and their activities and conduct decided the dimension of assurance against mishaps or damage.

1.2 Statement of the Problem

An effective and efficient safety management system in any company is critical and tends to create a safe and healthy environment for human survival. In circumstances where there is efficient SMS, safety is assured giving credence to human wellbeing. Most studies in safety management have been conducted mainly on implementation of SMS without a great deal on how SMS influence service delivery (Snook, 2002; Johnson, 2004). Several studies have been done in relation to occupational health and safety to employee performance. Abuga (2012) conducted a case study at Pyrethrum Board of Kenya which sought to know the effects of occupational safety and health programs on organization effectiveness. His findings were that employees must be involved in planning of occupational; safety and health programs.

Despite Companies having their own sets of SMS there still experience of non-conformity by their employees which is as a result of either poor managerial practices or employee ignorance, for instance the Sinai fire tragedy claimed over hundred lives due to a valve failure while it was still under maintenance at KPC Nairobi. Efforts made by the
Government to monitor the SMS developed and adopted by various organizations and Companies have brought little achievements with the experience of personnel in various working environment being exposed to various occupational hazards which include mechanical hazards, chemical hazards, physical hazards and psychological hazards. There seems to be inconsistency on the influence of safety management system on service delivery, hence necessitating the current study.

1.3 Purpose of the Study

The purpose of this study was to determine the influence of safety management system on service delivery in the case of Kenya pipeline company Eldoret depot Uasin Gishu County.

1.4 Research Objective

The study was guided by the following research objectives:

1. To establish how safety policy, influence the service delivery at Kenya Pipeline Company Eldoret Depot.
2. To determine how Safety promotion influence service delivery at Kenya Pipeline Company Eldoret Depot.
3. To establish how safety assurance influence service delivery at Kenya Pipeline Company Eldoret Depot.
4. To assess how safety risk management influence service delivery at Kenya Pipeline Company Eldoret Depot.

1.5 Research questions

The study was guided by the following research questions:

1. How does safety policy influence service delivery at Kenya pipeline Company Eldoret Depot?
2. How does safety promotion influence service delivery at Kenya pipeline Company Eldoret Depot?
3. How does the safety assurance influence service delivery at Kenya pipeline Company Eldoret Depot?
4. Does safety risk management influence service delivery at Kenya pipeline Company Eldoret Depot?

1.6 Significance of the Study

This study shall provide insights to KPC on influence of safety management system on service delivery at KPC Eldoret. Thus, contributing towards the development of fresh knowledge which KPC management can use to deal with the emerging challenges in the course of adopting safety management system on service delivery. The findings may be useful for policy makers, practitioners, and implementers who could use the results of the study to identify and bridge the gap of non-compliance in the workplaces. This would help in improving performance and reducing accidents and work-related illness. The study will benefit other researchers as they may use it as a reference guide when carrying out a similar study on the influence of safety management system on service delivery. It will help them identify the gap left by the researcher in the course of carrying out this study.

1.7 Assumptions of the Study

The researcher assumes that the respondents was cooperative and provide accurate information when responding to the research questions. It was also assumed that the sample size chosen is adequate to enable the researcher to draw a valid conclusion about the population.

1.8 Limitations of the Study

Limitations of the study included the bureaucratic procedures of the KPC depot that may hinder duration of collecting data. Working patterns within the KPC depot may be a limitation in meeting the required questionnaire response rate.
1.9 Delimitation of the Study

The study was carried out in KPC Eldoret depot, it covered employees of the station. The study delimited itself on contents related to service delivery to safety.

1.10 Definition of significant Terms used in the Study

**Safety management system** it is a systematic approach to managing safety, which include the necessary organizational structures, accountabilities, policies and procedures.

**Safety policy** is a document describing in detail the safety operation of the entire organization and includes the roles, responsibilities and relationships between all individuals involved in the organization.

**Safety promotion** is a combination of safety culture, training and data sharing activities that supports the implementation and operation of an SMS in an organization. It consists of culture, training and communication.

**Safety assurance** is a process management function that systematically provides confidence that organizational products/services meet or exceed safety requirement.

**Safety risk assessment** it is a way of analyzing systems, identifying risks and conducting hazard assessment.

**Service delivery** - Ability of an organization to provide the best experience to its consumers/employees so as to achieve the objective of the organization and meet consumer expectations

**Depot** is any location where refined or unrefined petroleum hydrocarbon is being stored in bulk by individuals, organizations, government or any of its agencies for the purpose of transferring the product later for further processing in a refinery or for consumption.

1.11 Organization of the study

This study was divided into five chapters. Chapter one is composed of the introduction, background to the study, statement of the problem, purpose of the study, the objectives of the study, research questions, significance of the study, limitation of the study, delimitation of the Study and assumption of the Study. Chapter two contains review of
literature of the four objectives that are stated in chapter one, theoretical framework and conceptual framework. Chapter three focuses on how the study was carried out. It explained the Research Design, Study area, Target Population, Sampling Procedures and Sample Size, Data Collection Instruments, Questionnaires, Reliability and Validity of the study, Research Instruments, Data Collection Procedure and ethical consideration. Chapter four presents the data analysis that was carried out in line with the study objectives from which the interpretations, presentations and discussions were made. Chapter five presents the summary of the study findings, conclusion, recommendation and suggestion for further research.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

The section reviews literature based on the key variables of the study. It outlines conceptual, empirical review, theoretical framework, the conceptual framework of the study, and research gap.

2.1 Concept review of variables

2.1.1 Concept of safety management system

Workplace issues and their results regarding the evil strength of representatives have for some time been important to analysts. Impressive research has demonstrated that poor physical and psychosocial working conditions can prompt a weakening of individual wellbeing and prosperity (Clarke and Cooper, 2004). A large portion of these investigations concern workplace issues in connection to ideas, for example, stretch incited disease. A zone inside workplace examine that has gotten less consideration, in any case, concerns the impacts that working environment conditions have on representative security. Security is a wide idea that alludes to the evasion of any sort of mishap prompting mischief or damage to individuals (Piètre-Cambacédès and Bouissou, 2013). The idea of security is additionally wide as in it can go from with respect to mishaps or occurrences that reason just minor physical wounds, for example, a wound or a little cut, to real wounds that require extreme healing center consideration or that may result in death.

What's more, given the emphasis on maintaining a strategic distance from mischief, security additionally incorporates endeavors went for understanding the reasons for mishaps and at keeping new ones from happening. Work on wellbeing is in this way additionally frequently worried about enhancing the security related practices of the representatives (Smith, Karsh, Carayon, and Conway, 2003). Instances of such practices incorporate agreeing to wellbeing standards and directions, taking activities to add to the improvement of security at the working environment, and detailing all mishaps and
wounds that are experienced. This last conduct has been progressively centered around in wellbeing settings, as discoveries demonstrate that a substantial number of mishaps and wounds in associations pass by unreported (Probst, Brubaker, and Barsotti, 2008). The issue of underreporting can negatively affect the wellbeing of an association in that it speaks to botched chances to enhance security by gaining from errors. Because of the conceivably extreme results of a mishap, security not just concerns those people presented to damage and wounds, yet in addition adversely impacts their nearby relatives and also the association and society (Dembe, 2001).

From the point of view of the association, working environment mishaps are regularly joined by a few negative results. Aside from the monetary expenses related with high mishap rates, the event of real business-related wounds may likewise severly affect the inner and outside authenticity and notoriety of the association and its exercises and administrations/items (Health and Safety Executive, 1997). While thinking about the effect of mishaps, it is additionally important that the issue of working environment wellbeing isn't pertinent for a set number of associations which are normally classified as having a place with an articulated high-hazard area, for example, aeronautics, oil boring, development, and atomic and compound generation, yet ought to be viewed as imperative notwithstanding for associations that work in an assortment of different divisions, for example, transport (counting the travel industry), assembling, and human services. The shared objective for these associations is regularly to accomplish the most elevated conceivable dimension of wellbeing. Be that as it may, contingent upon the idea of the hierarchical exercises in the explicit area, the sort of wellbeing being basically centered around may shift.

Notwithstanding the critical human and financial expenses coming about because of working environment mishaps, inquire about concurs that a large number of these mishaps are preventable through the usage of sound counteractive action, revealing, and review rehearses (International Labor Organization, 2014). The duty of the business to give a protected working environment is additionally something the laborers themselves are winding up progressively mindful of as the workforce turns out to be increasingly instructed. Because of an increasingly far reaching and quicker trade of data with respect
to perils and dangerous conditions, the laborers of today are more wellbeing and naturally cognizant. As a result, specialists, and additionally the general population as a rule, are all the readier to express dissatisfaction with associations that are flighty with regards to security and that are seen to carry on thoughtlessly in regards to the prosperity of its representatives (Cullen, Hartman, and Jonson, 2009).

Wellbeing the board is an administration work that guarantees that, representatives are sheltered from different dangers inside the association. It ensures that dangers are recognized, surveyed and agreeably relieved. Security the executives infers an efficient way to deal with overseeing wellbeing which incorporates the structure of the association, arrangements and strategies with accountabilities inside it. The significant target of wellbeing the board is to anticipate human damage, death toll and maintaining a strategic distance from harm to the earth and property (Courtney, 2015). Fiasco the executive’s establishment, 2014, contend that the idea of wellbeing can be comprehended from alternate points of view which include: zero mishaps, opportunity from threat or dangers, frames of mind towards perilous acts and conditions by workers, levels to which the inalienable dangers are satisfactory, procedure of hazard ID and the board and control of mishaps misfortune. While disposal of mishaps remains a definitive objective, it is seen that the organization can't be free from dangers and related dangers. Human exercises and human form frameworks can't be destined to be free from operational mistakes and their outcomes.

Security is a dynamic normal for any association and industry whereby dangers must be deliberately moderated. Adequacy of security execution is affected by residential and worldwide standards and societies. At the point when dangers are held under proper dimensions of control, any framework can be overseen and keeps up the fitting harmony among creation and assurance. There are numerous types of security the board in the work environment.

The sorts most normally utilized are (a) the customary technique for wellbeing and (b) the strategies and methods of insight of value related to security (Smith, 1996). Security proficient from organizations holding fast to the conventional strategy for wellbeing
specifically and control specialists with the goal that they finish the normal organization wellbeing guidelines and directions. They likewise uphold laws and government controls. They are educated on new controls, committed to forcing standards and directions to their workers, do assessments, review the framework, coordinate examinations of mishaps and wounds, and build up suggestions so as to avert mishaps and wounds later on. For the security experts, holding fast to this idea implies altering the conduct of the laborer, spurring them, and utilizing prizes and motivators to enable them to work saferly. Prizes are offered just to those specialists or offices that meet the preset wellbeing targets (Smith, 1996).

The conventional security the board programs don't generally enhance the aftereffects of wellbeing since they are fixated solely on the specialized prerequisites and on acquiring momentary outcomes (Weinstein, 1996). The measurable investigation of mishaps and wounds demonstrates the circumstance of the organization with respect to security. Be that as it may, insights are not generally a helpful instrument to enhance security. On one hand, when security the board depends on the consequences of mishaps and wounds, the endeavors of wellbeing are invigorated as an element of mishap and damage explanations, and one can educate top administration regarding the need to give careful consideration to the counteractive action of mishaps now and again when the rates of mishaps and wounds increment. This will likewise decrease focusing when wounds rates are lower (Krause and Hidley, 1989). Then again, if the quantity of mishaps are spoken to graphically, after some time, and wounds inside an organization are resolved to be steady, or "under control," at that point this could be an increasingly troublesome circumstance.

Despite the fact that most associations do their best to satisfy the required workplace measures, there is as yet a hazard that associations might be enticed to organize creation at the expense of wellbeing so as to be aggressive and stay aware of the generation weight. The adjustments in present day work life towards more limit less associations and working environments have additionally brought about issues concerning the duty of work environment wellbeing and security ending up progressively mind boggling. For instance, the more typical event of enlisting temporary workers, redistributing, and
migrating generation to different nations frequently makes it hard to figure out who is really in charge of the prosperity of the representatives inside an association.

Wellbeing the executives assumes a huge job in accomplishing and keeping up an abnormal state of security (Bottani et al., 2009). Great security the executives is important to accomplish an adequate dimension of wellbeing, to limit the dangers and misfortunes, and also to enhance the entire security execution, efficiency, monetary, and budgetary outcomes (Fernández-Muñiz et al., 2012b). Wellbeing the board is typically viewed as the part of the aggregate hierarchical administration that includes an expansive scope of specialized, human, and authoritative capacities to advance a solid security culture and to accomplish a decent wellbeing execution (Harms-Ringdahl, 2004; Grote, 2012).

The basic wellbeing the board rehearses related with the security execution of an association incorporate specialist support; enlisting rehearses; remunerate frameworks; the executives responsibility; giving high position to security officers; by and by commitment of directors in wellbeing exercises; giving a superb preparing to new representatives; existing workers much of the time got wellbeing preparing; wellbeing blurbs exhibited for distinguishing risks in workstations; obviously characterized wellbeing methods; laborers and managers imparted about OHS once a day; intermittent wellbeing assessments; giving a higher need to security in gatherings and choices concerning work rehearses, and legitimate examination of mishaps (Vinodkumar and Bhasi, 2010; Vredenburgh, 2002).

2.1.2 Concept of Service delivery

Due to the dearth of measures to assess the effectiveness of organizational safety programs (Glendon & Litherland, 2001), no agreement is reached on the actual safety performance components (Fernández-Muñiz et al., 2007). Due to the inadequacy of injuries, many researchers used safety behavior as the dependent variable in an effort to understand safety performance (Barbaranelli, Petitta & Probst, 2015). Safety behavior “refers to the employee rational reactions to dangerous external stimuli which conform to safety procedures to achieve the desired security objectives” (Zhang, Li & Zuo, 2015). In other words, it is defined as “the safety-related actions or behaviors that workers exhibit
in almost all types of work to promote their safety and that of others” (Burke & Signal, 2010). Beus, McCord and Zohar (2016) defined safety performance behavior as any workplace behaviors that affect the likelihood of physical harm to persons.

Employee safety compliance and participation are the main components of safety performance behavior used in Griffin and Neal (2000) model that described the actual behaviors that workers exhibit in the workplace (Griffin & Neal, 2000). Safety compliance is defined as “generally mandated” behaviors (Neal, Griffin & Hart, 2000) which they drawn from the two main components of general job performance from the work of Borman and Motowidlo (1993) - task performance and contextual performance - safety compliance was used as task performance and therefore refers to the core activities that workers carry out to preserve safety at work. These behaviors include following standard work procedures or wearing personal protective equipment (Neal & Griffin, 2006).

Workers safety participation, on the other hand is defined as behaviors “frequently voluntary” (Neal, Griffin & Hart, 2000). In other words, are behavior “that may not directly contribute to workplace safety, but that do help to develop an environment that supports safety” (Griffin & Neal, 2000) and can be associated to safety improvement. These safety behaviors include voluntarily participating in safety activities, attending safety meetings, or helping colleagues with safety-related matters (Neal & Griffin, 2006).

An important leading safety indicator is workers’ involvement in to safety (Beus et al., 2016; Christian et al., 2009), which involves the behavior-based technique which includes employees in an upward information flow and safety decision process (Vredenburgh, 2002). In safety management literature, there is a call to incorporate other variables to moderate organizational factors with employee safety behavior (Christian et al., 2009; Foster & Nichols 2015; Mickey et al., 2015; Zohar, 2010) due to the inconsistency in the findings (Ismail, Asumeng & Nyarko, 2015; Vinodkumar & Bhasi, 2010). This inconclusiveness in safety literature concerning these relationships calls for more research to examine possible relationships (Baron & Kenny, 1986).

Organizational culture has been defined as ‘a complex framework of national, organizational and professional attitudes and values within which groups and individuals
function’ (Helmreich and Merritt, 1998). Part of that culture in hazardous industries relates to safety, which is defined by Reason (2000) as the “ability of individuals or organizations to deal with risks and hazards so as to avoid damage or losses and yet still achieve their goals”. The beliefs and values that refer specifically to health and safety form the subset of organizational culture referred to as safety culture (Clarke, 1999).

Important early work on safety culture includes Zohar (1980) study assessing the shared perceptions guiding appropriate and adaptive safety related behavior based on cues in the environment, and a later study by Cox and Cox (1991) studying the attitudes that employees share in relation to safety.

2.2 Empirical review

The section addresses literature guided based on findings facts and proved data based on the objectives of the study.

2.2.1 Safety Policy and Service delivery

A decent and viable safety management system is guided by standards, as indicated by Hughes and Ferret, (2008). Building up a well working safety policy includes creating observing and inspecting measures expected to address and decrease the dangers to wellbeing and wellbeing delivered by the association. The strategy should express the aims of the association as far as clear points, destinations and targets. There ought to be a wellbeing and security approach explanation of expectation conveyed in basic dialect with the goal that it is justifiable to all and posted on a conspicuous notice load up all through the work environment which ought to be dated and marked by senior authorities to exhibit the executives pledge to wellbeing and wellbeing in the meantime offering specialist to the arrangement. The approach articulation shows obligations and duties of the administration and representatives in wellbeing and security matters. A decent wellbeing and security the executives framework will require a very much characterized administration structure. It must be upheld from the best with staff association and interest and budgetary assets made accessible. Each individual must be clear about his duties and points of confinement. Chiefs set strategy destinations and targets, administrators to check everyday consistence, wellbeing guides to lead mishap examinations and consistence, security delegates to speak to representatives in meetings,
workers to watch wellbeing and security of self as well as other people, while first aiders help the harmed. As indicated by Cole (2000), each business with in excess of five representatives is required to get ready and stay up with the latest composed explanation of the security approach attracted to the consideration everything being equal. This mirrors the business' responsibility to security and sound at work. The approach ought to show what principles of conduct are gone for in Health and Safety.

Security arrangement is a statement of the aim of the organization or association intends to embrace so as to defend the wellbeing and strength of its workers, clients, providers and temporary workers. The business, in discussion with laborers and their delegates, sets out in composing an OSH strategy, which is: explicit to the association needs and fitting to its size and the idea of its exercises, Concise, obviously composed, dated and made successful by the mark or support of the Employer or the most senior responsible individual in the association. The strategy Statement on wellbeing is imparted and promptly available to all people at their work environment. The approach is normally explored for proceeding with appropriateness, and made accessible to applicable outside invested individuals, as proper (ILO, 2001).

Time after time security mediations in associations happen in light of an explicit, frequently real, mishap or damage. Lamentably, the viability of intercessions incited by an explicit occasion can regularly lessen as the quick eventual outcomes of the episode decrease. This can have the impact of making cycles of wellbeing execution inside an upper and lower limit, whereby security is 'permitted' to drop to a time when a mishap happens; assets are then redirected permitting a security 'barrage' to be presented. Along these lines, worry for security bit by bit decreases until the following damage (informally known as the 'wellbeing' wave'). This type of receptive administration because of erratic occasions isn't one that would regularly be viewed as worthy for different territories of a business, for example, quality, efficiency, or showing, and is conflicting with the present administration rationality of constant enhancement. In constant enhancement models, for example, Total Quality Management, associations endeavor to oversee proactively checking execution and applying persistent learning standards.
Standards of Heinrich's triangle (Heinrich, 1959), conduct programs center around the key practices that lead to mishaps as opposed to either mishaps or mentalities. Mishaps are generally rare and can be hard to explore impartially after the occasion (there are additionally the various contentions with respect to the exactness of figures). Further, responding to mishaps instead of proactively handling the in all probability reasons for mishaps proposes destiny may, have excessively impact in managing the utilization of assets. The executive’s framework affirmation has turned into a fundamental prerequisite in assembling to stay focused. This is on the grounds that the long-haul accomplishment of an association is subject to its capacity to enhance its activities by revamping itself, in order to meet the testing ecological possibilities on a nonstop premise (Hitt et al., 1991).

ISO 9001 quality administration framework is one among them. ISO is the International Standards Organization, an overall alliance of national principles bodies from 130 nations. It is a nongovernmental association built up in 1974. The mission of ISO is to advance the improvement of institutionalization and related exercises on the planet with a view to encouraging the global trade of products and ventures, and to creating collaboration in the circles of scholarly, logical, innovative and financial movement. All the more as of late, the US Occupational Health and Safety Administration distributed the Occupational Health and Safety Assessment Series (OHSAS 18001:1999). This standard is gone for supporting and systematizing the administration of hazard factors and the advancement of good working conditions. Associations which require extraordinary spotlight on wellbeing of workplace and representatives, for example, vast synthetic and process mechanical associations that have risky workplaces are going for OHSAS 18001 accreditation around the world.

In one of the principal examinations of safety environment, Zohar (1980) found that administration's pledge to wellbeing is a central point influencing the achievement of an association's security programs. The wellbeing duty of the administration must outcome in a detectable action with respect to the administration and must be exhibited in their conduct and in addition their words (Hofmann et al. 1995). Workers' recognition will reflect how representatives trust that security is to be esteemed in the association (Griffin and Neal, 2000). In high hazard conditions like synthetic businesses, the board
responsibility has been more than once featured (Cox and Flin, 1998; Flin et al., 1996; Cox and Cheyne, 2000). Following Vredenburgh (2002), this examination additionally incorporates the board responsibility as one of the administrations rehearses, and is estimated utilizing things identified with administrations’ need for security, remedial activities, wellbeing supervisor going to security meeting, mishap/close miss examination, and giving sufficient individual defensive gear.

Considering the far-reaching working environment wellbeing issues as yet confronting the present associations, the requirement for further research around there is dire. While early wellbeing research concentrated principally on blunders and the faculty associated with a defective procedure, there has been a move in accentuation from individual-level clarifications of occurrences and mishaps to authoritative dimension clarifications lately (Neal and Griffin, 2000). This is because of an expanded comprehension of the multifaceted nature of mishap causation, understanding that the reason for a mishap can't just be inferable from an explicit demonstration submitted by a solitary individual, yet is fairly the consequence of a cooperation of a wide range of conditions inside the association. The procedures paving the way to mishaps and the basic and fundamental factors in the association overall have in this way turned out to be increasingly focal.

The significance of initiative for the execution of subordinates has for quite some time been set up. For example, authority has been appeared to impact various frames of mind and practices of subordinates, for example, duty, steadfastness, fulfillment, inspiration, and execution, influencing the individual dimension and in addition the group and association levels (e.g. Judge and Piccolo, 2004; Wang, Oh, Courtright, and Colbert 2011). There is additionally considerable proof that initiative is a noteworthy factor in the accomplishment and upkeep of wellbeing in associations. For example, examine shows that strong authority is related with expanded worker wellbeing practices and less antagonistic occasions, mishaps, and wounds at the working environment (Nahrgang, Morgesson, and Hofmann, 2011). Pioneers additionally have an imperative job with regards to the issue of apparent equalization or potentially aggressiveness among wellbeing and creation inside an association (Flin and Yule, 2004).
In associations where generation weight is high and the accentuation on wellbeing and safe work methodology is low, there is a significant hazard that representatives will act in manners that trade off the security of themselves as well as other people. Past research shows that when pioneers are seen to be focused on wellbeing, express positive security mentalities, and go about as a good example for wellbeing practices, it positively affects the security atmosphere in the association (Flin, 2003; Törner, 2011). Consequently, the degree and the methods by which pioneers impart the significance of security esteems ought to be an essential perspective in accomplishing a protected work environment (Zohar and Luria, 2003). Be that as it may, notwithstanding the obvious importance of authority for wellbeing, a great part of the examination in regards to the job of pioneers has been inside the setting of security atmosphere considers, where administration is regularly just alluded to in a roundabout way as one of the angles that establishes the security atmosphere build (e.g., representative view of pioneers' responsibility to security) or potentially as a precursor of security atmosphere (Hofmann and Morgeson, 2004; Zohar, 2010). As needs be, the extent of security look into concentrating specifically on authority in connection to wellbeing results in essence has for quite some time been shockingly little (Hofmann and Morgeson, 2004).

In spite of the fact that there is proof for the executives works on having an essential job in enhancing working environment wellbeing (Vredenburgh, 2002), there are motivations to trust that this relationship may not generally be immediate. As such, authority and administrative practices can sometimes directly affect wellbeing results in an association, however much of the time, almost certainly, the impact of administrative practices on security is reliant on at least one mediating instruments. Such interceding components can be viewed as connections, for this situation among administrative and security results (e.g., working environment wounds), and capacity as conductors of the connection between two marvels. One such instrument much of the time accepted to intervene the connection among initiative and wellbeing is the security atmosphere in an association (Clarke, 2013). A few different elements may likewise mediate in this relationship, for example, the inspiration and practices of workers. Notwithstanding the general presumption of different systems being associated with the connection between the board practices and wellbeing, moderately few examinations on this relationship have taken the
intricacy and collaboration between numerous factors into thought, which could give a more extensive or more profound comprehension of the manners by which these pioneer practices and practices are identified with security results. The way that numerous past examinations have neglected to locate any immediate connections between, for instance, wellbeing approach and certain security results can be because of the instruments engaged with these connections not being considered.

With the end goal for staffs to be dynamic members in a wellbeing program, they should get word related security preparing. It gives laborers the information, abilities and aptitudes expected to do their undertakings securely. It likewise causes them to distinguish the dangers in the working environment, and the methodology accessible to avoid, right or limit these dangers (Fernandez-Muniz et al., 2007). Representatives' impression of the board's duty to wellbeing, of individual workers' cooperation in security, and of the viability of instruction and preparing endeavors with respect to the executives have exhibited a positive effect on wellbeing results. This recommends workers' impression of these components impact their probability to consent to wellbeing and wellbeing strategies and tenets (Bailey, 1997).

2.2.2 Safety promotion and Service delivery

There is a developing pattern in re-orientating word related wellbeing research towards hazard the executives. Such a pattern is quickened by the expanding regard for word related security and wellbeing the executive’s frameworks. The pattern, additionally observed in numerous Asian nations, is putting forth new open doors for fortifying essential counteractive action. Valuable models are given from ongoing work enhancement ventures managing innovation exchange, little working environments and provincial territories. Basic highlights of both these work enhancements extends and acknowledged word related hazard the board standards are looked into dependent on ongoing encounters in Asian nations. Such highlights appear to be exceedingly pertinent in analyzing the word related wellbeing research techniques. These encounters plainly demonstrate that privately balanced methodology for hazard appraisal and control must be produced.
There are new research needs concerning the compelling approaches to support deliberate control at the working environment; down to earth techniques for neighborhood hazard appraisal; and the sorts of participatory advances prompting consistent enhancements in the shifting nearby setting. Criteria of activity situated research that can add to progressively compelling danger control in various settings are talked about. Six pertinent criteria might be referenced: versatile hazard the executives; work/chance connections; activity situated hazard appraisal; utilization of aggregate mastery; investment of neighborhood individuals; and common learning. It seems urgent to animate investigation into the functional hazard control methods acclimated to the nearby circumstance (Kazutaka, 2001).

To moderate this, national governments thusly should structure operational projects through which ILO proposals are embraced and executed concerning OHS (ILO 2010). The World Health Organization (WHO) likewise built up a nine-year (2008 to 2017) worldwide arrangement of activity on laborers OHS prerequisites. The MOH is now dealing with this activity intend to guarantee that Kenya specialists OSH prerequisites are tended to. Writing recommends that OSH consistence is an issue that cuts over general society and private (for benefit and not-revenue driven) areas. Outcomes of resistance are gigantic and can result in conclusion of wellbeing offices, and installment of fines. Additionally, spread of work related sicknesses and working environment wounds are expanded with poor OSH norms. To react to the call for enhanced usage of OSHA, 2007, a few accomplices – both GOK and contributors – have organized execution of key parts of OSH crosswise over different divisions. Nonetheless, there remain difficulties to standard OSH over the wellbeing part (MOH, 2014).

Everybody in the working environment is in charge of word related wellbeing and security. Bosses have specific obligations to accommodate the wellbeing and security and welfare of specialists. Businesses in the network administrations division incorporate administration councils/sheets and additionally administrators/organizers/chiefs. A definitive duty regarding word related wellbeing and security rest with the administration advisory group/board on the grounds that the panel has the expert to embrace approaches and methodology, is responsible for the monetary administration of the association and is
lawfully viewed as the "business". The executives must consider similarly the welfare of volunteers and paid laborers (OHS, 2013).

The business' commitment is to guarantee the wellbeing and security of representatives at work. The business must outfit the representatives with essential data on issues of pertinence to work environment security, wellbeing and other working conditions. The business should likewise guarantee that these viewpoints are examined appropriately between the business and the workers or their delegate. The business must elevate its relations to the workers and also relations between the representatives. The business additionally guarantees that representatives can play out their work if the organization's tasks or work are changed or created. The business must make a move to advance the chances of representatives to continue in their work professions. While the commitment of the workers are practicing legitimate request and care as required for keeping up wellbeing and security, and act as per the business' solicitations and guidelines. Workers must deal with their own wellbeing and security and furthermore that of their partners, and maintain a strategic distance from the provocation or other improper treatment of different representatives. Furthermore, the representative must advise the worker of any deficiencies and imperfections he/she may see in the working environment, of the thoughtful that could cause a mishap (Marhja and Pirrko, 2014).

The idea of 'wellbeing society' has to a great extent created since the OECD Nuclear Agency (1987) saw that the mistakes and infringement of working techniques happening preceding the Chernobyl catastrophe were proof of a poor security culture at the plant and inside the previous Soviet atomic industry as a rule (Pidgeon and O'Leary, 2000). Security culture has been characterized as that get together of qualities and dispositions in associations and people, which builds up that, as an abrogating need, plant wellbeing issues get the consideration justified by their centrality (IAEA, 1986). Security culture is imperative since it shapes the setting inside which singular wellbeing demeanors create and hold on and security practices are advanced (Zohar, 1980). Most meanings of security culture conjure shared standards or demeanors so the dimension of conglomeration is viewed as the gathering. A few creators battle that security culture is just being evaluated when the frame of mind question is the association (Cabrera and Isla, 1998).
Thinking about the significance of these authoritative components for security, the job of good administration rehearses winds up apparent. It is frequently contended that security the executives ought to be considered as a major aspect of a key, human asset the executives (HRM) viewpoint (Glendon, Clarke, and McKenna, 2006). This suggests security the executives concerns wellbeing in connection to work works on with respect to staffing, employing, preparing, correspondence and data sharing, remunerate frameworks, coordination, and basic leadership. So as to accomplish a sheltered working environment, it is subsequently imperative that the administration in an association considers and stresses security in these regions. All things considered, there are a few territories inside security the board that have not been given adequate consideration in research. One such perspective is the job of individual directors and managers inside an association (Hofmann and Morgeson, 1999; Clarke, 2013). Administrators and chiefs on center or lower levels regularly establish a connection between administrative choices and the workers in the association, and can thusly be considered to have a vital job in the correspondence and execution of administrative security rehearses. At the end of the day, the execution of pioneers at all dimensions in an association can be viewed as imperative for the execution and working of most administrative practices.

An investigation by Zohar (2002a) showed that pioneer preparing in value-based supervision fusing these proactive and informative components was related with diminished damage rates and expanded administration conveyance. Be that as it may, since part of the pioneer mediation included the immediate chiefs of the pioneers conveying that wellbeing was a high need, the positive effect on security could just be because of an expanded accentuation on security instead of the value-based administration. This presumption would compare to the finding in the present investigation that having a wellbeing center is the most imperative pioneer conduct for upgrading work environment security.

It is intriguing to take note of that the idea of security culture created in light of major hierarchical mishaps, in any case, it is currently being all the more broadly connected to clarify mishaps at the individual dimension. The legitimacy of the security culture idea concerning singular mishaps still can't seem to be discovered. Components of security atmosphere develop as indicators of perilous conduct or mishaps in various basic models.
(Brown et al., 2000). The fundamental spotlight in word related wellbeing is on three unique destinations: the upkeep and advancement of laborers’ wellbeing and working limit; the enhancement of workplace and work to wind up helpful for security and wellbeing and improvement of work associations and working societies toward a path which underpins wellbeing and security at work and in doing as such additionally advances a positive social atmosphere and smooth task and may upgrade profitability of the endeavors. The idea of working society is planned in this setting to mean an impression of the fundamental esteem frameworks embraced by the endeavor concerned. Such a culture is reflected practically speaking in the administrative frameworks, staff approach, standards for interest, preparing arrangements and quality administration of the endeavor (Jadab, 2012).

Different precursors were observationally tried with an end goal to comprehend wellbeing execution crosswise over different work setting. For example, Hayes, Perander, Smecko, and Trask (1998) and Lee and Dalal (2016) investigate how security atmosphere and culture were critical in anticipating specialists wellbeing execution in the associations. Furthermore, in their model, Griffin and Neal (2000) respected wellbeing information and security inspiration as proximal elements that have a positive association with specialists wellbeing conduct. Security authority was likewise found to have a positive association with laborers wellbeing conduct (Smith, Eldridge, and DeJoy, 2016). Other investigation utilized individual qualities, for example, identity and age contrasts (e.g., Siu, Phillips and Leung, 2003), dimension of training (Gyekye and Salminen, 2009) among others.

Training is "alludes to guidance and practice for procuring aptitudes and learning of tenets, ideas, or frames of mind important to work viably in determined assignment circumstances" (Cohen, Colligan, Sinclair, Newman and Schuler, 1998, p. 11). Security preparing is a critical hazard avoidance and control procedures to ensure each worker is sheltered in a decent work environment conditions (Cohen, 1998). Wellbeing preparing is characterized as "guidance in peril acknowledgment and control measures, learning safe work rehearses and appropriate utilization of individual defensive hardware, and obtaining information of crisis methods and preventive activities" (Cohen, 1998, p. 11). Security preparing has been perceived as a vital authoritative trademark recognizing
association with fruitful wellbeing program (Zohar, 1980), and is a compelling means for representatives to upgrade their aptitudes and information of security in the associations (Shea et al., 2016).

Writing in word related security bolsters the view that wellbeing preparing is a key factor in keeping up and changing laborers disposition toward wellbeing (Ali et al., 2009; Boughaba, Hassane and Roukia, 2014; Donald and Cantre, 1994; Keffane, 2014; Mearns, Whitaker and Flin, 2003; Vinodkumar and Bhasi, 2010; Zohar, 1980). Associations can enhance specialists wellbeing conduct by means of keeping them mindful of wellbeing and security rehearses through classes, workshops, preparing at work among others (Mearns, Hope, Ford and Tetrick, 2010). Study directed in the US among the agents of 57 ventures summited that higher security execution is accomplished with wellbeing preparing (Hinze, Hallowell and Baud, 2013). Comparable investigations additionally discovered that organizations can exchange wellbeing learning through specialists introduction, tool stash talks, and instructional courses among others (Hallowell, 2012; Lu and Yang 2011; Vredenburgh, 2002). What's more, meta-expository discoveries demonstrate that impression of security preparing decidedly identified with wellbeing consistence and support (Christian et al., 2009). Meta-examination considers likewise announced solid experimental proof of the adequacy of security preparing on workers' wellbeing practices (Ricci, Chiesi, Bisio, Panari, and Pelosi, 2016; Robson et al., 2012). Taken together, there are clear proof in the writing that specialists view of security preparing is fundamentally identified with laborers wellbeing practices. In view of the above accommodation, exact proof recommends that wellbeing preparing is vital in understanding laborer's security consistence and cooperation.

Preparing assumes most contributing job in disclosing the executive’s practices to enhance wellbeing execution. According to contended by Ali, et al., (2009), that representatives take choices dependent on security concerns, these choices are not being practice by the entire association as these insurances are frame workers instead of the executives. There is relatively less effect on the over representatives as the security code of principles and control are not been authorized by the administration. Their discoveries additionally recommend that the insufficiency of security preparing may not diminish the
word related mishaps and wounds (Ali, Abdullah and Subramaniam 2009). Then again, the security preparing is exceptionally valuable as it gives the way to making mishaps increasingly unsurprising.

The two classifications between the individuals who get injured and who not get injured can be perceive as dangers and risky activities and comprehend the outcomes. So as to enhance the nature of wellbeing and wellbeing for all workers, associations should actualize an orderly, extensive security program and wellbeing preparing program for new representatives. To enhance the attention to these risks and it will help give introduction to new workers in security and wellbeing quality frameworks (Randles, Jones, Welcher, Szabo, Elliott and MacAdams, 2010).

Preparing decreases and hold risks it enhances to handle the security issues (Roughton, 1993). Worker preparing and word related wellbeing relies upon the dimension of hazard, which is acquired and alerts and mindfully assumes noteworthy job to keep from those risks (Young, Brelsford and Wogalter, 1990). As talked about by Vredenburgh and Cohen (1995) found that the dimension of apparent threat expanded consistence to alerts and guidelines; thusly, it is important that whole representatives are all around prepared to distinguish and respond against the dangers related with their working environment (Vredenburgh and Cohen, 1995). With the assistance of preparing software engineers, the association can do the objective defining and objective accomplishment, advancement and change, and enhance specialized and proficient aptitudes. With the assistance of preparing the association can keep from mishaps and wounds as it illuminates their representatives about adherence to security standards and strategies, and in the meantime recognizing preparing needs, creating changes in work methodology and amending work objectives, so as to make the work put progressively sheltered (Cabrera, Fernaud and D'iaza, 2007).

Representative inclusion is an essential factor in the association wellbeing program used to diminish wounds and mishaps (Vinodkumar and Bhasi, 2010). Worker inclusion is the "degree representatives could impact and control OHS the executives issues at the work environment" (Masso, 2015, p. 64). At the end of the day, representative's contribution into security the executives procedure includes upward correspondence stream among
people or gatherings and basic leadership process inside the association (Vredenburgh, 2000) on the grounds that workers use to make recommendations about wellbeing enhancements, particularly when new advances and materials were presented (Butler and Park, 2005). This factor is respected among the critical marker of positive hierarchical security culture in light of the fact that is the most ideal approaches to accomplish wellbeing proprietorship (Cooper, 1998; Ford and Tetrick, 2011; Liu, Bartram, Casimir and Leggat, 2014). Representative's inclusion is a key component of security the executives since it encourages association to accomplish principle targets and objective of word related wellbeing and wellbeing usage and enhancement in hierarchical wellbeing conditions to serve the two workers and associations (Podgórski, 2005).

High worker's inclusion in the association's key wellbeing choices can lessen lost-time recurrence rates (LTFR) (Shannon et al., 1996). Worker's association was analyzed to bring down the recurrence of perilous conduct and wounds in the associations (Camuffo, De Stefano and Paolino, 2015; Rooney, 1992). Inside the healing facility condition, Garrett and Perry (1996) found that representative's inclusion in to security choices diminished wounds adequately inside one year. Vinodkumar and Bhasi (2010) detailed representative contribution fundamentally related with security cooperation. Keffane and Delhomme (2013) additionally announced representative inclusion predicts wellbeing consistence in an examination planned to comprehend the execution of street security rehearses in France.

Specifically, the critical connection between pioneer correspondence methodologies and security is a zone that has been genuinely disregarded inside word related wellbeing research as of not long ago. Furthermore, in the administration security look into that has been led, there is some contradiction over the methods by which a pioneer is well on the way to be effective in accomplishing wellbeing. Despite the fact that there is a decent lot of concession to the fittingness of some administration styles for security (Inness, Barling, Turner, and Stride, 2010), there is as yet not finish accord among wellbeing specialists on other authority styles or on explicit initiative practices including those styles (Clarke, 2013; Zohar, 2002a). A significant number of the examinations on authority, be that as it may, just look at one explicit administration style in connection to
wellbeing (e.g., Hofmann, Morgeson, and Gerras, 2003; Inness et al., 2010). The requirement for progressively similar research with respect to the fittingness of various authority styles for security is in this way squeezing.

In the connection among initiative and administrative practices and security, correspondence has been appeared to assume a key job in various settings. For instance, pioneers’ conveying an unmistakable vision of what a sheltered working environment involves and plainly communicating that security is organized are basic in setting up a wellbeing atmosphere. Correspondence disappointments have additionally been recognized as a contributory factor in asks of a few noteworthy debacles (Reason, 1990; Turner, 1978). Hidden numerous authoritative mishaps are circumstances described by various kinds of instructive deficiencies and correspondence disappointments (Turner, 1992). In like manner, the noticeable job of correspondence has been recognized inside the human services related region of patient wellbeing. There is proof that correspondence breakdowns are the underlying driver of as much as 70% of unfavorable occasions experienced by patients inside social insurance (Joint Commission, 2009). In connection to these discoveries, it has been contended that correspondence that is precise, finished, convenient, and simple to get a handle on by the beneficiaries ought to be gone for, since it has been closed to result in less representative mistakes and enhanced patient wellbeing (Donahue, Miller, Smith, Dykes, and Fitzpatrick, 2011). Since few would differ on the estimation of these correspondence attributes, the primary test lies in really accomplishing correspondence of this quality in associations. What's more, in spite of the fact that these parts of correspondence are most likely imperative, it is sensible to expect that the issue of correspondence in connection to work environment security is probably progressively multifaceted and complex, being influenced likewise by different factors, for example, the social and social components of correspondence. Correspondence is an issue that is vital and pertinent at and between every single various leveled level in an association. The principle focal point of this part, be that as it may, is on pioneers' correspondence with their representatives, and how it could influence work environment wellbeing. Communication has come to be considered an essential parameter in the development, functioning, maintenance, and change processes of organizations (Müller & Kieser, 2003). The meaning of the message interpreted by the receiver, however, may not
be the meaning that was intended by the sender, since effective communication requires more than just the transfer of information (Kaufmann & Kaufmann, 2010). Successful organizations are often held to be characterized by effective communication, i.e., communication which is consistent, forthright, relevant, and timely (Vredenburgh, 2002). This is especially true in modern organizations that have fast-changing technology, complex work routines, a large amount of flexibility, and a diverse staff. In these kinds of organizations, the clarity and quality of the communication of information is often especially vital (Allvin, Aronsson, Hagström, Johansson, & Lundberg, 2006; Dencker, Mårtensson, Fasth, & Stahre, 2011; Jacobsen, & Thorsvik, 2002). Thus, it becomes apparent that communication is a vital part in the managing of organizations. It is generally assumed by both researchers and practitioners that having communicative competence, i.e., the ability to properly understand and transmit information, is essential for the effectiveness of leaders, regardless of type of organization of hierarchical level (Penley, Alexander, Jernigan, & Hernwood, 1991; Riggio, Riggio, Salinas, & Cole, 2003; de Vries, Bakker-Pieper, & Oostenveld, 2010).

2.2.3 Safety Assurance and Service delivery

The privilege to sheltered and sound working conditions has drastically picked up a great deal of enthusiasm at the worldwide, provincial and national dimensions. Nations around the globe have perceived the comprehensiveness, interdependency and unbreakable quality of the human ideal to protected and solid working conditions (Gok, 2013). Wellbeing affirmation gives certainty that hierarchical administrations meet or surpass security prerequisites (Federal Aviation Administration, 2012). The corpus of law in Kenya managing word related security and wellbeing is contained in the global legitimate instruments which stress that everybody is qualified for the privilege to sheltered and solid working conditions, the Constitution of Kenya, the Occupational Safety and Health Act No.15 of 2007, and the different work laws currently in power (GOK, 2013).

As per OSHA 2007, the other essential segment of wellbeing is laborer investment. Boss is entrusted with the obligation to guarantee that specialists and their security and wellbeing delegates are counseled, educated and prepared on all parts of OSH, these include: crisis plans, First Aid, Fires security, Electricity wellbeing, hardware security.
among others that are related with their work. The Act further necessitates that the business makes courses of action for laborers and their security and wellbeing agents to have room schedule-wise and assets to refresh themselves about procedures of arranging, arranging, execution, assessment and activity for development of the OSH the board framework.

Ventures in Kenya and the various working environments need to see word related wellbeing and security as a speculation for monetary profitability for a solid workforce. Seeing word related wellbeing and wellbeing as a major human right will go far in guaranteeing that the powerless laborer comprising of ladies, poor people and the youngsters and shaping the biggest populace of the average workers get the essential information of risks, individual security and that they don't work for extend periods of time in perilous conditions without medicinal services or protection covers (MOH, 2012). More prominent straightforwardness about security issues would appear to make more concentrate on wellbeing more noteworthy familiarity with wellbeing issues greater proactivity, i.e. a more beneficial wellbeing society But there is solid contention that security straightforwardness could uncover exploitable security "openings" For laborers in the business, detailing a wellbeing risk could signify "blowing the shriek" on your colleagues, prompt manager and companions .Basically, this is one of those subjects wherein there are no simple answers, and when there are answers, they are not really what one needs to hear (Britton, 2015).

He further expresses that, two contentions against straightforwardness, in particular uncovering exploitable security openings; and open providing details regarding colleagues/companions, are commonly momentary contemplations of a strategy of straightforwardness. With wellbeing issues that convey a medium to abnormal state of hazard, counter measures are clearly taken promptly to actualize into the security program. Straightforwardness just aides in such manner, as by making it open in the work environment, specialists can: know about the danger; help address the danger; proactively maintain a strategic distance from mishaps identified with the hazard. In the event that speedy move is made to address the danger and the work compel knows about the issue, at that point it is in reality substantially less exploitable than if the peril were kept
classified, specifically on the grounds that nobody would be "watching out" for the issue. On the issue of covering companions/colleagues without dread of countering when the data is made open to the workforce and with the shot of giving the columnist a kind of "informant" status, this issue is harder and can be an extreme obstacle to survive. The truth of the matter is that many workplaces battle with this, and experience the ill effects of absence of revealing as a result of it.

The deliberate assessment of work frameworks, premises, plant and hardware and observation of the workplace, including work association, reconnaissance of specialists' wellbeing, are fitting, through reasonable medicinal checking or follow-up of laborers for early discovery of signs and manifestations of mischief to wellbeing so as to decide the viability of counteractive action and control measures and consistence with relevant national laws and directions, aggregate understandings and different duties on OSH to which the association buys in (ILO, 2001). Arrangements to lead intermittent reviews are to be set up so as to decide if the OSH the board framework and its components are set up, sufficient, and successful in securing the security and soundness of specialists and forestalling episodes. A review arrangement and program created incorporates assignment of reviewer competency, the review scope, and the recurrence of reviews, review system and revealing. The review incorporates an assessment of the association's OSH the board framework components or a subset of these, as proper (ILO, 2001).

The review end decides if the executed OSH the board framework components or a subset of these: are compelling in meeting the association's OSH arrangement and targets, are powerful in advancing full specialist interest, react to the consequences of OSH execution assessment and past reviews, empower the association to accomplish consistence with pertinent national laws and directions, satisfy the objectives of consistent enhancement and best OSH practice (Armstrong, 2001). Reviews are directed by skilled people inside or outer to the association who are free of the action being inspected. The review results and review ends ought to be imparted to those in charge of restorative activity. Meeting on choice of the examiner and all phases of the working environment review, including investigation of results, are liable to specialist support, as suitable (Pius, 2009).
Performance surveys are a piece of the association's promise to ceaseless enhancement of the wellbeing and security approach, since audits empower assessment of the execution against the destinations and targets built up taking into consideration any important changes to enhance norms. Reviewing turns into an imperative device to survey consistence with the wellbeing and security the board game plans and methods in the work environment since it helps brings out shortcomings and recognize impossible or deficient guidelines and focuses in the wellbeing and wellbeing arrangement and methodology and guarantees that what has been arranged is being actualized.

2.2.4 Safety Risk Management and Service delivery

A typical view is that security must be comprehended in connection to the nearness of some danger or hazard. Hazard can be characterized as the capacity of the probability of a negative occasion to happen and the level of reality of that occasion (Antonsen, 2009). In rearranged terms, the dimension of wellbeing is high when the dimension of hazard is low and the a different way. Notwithstanding, one essential refinement among wellbeing and hazard, making it obvious that they are not simply two finishes of a similar idea, is that security likewise infers some measure went for upgrades (Hopkins, 2005). While chance alludes to something moderately static that either exists or not, wellbeing additionally alludes to the capacity to keep perilous occasions from happening or potentially to restrict the results when such occasions do happen. In this unique situation, wellbeing practice incorporates parts of work execution and the physical, hierarchical, and innovative estimates that associations take so as to secure against or diminish dangers (Antonsen, 2009).

The idea of hazard the board is tied in with understanding the operational frameworks (Hwang, 2011). The danger the board breaks down frameworks, distinguishes dangers and behaviors a hazard examination and peril evaluation. It additionally includes chance acknowledgment, causal examination, controlling those dangers and framework task (Lachlan &Spence, 2010). One of the underlying drivers of work environment wounds, ailments, and episodes is the inability to distinguish or perceive risks that are available, or that could have been foreseen. A basic component of any compelling wellbeing and wellbeing program is a proactive, progressing procedure to recognize and evaluate such
perils. A work environment peril ID and hazard evaluation are completed before any adjustment or presentation of new work techniques, materials, procedures or hardware are appointed (Benjamin, 2008). Such appraisals are done in counsel with and including specialists and their delegates, and the wellbeing and wellbeing advisory group, where suitable. The usage of a "choice to change" guarantees that every single influenced individual from the association are appropriately educated and prepared in Emergency anticipation, readiness and reaction.

To recognize and evaluate dangers, businesses and specialists: gather and survey data about the risks present or prone to be available in the working environment; leading starting and occasional work environment reviews of the working environment to distinguish new or repeating perils; Investigating wounds, ailments, occurrences, and narrow escapes/close misses to decide the fundamental perils, their causes, and wellbeing and wellbeing program inadequacies; assemble comparable episodes and recognize drifts in wounds, diseases, and dangers announced; considering dangers related with crisis or non – routine circumstances; deciding the seriousness and probability of occurrences that could result for each risk distinguished, and utilize this data to organize remedial activities. A few risks, for example, housekeeping and stumbling perils, can and ought to be settled as they are found. Settling risks on the spot underlines the significance of wellbeing and wellbeing and exploits a security administration opportunity (OSHA, 2013).

Nunes, 2016, characteristics that hazard evaluation is a legitimate commitment in however it is likewise a decent practice that adds to keep organizations focused and compelling. Hazard evaluation is a dynamic procedure that enables organizations and associations to set up a proactive strategy for overseeing word related perils. In this manner, chance evaluation establishes the reason for execution of proper preventive measures and, as per the Directive; it must be the beginning stage of any Occupational Safety and Health (OSH) Management framework. An OSH Management framework ought to be coordinated in the organization's administration framework. It is proposed to create and actualize organization OSH approaches and deal with its OSH dangers. Hazard evaluation is a stage in the OSH chance administration process.
Whenever dangers and exposures that present security and wellbeing dangers to representatives are efficiently distinguished, the board is better arranged to make convenient remedial move counteract worker damage and any related property misfortune. Restorative activity before a misfortune happens lessens the recurrence and seriousness of mishaps, loss of property and administrations, and interference of office tasks. Remedial activities ought to emphatically affect the measure of cash spent on remuneration for representatives' word related diseases and wounds (SORM, 2004).

Armstrong (2000) proposes work spots ought to have word related Health and Safety projects to manage sick wellbeing emerging from the working conditions which he says ought to incorporate; Conducting of hazard evaluations which recognize perils and survey the dangers connected to them, Carrying out of Health and Safety reviews and assessments, Implementation of Health and Safety reviews and examinations, Management of stress, Prevention of mishaps, Measuring Health and Safety execution, Communicating the requirement for good Health and Safety works on, Training healthy and Safety practices and Organizing Health and Safety.

2.3 Theoretical framework

The examination was be guided by Domino Theory (1950) that expresses that mishaps result from a chain of successive occasions, figuratively like a line of dominoes falling over. When one of the dominoes falls, it triggers the following one, and the following. Be that as it may, evacuating a key factor, for example, a perilous condition or a risky demonstration keeps the beginning of the chain response. He discovers the accompanying five figurative dominoes named with mishap causes. They are Social Environment and Ancestry, Fault of Person, Unsafe Act or Mechanical or Physical Hazard (perilous condition), Accident, and Injury. Heinrich characterizes each of these "dominoes" unequivocally, and gives counsel on limiting or taking out their essence in the succession.

2.4 Conceptual framework

A conceptual frame is the representation of study variable visualized in a diagram to show the relationship between the depend and independent variable. In the study, the conceptual framework will look at the influence of safety management system on service delivery at Kenya Pipeline Company Eldoret depot.
Indakwa (2013) additionally completed a cross-sectional investigation on the apparent impact of word related wellbeing and security rehearses on occupation fulfillment among representatives in the sugar business. The exploration built up that word related wellbeing and security impact work fulfillment, and the discoveries of the examination was that word related wellbeing and wellbeing impacts work fulfillment. On the other hand, Mberia (2007) also conducted a survey which seeks to establish the occupational health and safety programmes adopted by banks operating in Kenya. The findings of the study
revealed that banks are very keen on physical and mechanical hazards that affect employees. Sawe, 2013, conducted a descriptive research on the effects of occupational health and safety practices on employees’ productivity. The study finds out that occupational safety and health practices has a positive relationship with productivity of employees.

In a nutshell all these studies have focused on occupational safety and health practices, strategies and compliance on performance/productivity of the organization, and their findings have established that occupational health and safety enhances organizational performance. However, none of the studies conducted have provided or linked the relationship between safety management system and service delivery.
CHAPTER THREE
RESEARCH METHODOLOGY

3.0. Introduction
This section managed the exploration structure and procedure of the examination. It was separated into areas. The examination configuration, target populace, inspecting system, test estimate, information accumulation instruments, legitimacy and unwavering quality of the exploration instruments, information gathering strategies and information investigation techniques.

3.1. Research design
Research design is the general arrangement for associating the applied research issues to the relevant (and feasible) exact research. At the end of the day, the exploration configuration expresses what information is required, what strategies will be utilized to gather and examine this information, and how the majority of this will answer your examination question (van Wyk, 2010). The investigation received illustrative research structure. Yin (2004) characterizes the spellbinding examination plan as an experimental request that researches a contemporary marvel inside its genuine setting; when the limits among wonder and setting are not obviously clear; and in which different wellsprings of proof are utilized.

3.2. Target population
As per Mugenda and Mugenda (1999) populace is the whole gathering of people, occasions or protests having basic detectable qualities. An objective populace is that populace to which a scientist needs to sum up the consequences of an examination. The objective populace of the examination was 170 respondents. The records were acquired from KPC Eldoret Depot workers enlist 2017

<table>
<thead>
<tr>
<th>Target Group</th>
<th>Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisors</td>
<td>15</td>
</tr>
<tr>
<td>Employees</td>
<td>175</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
</tr>
</tbody>
</table>
3.3. Sample size and sampling procedure

The section covers the sample size and sampling procedure.

3.3.1. Sample size

The sample size was determined by use of the Krecjie and Morgan table of 1970 (Appendix IV) where a population size of 190 translated to a sample size of 127.

<table>
<thead>
<tr>
<th>Target Group</th>
<th>Target Population</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisors</td>
<td>15</td>
<td>15/190*127 = 10</td>
</tr>
<tr>
<td>Employees</td>
<td>175</td>
<td>175/190*127 = 117</td>
</tr>
<tr>
<td>Total</td>
<td>190</td>
<td>127</td>
</tr>
</tbody>
</table>

Source: KPC Eldoret Depot Employee Register 2017

3.3.2. Sampling procedure

The study employed simple random method to obtain the sample size from the population. According to Sekaran (2014), simple random method is a probability sampling method that allows members equal chances of being selected. For equal representation proportionate formula was used as in table 3.2.

3.4. Research instrument

The investigation received Interview timetable and survey as the information gathering instruments. Poll is the fundamental instrument in overview look into which comprise of various inquiries typically printed or composed in a clear request and shape. This frame is conveyed to anchor reactions to specific inquiries. The respondent should top off the shape by him or herself. The survey is critical when an analyst is intrigued with actualities, assessment, frames of mind, respondents' inspiration and their dimension of nature with a specific subject. The upside of a survey is that it produces a lot of quantitative information and empowers analysts to get a more extensive inclusion of expressive information at relatively ease as far as time, cash and exertion (Cohen and Manion, 1994). Meeting plan was directed to managers.
3.4.1. Pilot study

The piloting approach was used to assess the degree to which evidence and theory support interpretations of the research instruments. This was done in one of the Kisumu KPC located in Kisumu which is outside the study area for a period of 2 working days.

3.4.2. Reliability and validity of research instruments

The exploration apparatuses were utilized for gathering information through various techniques. This was basic to test whether the information being gathered was reliable and furthermore to guarantee that was applicable to the examination. To do this the examination set up legitimacy and unwavering quality of the exploration instruments. As per Sotirios (2005) legitimacy alludes to the exactness and importance of deduction which depends on the examination results. It is how much outcomes acquired from the investigation of the information really spoke to the wonder under examination. The investigation looked for master sentiment and guiding way to deal with survey the legitimacy of the information gathering apparatuses to be utilized for the exploration. Legitimacy is the degree to which an estimation gives steady outcomes. The master feeling for this situation was the administrator who evaluated the information gathering devices to have the capacity to decide how much the exploration instruments estimates inquire about factors of the chose case.

Grinnel (1993) sees that dependability estimates the level of exactness in estimation. It guaranteed that the instrument produces comparable information when utilized by a free specialist. The investigation saw that to evacuate conceivable mistakes each instrument ought to be tried before it is formally directed to guarantee its unwavering quality. The examination utilized the test-retest strategy for assessing a test's unwavering quality which includes managing the test to a similar gathering of respondents no less than twice (Grinnel, 1993). The computation of Cronbach Alpha observed the coefficient incentive to be 0.83. This coefficient esteem was more noteworthy than 0.7 and showed that the instrument was solid (Sotirios, 2005).

3.5. Data collection procedure

The researcher sought permission from the necessary authority from KPC head offices to conduct the research. Before collecting the data, an introductory letter was obtained from
Nairobi University. The introductory letter was then used to apply for a research permit from NACOSTI to carry out research. The data collection process was within 2 working days.

3.6. Data analysis Procedure
After every one of the information was gathered, the specialist directed information cleaning, which included distinguishing proof of inadequate or mistaken reactions. The information was ordered, coded and entered in the PC for investigation utilizing the Statistical Package for Social Sciences (SPSS). Reactions from the Likert scale (survey) were broke down quantitatively utilizing graphic measurements. After investigation, information was exhibited in unthinkable frame utilizing frequencies and rates

3.7. Ethical consideration
Participation was clearly explained to the participants before they sign their consent forms and the participants were allowed to withdraw from the study at any stage. Cohen and Manion (1994) suggested that informed consent is an important issue that one has to consider. The purpose of the study was explained to the participants so that they make their own informed choices. The study ensured that words and language that seem to be sensitive to religion, culture, marriage status or tribe was avoided. The names of all the informants were coded to conceal their identity and to maintain confidentiality
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Type of Variable</th>
<th>Indicator</th>
<th>Measure</th>
<th>Data Analysis Technique</th>
<th>Research Instrument</th>
</tr>
</thead>
</table>
| To establish how safety policy, influence the service delivery.            | Independent      | Availability of safety policy  
Implementation of safety policy  
Compliance with safety policy | Nominal & Ordinal | Descriptive               | Questionnaire           |
|                                                                           |                  | No of trainings done  
No of employees involved  
Feedback assessment           | Nominal & Ordinal | Descriptive               | Questionnaire  
Interview          |
| To establish how the safety assurance influence service delivery.          | Independent      | Employee safety performance monitoring  
No of safety audits and inspections  
Evaluation and corrective    | Nominal & Ordinal | Descriptive               | Questionnaire  
Interview          |
|                                                                           |                  | Safety program review and assistance  
No of incidents recorded and investigated  
Frequency of facility safety assessment | Nominal & Ordinal | Descriptive               | Questionnaire  
Interview          |
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Questionnaire response rate

A total of 127 questionnaires were distributed for the study which was 100%, 120 were filled and returned which was 94.8% response rate. With regards to Kothari, 2010, response rate of 65% and above was sufficient for such studies to be done.

4.2 Demographic information

The study sort to establish individual data of the respondents who took part in the study and the results represented in table 4.1.

<table>
<thead>
<tr>
<th>Table 4.1: Background information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>Age bracket</td>
</tr>
<tr>
<td>&lt;25 years</td>
</tr>
<tr>
<td>25-35 years</td>
</tr>
<tr>
<td>36-45 years</td>
</tr>
<tr>
<td>46-60 years</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>Education level</td>
</tr>
<tr>
<td>Certificate</td>
</tr>
<tr>
<td>Diploma</td>
</tr>
<tr>
<td>Bachelors</td>
</tr>
<tr>
<td>Masters</td>
</tr>
<tr>
<td>PhD</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>Working Experience</td>
</tr>
<tr>
<td>Below 5 years</td>
</tr>
<tr>
<td>6-10 years</td>
</tr>
<tr>
<td>11-15 years</td>
</tr>
<tr>
<td>16-20 years</td>
</tr>
<tr>
<td>More than 21 years</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>
From the table 4.1 majority 66 (55%) of the respondents were male, while 54 (45%) were female. This showed that majority of employees working in Kenya Pipeline Eldoret were male, hence an indication of gender disparity in the distribution of employees in study area. At least 39 (32.5%) of the employees were aged between 36 and 45 years, as well as those between 46 and 60 years, with 24 (20%) falling between 25 and 35 years and the least 18 (15%) aged below 25 years. These findings indicate that majority of employees were aged 36 years and above. This showed that they had enough experience in enhancing safety management system at Kenya Pipeline Company, Eldoret depot. Majority of the employees 54 (45%) had diploma qualification, while 36 (30%) had bachelor’s degrees, with 18 (15%) having certificate education, and 6 (5%) had masters as well as PhD education. The findings indicate that employees in the study area had enough professional training to enhance safety management system at Kenya Pipeline Company, Eldoret depot. An average proportion 42 (35%) of the employees had between 16 and 20 years working experience, with 22.5% having below 5 years as well as more than 21 years’ experience and 7.5% of them had between 6 and 10 years. Therefore, these findings depict that most of the employees had more than 10 years of experience and implementing safety management system at Kenya Pipeline Company, Eldoret depot was not a problem.
### 4.3 Safety Policy and Service delivery

#### Table 4.2: Safety Policy and Service delivery

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Little extent</th>
<th>Moderate extent</th>
<th>Great extent</th>
<th>Very great extent</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>To what extent can you rate the availability of company safety policy?</td>
<td>48</td>
<td>40.0%</td>
<td>51</td>
<td>42.5%</td>
<td>7</td>
<td>5.8%</td>
<td>3.93</td>
</tr>
<tr>
<td>Based on the safety policy available, what extent can you describe availability of personal protective equipment provided by the company?</td>
<td>27</td>
<td>22.5%</td>
<td>66</td>
<td>55.0%</td>
<td>24</td>
<td>20.0%</td>
<td>3</td>
</tr>
<tr>
<td>To what extent do you use the personal protective equipment while executing your duties within the company premises?</td>
<td>42</td>
<td>35.0%</td>
<td>66</td>
<td>55.0%</td>
<td>9</td>
<td>7.5%</td>
<td>2.5</td>
</tr>
<tr>
<td>On implementation of the safety policy to what level has the implementation being effected?</td>
<td>33</td>
<td>27.5%</td>
<td>72</td>
<td>60.0%</td>
<td>9</td>
<td>7.5%</td>
<td>6</td>
</tr>
<tr>
<td>From your own personal view how can you rate the efforts of the company in making sure there is full compliance to the safety policy.</td>
<td>39</td>
<td>32.5%</td>
<td>60</td>
<td>50.0%</td>
<td>15</td>
<td>12.5%</td>
<td>3</td>
</tr>
<tr>
<td>To what level has the company being able to promote safety policy adoption by the employees?</td>
<td>33</td>
<td>27.5%</td>
<td>66</td>
<td>55.0%</td>
<td>15</td>
<td>12.5%</td>
<td>6</td>
</tr>
</tbody>
</table>

The study looked at the extent of availability of safety policies within the company and the findings from table 4.2 showed that the company had safety policy that was supposed to be adhered to. However, it was found that the extend of availability of these policies was limited as 40.0% (48) of the respondents stated, while 42.5% (51) of the respondents attributed to the availability of the safety policies while 5.8% (7) of the respondents attributed the availability of
these safety policies and 11.7% (14) argued that the company had safety policies in place. Statistically, it was found that the company had safety policies but only a small number of the employees took time to read and understand them (mean = 3.93 and Std. = 1.30). Despite efforts by the company to provide safety statement and various materials communicating the various safety procedures to be undertaken, it was never the case. These findings were supported by ILO, 2001, in that the policy statement on safety should be communicated and readily accessible to all persons at their place of work.

Further findings revealed that majority of the employees did not know whether the company had protective gears for the various environments that they were exposed to as supported by 22.5% (27) who argued that the company did not provide them with the required protective gears to work with while some to some extent 55.0% (66) acknowledged the efforts made by the company to provide them with required safety gears for them to use while 2.5% (3) acknowledged the presence of the protective gears as displayed by a mean of 3.95 and std. dev. of 0.81. The findings revealed that the company had done a lot to ensure that safety protective gears were availed to the employees but majority of them did not use them. In order for employees to be active participants in a safety programme, they must receive occupational safety training. It provides workers with the knowledge, capabilities and skills needed to carry out their tasks safely. It also helps them to identify the risks in the workplace, and the procedures available to prevent, correct or minimize these risks (Fernandez-Muniz et al., 2007).

The study further looked at the extent of which the employees used the issued personal protective equipment provided by the company while executing their duties and it was found that 35.0% (42) of the respondents acknowledged that they did not use the personal protective equipment provided by the company while 55.0% (66) of the respondents argued that to some extent they used the personal protective equipment provided but only when they dimmed it necessary while another 7.5% (9) to a moderate extent used their personal protective equipment as shown by a mean of 4.23 and Std. dev. of 0.69. The findings revealed a lot of laxity in the compliance of safety policies within the company as there were limited efforts made in ensuring that the employees always had their protective equipment on all times but that was not the case. Employees’ perceptions of management’s commitment to safety, of fellow employees’ participation in safety, and of the effectiveness of education and training efforts on the part of management have demonstrated a positive impact on safety outcomes. This suggests that
employees’ perceptions of these factors influence their likelihood to comply with safety and health policies and rules (Bailey, 1997). The findings were in favor of Neal and Griffin, 2000 that complexity of accidents would not be attributed to specific actions committed by single individuals but can be due to various aspects that interact within the organization.

The study sort to establish to what extent the company had done to implement the safety policy available and to what level it had been done. The findings from the study showed that 27.5% (33) of the respondents stated that the company had done little to implement the safety policy at the facility, 60.0% (72) argued that the company had done to some extent tried to implement the safety policy while 7.5% (9) noted that the company had to a moderate extent implemented the safety policy available to the company while 5.0% (6) agreed that the company had to a great extent tried in ensuring that the safety policy was implemented. The findings showed that implementation of safety policy was not done effectively by the safety department as they did not make follow – ups to ensure that the employees followed the layout safety policy so as to minimize the various risks and hazards resulting from their working conditions. It was also noted that the employees also failed in ensuring that they read and understood the safety policy as majority of them did not bother to find out the requirements of safety that they required to work effectively and efficiently as shown by mean of 4.10 and Std. dev. of 0.74. In his study Flin 2003 and Torner 2011 revealed that in scenarios where pressure of production was high safety emphasis was low thus exposing the employees on various hazards that compromised on their safety.

The study further looked at the efforts made by the company to ensure that there is full compliance of the safety policy and to what extent they had done it. The findings revealed that the company efforts were minimal as disputed by 32.5% (39) of the respondents, 50.0% (60) of the respondents argued that the company had to some extend tried to make sure that the safety policy were fully complied with while 12.5% (15) were of the moderate opinion, 2.5% (3) believed that the company had gone to great extents to ensure full compliance of the safety policy while another 2.5% (3) argued that the company had gone very great extents to ensure that the safety policies were complied with by all employees within the organization. It was noted that the company after conducting safety trainings they did not make follow ups to ensure that the employees followed what they were being trained on thus limiting the percentages of compliances to these new safety policies as shown by a mean of 4.08 and Std. dev. of 0.88.
The study looked at what level the company had gone to ensure that safety policy was promoted by all the relevant stakeholders within the company. The findings showed that 27.5% (33) of the respondents argued that the company had not done much to promote safety within the company while 55.0% (66) of the respondents concurred that to little extent the company had tried to promote safety policy adoption and 12.5% (15) revealed that they had experienced to moderate extent the efforts done to promote safety while 5.0% (6) argued that the company had gone to great extents to promote safety within the company. The findings revealed that very little had been done to promote safety policy and practices within the company as supported by mean 4.05 and Std. of 0.78. It was noted that promotion of safety policy was a key contributor to service delivery and it encouraged them to follow and adhere to the policy so as to minimize injuries and increase productivity of the company. The findings concurred with various scholars i.e. Neal & Griffin, 2000 who stated that a lot of safety precautions were tired to the personnel and especially the management who were tasked with ensuring that all the safety policies enacted within the organization were followed and practiced by all the employees within the organization. Vredenburgh, 2002 in his studies supported the findings by stating that management roles were important in ensuring these safety practices followed but in the actual environment the latter was true.
4.4 Safety promotion and Service delivery

The study sort to establish whether safety promotion in the work place was in line with service delivery to safety procedures and the findings are represented in table 4.3

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Little extent</th>
<th>Moderate extent</th>
<th>Great extent</th>
<th>Very great extent</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>To what extent does the company conduct training on safety policies and safety implementation procedures?</td>
<td>51</td>
<td>42.5</td>
<td>54</td>
<td>45.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To what extent are you involved in the safety implementation procedures and rules that conform to the working environment you are working in.</td>
<td>45</td>
<td>37.5</td>
<td>63</td>
<td>52.5</td>
<td>6</td>
<td>5.0</td>
<td></td>
</tr>
<tr>
<td>What extent are the safety procedures exercised within the company and frequency of the exercises?</td>
<td>60</td>
<td>50.0</td>
<td>54</td>
<td>45.0</td>
<td>3</td>
<td>2.5</td>
<td></td>
</tr>
<tr>
<td>Based on the communication and feedback mechanism used in safety and hazard reporting, to what level has the company acted upon the reported cases and provided the required feedback over the same.</td>
<td>45</td>
<td>37.5</td>
<td>69</td>
<td>57.5</td>
<td>6</td>
<td>5.0</td>
<td></td>
</tr>
<tr>
<td>What extent has the company gone to act on the various reporting and cases reported to solve them within the stipulated time.</td>
<td>39</td>
<td>32.5</td>
<td>57</td>
<td>47.5</td>
<td>15</td>
<td>12.5</td>
<td></td>
</tr>
<tr>
<td>In your own opinion, what level has the company gone in ensuring that those employees who uphold the utmost safety policies are recognized resulting in motivation to the other employees.</td>
<td>48</td>
<td>40.0</td>
<td>57</td>
<td>47.5</td>
<td>6</td>
<td>5.0</td>
<td></td>
</tr>
</tbody>
</table>
Table 4.3 showed that the company conducted safety trainings for its staff on safety policy and its implementation as supported by 55.5% (69) of the respondents while 42.5% (51) of the respondents noted that the company had not at all done the required training on safety. The findings revealed that majority of the respondents felt that the company had done little to ensure that safety was promoted and its implementation was done effectively as shown by a mean of 4.28 and Std. of 0.74. The findings showed that it was prudent for the company to conduct these trainings so as to enhance the employees and the other stakeholders on the importance of safety.

The findings were supported by Shea et al., 2016 who argued that training was important for the organization as it provided the employees with clear outlines on how to handle the various aspects of safety thus enhancement of safety skills and safety know how.

The study also looked at the involvement of the employees in implementation of the safety policy procedures and ensuring the rules and procedures that govern the working environment of the employees was well done. The findings revealed that 37.5% (45) argued that not all have they been involved in the implementation procedures. This was in contrary to 52.5% (63) of the respondents who revealed that to some extent they had been involved in the implementation procedures of the safety policy while 5.0% (6) were moderately involved and another 5.0% (6) were greatly involved in the implementation procedures of the safety policy. It was noted that the participation of the employees in the implementation of the safety policy procedures was an idea that made the entire safety programme to be owned by the employees as they were the majority implementers within the company as supported by a mean of 4.23 and Std. of 0.76. Based on these findings OHS, 2013 attributed the need of all employees responsibility on occupational safety at the work place as employees were tasked with with the provision of the health and safety welfare of employees.

The study looked at the extend of safety exercises and how frequent they were done. The findings showed that 50.0% (60) of the respondents argued that these exercises were not at all done within the company where as 45.0% (54) argued that to little extent the company had conducted safety exercises while 2.5% (3) argued that the company had on moderate extent done the trainings and 2.5% (3) agreed that the company had gone to great extent to ensure that safety exercises were done. The study findings showed that the company had a huge gap to fill
as half of its employees attributed the lack of safety exercises being conducted within the company. These safety exercises were found to be useful in other areas in that the employees got a lot of information on handling various safety concerns within the shortest time and saving on both time and resources as supported by mean of 4.43 and Std. of 0.67. Studies done by Randles, Jones, Welcher, Szabo, Elliott and MacAdams, 2010 attributed the success of the safety implementation on the systematic, comprehensive and health trainings done within the organization especially for new employees through orientations and regular meetings.

The study further looked at how the effectiveness of the communication and reporting feedback mechanisms used and to what extent the company acted on the reported cases of safety and whether they acted upon the reported incidences or not. The findings showed that 37.5% (45) of the respondents argued that the communication and feedback mechanisms used were not effective as there were experiences in which the reported incidences took a longer time to be addresses, 57.5% (69) reported that to little extent there was feedback to the reported or communicated cases of safety while 5.0% (6) revealed of moderate extent of the feedback. The findings showed that the company’s safety communication and feedback loop was not effective in the long run. However, it was noted that the number of reported cases of malfunctional of equipment or leakage of pipes of defective equipment were not addressed within the stipulated time thus in the end affecting the production hours and increased chances of injury to the employees working in those areas as supported by a mean of 4.33 and Std. of 0.57.

According to Müller & Kieser, 2003 communication was found to be key especially in the development parameters functions, maintenance and organizational change processes. This was also supported by Kaufmann & Kaufmann, 2010 who stated that communication was not only about sending information but required more than just transferring the required information.

The findings further revealed that based on the responses obtained from the study 32.5% (39) of the respondents argued that the company did not act on the various safety cases reported thus not solving them within the time frame allocated for the same, 47.5% (57) revealed that the to a little extent had the company acted on the reported incidences while 12.5% (15) revealed that the company to a moderate extent had the reported safety cases being acted upon and resolved while 7.5% (9) argued that to a great extent had the company worked on the reported cases and incidences that were reported within the set time. It was discovered that laxity among the
various agents within the company had contributed to the communication and feedback loop not to work effectively as some cases were not reported while those reported took time to be addressed as shown by a mean of 4.05 and Std. of 0.87. The findings also showed that the comparison of the data of reported cases against those handled accumulated to only 69% thus showing that the channel was not fully being utilized by the various departments and employees within the company. A study conducted by Geldart et al, (2010), found that policies, practices and attitudes especially administrative ones had a direct impact on the employees in a positive manner.

Findings from table 4.3 showed that the employees who upheld the utmost procedures of safety policy and its implementation were not all recognized based on 40.0% (48) of the respondents, another group of respondents 47.5% (57) argued that to little extent had the company recognized those employees who had showed resilience in upholding the safety procedures and safety within the organization while 5.0% (6) argued that to a moderate extent had the company done the recognition while 7.5% (9) stated that the company had gone to great extents to ensure that those who exercised the safety policies and procedures were recognized for their efforts. The study revealed that indeed there was a reward scheme of those employees that did a lot to ensure that safety within the work place was maintained, however the set back on these reward schemes was the mechanisms used to vet those who scored highly in matters related to safety as shown by a mean of 4.20 and Std. of 0.85. Findings from the study conquer with OHS, 2013, which stipulates that everyone in the workplace is responsible for occupational health and safety. Employers have particular responsibilities to provide for the health and safety and welfare of workers. Employers in the community services sector include management committees/boards as well as managers/coordinators/directors. The ultimate responsibility for occupational health and safety rest with the management committee/board because the committee has the authority to endorse policies and procedures, is accountable for the financial management of the organization and is legally considered to be the “employer”. Management must consider equally the welfare of volunteers and paid workers.
4.5 Safety Assurance and Service delivery

The study also looked at how safety assurance and policies related to it enabled employee to comply with the safety measurements provided by the company and the findings are represented in table 4.4.

Table 4.4: Assurance and Service delivery

<table>
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<th></th>
<th>Not at all</th>
<th>Little extent</th>
<th>Moderate extent</th>
<th>Great extent</th>
<th>Very great extent</th>
<th>Mean</th>
<th>SD</th>
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<tbody>
<tr>
<td>To what extent has the company being able to act on reported safety cases compared to the required number of cases that are required to be solved/acted upon.</td>
<td>21 17.5</td>
<td>54 45.0</td>
<td>33 27.5</td>
<td>6 5.0</td>
<td>6 5.0</td>
<td>3.65</td>
<td>0.99</td>
</tr>
<tr>
<td>Based on your evaluation, to what level has the company being able to conduct regular inspection of the facilities and the working environment for its employees.</td>
<td>12 10.0</td>
<td>75 62.5</td>
<td>21 17.5</td>
<td>12 10.0</td>
<td>3.73</td>
<td>0.78</td>
<td></td>
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<tr>
<td>According to previous safety encounters how have the employees and the company handled such incidences and experiences in enhancing service delivery to safety.</td>
<td>33 27.5</td>
<td>71 59.2</td>
<td>15 12.5</td>
<td>1 .8</td>
<td>4.13</td>
<td>0.65</td>
<td></td>
</tr>
<tr>
<td>To what extent has the adoption of new safety policies been done to enhance employee safety.</td>
<td>30 25.0</td>
<td>75 62.5</td>
<td>3 2.5</td>
<td>12 10.0</td>
<td>4.03</td>
<td>0.82</td>
<td></td>
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<tr>
<td>To what extent can you accord that within the working environment there is a probability of one having the knowledge of using new equipment and understanding of the safety measures and polices governing its use.</td>
<td>27 22.5</td>
<td>81 67.5</td>
<td>12 10.0</td>
<td>4.13</td>
<td>0.56</td>
<td></td>
<td></td>
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</tbody>
</table>

From table 4.4, the study sort to know to what extent the company had being able to solve the number of safety cases reported against the required number they are supposed to act upon and
the findings showed that 17.5% (21) of the respondents revealed that the company had not acted or resolved the cases reported swiftly as required while 45.0% (54) of the respondents noted that to little extent had the company done to ensure that the reported cases were handled and 27.5% (33) revealed that to a moderate extent the company had solved the cases and concerns raised and 5.0% (6) argued that to a great extent the company had worked on these reported cases. The findings were in line with OSHA 2007, who found that participation was an important component of safety in the work place as it was encompassed in various activities that consultation, training and passage of information

The study further sort to establish to what levels had the company being conducting regular inspections of the facilities and the working environment. The findings showed that 10.0% (12) of the respondents argued that not all had the company done any inspection of the facilities in there working environments, while 62.5% (75) argued that the company had to little extent inspected their facilities and working conditions, 17.5% (21) revealed that to a moderate extent had the company done these inspections and a further 10.0% (12) to a great extent had the inspections been done. The findings revealed that the presence of inspections was done by the company to ensure that the facilities and the working environments were up and running and the environment where the employees worked had limited causes of accidents and injuries as revealed by a mean of 3.73 and Std. of 0.78. These findings were in line with ILO 2001 guidelines that stated the importance of inspections within premises to ensure that all equipment and personnel were up to date safety compliance and current safety practices

The study further sort to establish the way the company handled certain incidences of safety based on previous experiences and the findings showed that 27.5% (33) of the respondents argued that the company had not at all learned anything or incorporated from previous encounters the measures to avoid such incidence from happening again, 59.2% (71) revealed that the come to a little extent had used the previous encounters to provide mechanisms to handle them in case it happened again while 12.5% (15) of the respondents argued that to a moderate extent the company used those experiences to ensure that employees compliance to safety was paramount and 0.8% (1) attributed the great extent the company used these incidences to ensure safety compliance was achieved. The findings noted that the company through it various departments made sure that the employees safety was paramount based on the
previous encounters thus enhancing service delivery to safety, however, this was not the case as those who tried to ensure compliance was adhered to were not well supported (mean of 4.13 and Std. 0.65). The findings revealed the importance of safety audit in organizations as they were important in understanding the current condition of the equipment and ability of the employees to handle the various challenges brought about by new technologies on handling of safety (Amstrong, 2011; Pius, 2009).

The study also looked at the extent the company had encouraged it employees to adopt the new safety policy to enhance employee safety and the findings showed that 25.0% (30) of the respondents argued that not at all had the company done enough to encourage the employees to adopt the new safety policies and procedures, 62.5% (75) of the respondents further not that to a little extent had the company done to encourage employees to adopt the new safety policies while 2.5% (3) attributed to a moderate extent employee encouragement was done while 10.0% (12) revealed that to a great extent the company had done to ensure that new safety policies were adopted by all employees thus ensuring employee safety. The findings showed that the company had gone to great lengths to ensure that the new safety policies and procedures were been observed but monitoring of the employees to ensure that the new guidelines were being observed was not done (mean of 4.03 and Std. of 0.82).

The study further noted that 22.5% (27) of the respondents revealed that majority of them did not know how to handle certain equipment in case a safety concern was detected while 67.5% (81) acknowledged that to a little extent some of their colleagues had the knowledge of handling the various equipment in case of safety concerns and 10.0% (12) revealed that to a moderate extent there were some of their colleagues with information and techniques to handle certain equipment in case a safety problem emerged. The findings showed that the company had done at least enough to train employees on the safety procedures and policy governing new equipment (mean of 4.13 and Std. of 0.56) however it was noted that the need of the company to train and educate a good number of employees on the new equipment was necessary as it increased the level of confidence and morale of the other employees in the long run thus achieving service delivery on safety.
4.6 Safety Risk Management and Service delivery

The study sort to establish how safety risk management was done with relation to service delivery on safety management as seen on table 4.5

Table 4.5: Safety Risk Management and Service delivery

<table>
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<th>Not at all</th>
<th>Little extent</th>
<th>Moderate extent</th>
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<tbody>
<tr>
<td>Freq %</td>
<td>18 15.0</td>
<td>57 47.5</td>
<td>30 25.0</td>
<td>15 12.5</td>
<td>3.65 0.89</td>
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<td>To what extent has the company been able</td>
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<td>to do a full facility inspection to assess</td>
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<td>the existing safety loopholes, likely</td>
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<td>occurrences of hazards and provide the</td>
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<td>likely precautionary methods to be used</td>
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<td>to overcome them.</td>
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<td>Freq %</td>
<td>21 17.5</td>
<td>45 37.5</td>
<td>24 20.0</td>
<td>27 22.5</td>
<td>3 2.5 3.45 1.10</td>
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<td>To what extent do the required personnel</td>
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<td>do to establish the various hazards and</td>
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<td>provide corrective measures of solving the</td>
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<td>safety concerns being experienced.</td>
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<td>Freq %</td>
<td>27 22.5</td>
<td>51 42.5</td>
<td>27 22.5</td>
<td>6 5.0</td>
<td>9 7.5 3.68 1.11</td>
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<td>On what level have the employees gone to</td>
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<td>solution found to solve them.</td>
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<td>Freq %</td>
<td>33 27.5</td>
<td>45 37.5</td>
<td>36 30.0</td>
<td>6 5.0</td>
<td>3.88 0.88</td>
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<td>Based on your experiences within the</td>
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<td>concerning their working environment and</td>
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<td>safety performance (compliance to safety</td>
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<td>Freq %</td>
<td>18 15.0</td>
<td>60 50.0</td>
<td>36 30.0</td>
<td>3 2.5</td>
<td>3 2.5 3.73 0.84</td>
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<td>To what extend has the control measures</td>
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<td>arising from the day to day activities</td>
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<td>that the employees are engaged in.</td>
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</table>
Table 4.5 shows that 15.0% (18) of the respondents attributed that the company sequence of doing inspections was not at all relevant as it emerged that in some instances it was not done, 47.5% (57) of the respondents further revealed that to little extent had the company being engaged in inspections of the facilities while 25.0% (30) noted that to a moderate extent the inspection was done and 12.5% (15) argued that the facility inspection was fully done. The findings showed that despite the company having an inspection schedule, it was not adhere to in some instances and when the inspection was done it was not based on the schedule and time frame provided (mean of 3.65 and Std. of 0.89)

The study further looked at the scenario where the safety personnel worked together with the other employees to ensure that the various hazards had been dealt with and corrective measures taken and it was found out that 17.5% (21) of the respondent noted that it was not done while 37.5% (45) argued that to a little extent the safety personnel incorporated other employees in ensuring corrective measures were undertaken to solve the safety issue at hand and 20.0% (24) to a moderate extent were they involved in the corrective action and measures of solving the issue at hand while 22.5% (27) revealed that the all the employees to a moderate extend were involved in the corrective actions and measures undertaken and 2.5% (3) of the respondents revealed that to a great extent consultation was done between the safety personnel and employees to ensure that the various hazards found were dealt with and mitigation measures found on how to handle them. From the analysis it was found that the engagement of the safety personnel and the employees was a component that required enhancement as they were the key players and interaction agents within these working environments as shown by a mean of 3.458 and Std. of 1.10. Based on these findings, Armstrong (2000) suggested that work places should have occupational health and safety so as to deal with the various problems resulting from the hazards found within the working environment.

The study sort to establish to what extent the employee reports faulty equipment and other hazards emanating from their working environment to the necessary people for the issues to fixed and solved. The findings showed that 22.5% (27) of the respondents noted that not at all were the incidence reported within their working environment, 42.5% (51) of the respondents attributed that to little extent had they reported the faulty equipment to their supervisors while 22.5% (27) had on a moderate extent reported these incidences to the management while 5.0%
(6) had to great extent done the reporting and 7.5% (9) had to a very great extent. The findings showed that the employees had a structure of reporting of which majority of the employees did but only a few did not as shown by a mean of 3.68 and Std. of 1.11. The findings were in line with OSHA, 2014 To identify and assess hazards, employers and workers: collect and review information about the hazards present or likely to be present in the workplace; conducting initial and periodic workplace inspections of the workplace to identify new or recurring hazards; investigating injuries, illnesses, incidents, and close calls/near misses to determine the underlying hazards, their causes, and safety and health program shortcomings; group similar incidents and identify trends in injuries, illnesses, and hazards reported; considering hazards associated with emergency or non-routine situations; determining the severity and likelihood of incidents that could result for each hazard identified, and use this information to prioritize corrective actions. Some hazards, such as housekeeping and tripping hazards can and should be fixed as they are found. Fixing hazards on the spot emphasizes the importance of safety and health and takes advantage of a safety leadership opportunity (OSHA, 2013).

The study further sorted to establish to what extent the employees were held accountable on safety issues within their working environment and the findings showed that 27.5% (33) not at all had they experienced their colleagues being accountable for the safety noncompliance within their working environment, 37.5% (45) of the respondents attributed that on a little extent had they seen their fellow colleagues being accountable for safety flaws happening within their working environment while 30.0% (36) to a moderate extent had they seen others being accountable for the mistakes with regards to safety and 5.0% (6) to a great extent believed that majority of the employees were held accountable for ensuring observance with safety within their working environments. The findings showed that majority of the employees had not done enough to make sure that their working environment was safe enough to work in as shown by 3.88% (0.88). OHS, 2013 attributed the need of responsibility of employers on occupational health and safety within their organizations thus ensuring that employees were abiding to the safety procedures and policies available to them.

The study sort to understand to what extent had the safety policies adopted by the company being effective in the long run. The findings showed that 15.0% (18) of the respondents argued that these new policies were not at all effective, 50.0% (60) of the respondents further showed
that to a little extent were these new safety policies adopted able to handle the various concerns arising from the new threats arising new technologies employed so were 30.0% (36) who on a moderate extent acknowledged the workability of these new safety policies while 2.5% (3) to a great extent felt that the new policies worked and 2.5% (3) to a very great extent. The findings showed that the adoption of new safety polices had enabled the company and its employees to work effectively thus achieving the set objectives of the company. It was noted that although the company adopted the new safety procedures and policies a lot needed to be done as only a few new them and other learned from observation thus affecting its mastery as shown by a mean of 3.73 and Std. of 0.84. When hazards and exposures that pose safety and health risks to employees are systematically identified, management is better prepared to take timely corrective action prevent employee injury and any associated property loss. Corrective action before a loss occurs reduces the frequency and severity of accidents, loss of property and services, and interruption of agency operations. Corrective actions should positively impact the amount of money spent on compensation for employees’ occupational illnesses and injuries (SORM, 2004).
CHAPTER FIVE
SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS.

5.1 Introduction
This chapter contains a summary of findings, the conclusions drawn and the recommendations made thereof. It finally offers suggestions for further research.

5.2 Summary of findings.

5.2.1 Safety policies and service delivery
This find showed that the company had safety policy that was supposed to be adhered to. However, it was found that the extend of availability of these policies was limited. The findings revealed that the company had done a lot to ensure that safety protective gears were availed to the employees but majority of them did not use them since majority of the employees did not know whether the company had protective gears for the various environments that they were exposed. The findings showed that implementation of safety policy was not done effectively by the safety department as they did not make follow – ups to ensure that the employees followed the layout safety policy so as to minimize the various risks and hazards resulting from their working conditions. There was evidence of periodic review of the Emergency response planning to ensure its continuing relevance and effectiveness. Records pertaining to periodic review of existing safety/risk assessments were available.

5.2.2 Safety promotion and service delivery
The employees were formally trained on the safety aspects of their job. The personnel involved in conducting risk evaluation are provided with appropriate risk management training or familiarization. The training helped people acquire the skills, knowledge and attitudes to make them competent in the health and safety aspects of their work. The training included formal off-the-job training, instruction to individuals and groups, and on-the-job coaching and counseling. The training needs were identified by looking explicitly at the health and safety elements in individual jobs or tasks. There was need to maintain or enhance competence by refresher training. The safety training needs arose from recruitment, changes in staff, plant, substances, technology, processes or working practices. The organizations had developed and maintain formal means of safety communication. The organization safety communication ensured personnel were aware of the SMS to a degree commensurate with their positions and management conveys safety-critical information. The employees were informed of new or
revised safety rules and safe work instructions. The employees were informed about potential hazards in the workplace or their tasks. The information about the importance of working safely is communicated to employees.

5.2.3 Safety assurance and service delivery

There was a high-consequence and lower-consequence data-based safety performance indicator. The organization’s management of change procedure including the requirement for a safety risk assessment was conducted whenever applicable. There was evidence of corrective or follow-up action taken when targets are not achieved and/or alert levels are breached. The findings revealed that the presence of inspections was done by the company to ensure that the facilities and the working environments were up and running and the environment where the employees worked had limited causes of accidents and injuries as revealed. The ongoing monitoring of the SMS and its related safety controls and support systems assured that the safety management process achieved its objectives. The evaluation and audit processes contributed to the service provider’s ability to achieve continuous improvement in safety performance. The external audits of the SMS were conducted by relevant authorities, industry associations or other third parties. The internal audits were conducted by persons or departments that are independent of the functions being evaluated.

5.2.4 Safety risk management and service delivery

The organization had registered or collected hazard reports that was commensurate with the size and scope of their operations. The hazard reporting system was confidential and had provisions to protect the reporter’s identity. There was evidence that hazards/threats uncovered during the accident investigation process were registered with the HIRM system. There was evidence that registered hazards were systematically processed for risk mitigation where applicable and operations, processes, facilities and equipment with Kenya pipeline safety implications were progressively subjected to the organization’s HIRM process. The completed risk assessment reports were approved by an appropriate level of management. There was a procedure for periodic review of completed risk mitigation records. The employees and safety representatives made a useful contribution in identifying hazards. The assessing risks needed a similar knowledge of activities and working practices as to conduct hazard identification.
5.3 Conclusion

The safety policy was communicated to all employees in order to make them aware of their individual safety obligations. The company had done a lot to ensure that safety protective gears were availed to the employees but majority of them did not use them since majority of the employees did not know whether the company had protective gears for the various environments that they were exposed to. There was evidence of periodic review of the emergency response planning to ensure its continuing relevance and effectiveness. The safety policy influenced the service delivery at Kenya Pipeline Company, Eldoret depot. The employees were formally trained on the safety aspects of their job. The personnel involved in conducting risk evaluation are provided with appropriate risk management training or familiarization. The training included formal off-the-job training, instruction to individuals and groups, and on-the-job coaching and counseling. The training needs were identified by looking explicitly at the health and safety elements in individual jobs or tasks. The safety training needs arose from recruitment, changes in staff, plant, substances, technology, processes or working practices. The organization safety communication ensured personnel were aware of the SMS to a degree commensurate with their positions and management.

An internal SMS audit/assessment was planned and carried out. The ongoing monitoring of the SMS and its related safety controls and support systems assured that the safety management process achieved its objectives. The evaluation and audit processes contributed to the service provider’s ability to achieve continuous improvement in safety performance. The external audits of the SMS were conducted by relevant authorities, industry associations or other third parties. The internal audits were conducted by persons or departments that are independent of the functions being evaluated. The safety assurance influenced service delivery at Kenya pipeline Eldoret Depot. The hazards/threats uncovered during the accident investigation process were registered with the HIRM system. The completed risk assessment reports were approved by the management. The safety risk management influenced the service delivery at Kenya Pipeline Company, Eldoret depot.

The safety policy, safety risk management, safety assurance and safety promotion influenced the Service delivery in Kenya Pipeline Eldoret depot.
5.4 Recommendation

The study recommends that:

1. The Kenya pipeline management should ensure Safety policy outlines the principles, processes and methods of the organization’s SMS to achieve the desired safety outcomes. The policy should ensure that it establishes senior management’s commitment to incorporate and continually improve safety in all aspects of its activities. Senior management should develop measurable and attainable organization-wide safety objectives to be achieved.

2. The Kenya pipeline management should ensure training procedures specify initial and recurrent safety training standards for operational personnel, managers and supervisors, senior managers and accountable executive. The amount of safety training should be appropriate to the individual’s responsibility. Refresher training on safety should be conducted frequently. The safety training for senior managers should include content related to compliance with national and organizational safety requirements, allocation of resources and active promotion of the SMS including effective inter-departmental safety communication.

3. The Kenya pipeline management should ensure that Safety assurance activities include the development and implementation of corrective actions in response to findings of systemic deficiencies having a potential safety impact. Organizational responsibility for the development and implementation of corrective actions should reside with the departments in charge.

4. The safety risk management process starts with the identification of hazards and their potential consequences. The safety risks are then assessed in terms of probability and severity, to define the level of safety risk. The completed hazard identification and safety
risk assessment and mitigation process should be documented and approved as appropriate.

5.5 Recommendation for Further Studies
This study sought on the influence of safety policy, safety risk management, safety assurance and safety promotion on service delivery in Kenya Pipeline Company Eldoret Depot. Further studies should be carried in other organization both in private and public and make comparison. The determinants of safety policy, safety risk management, safety assurance and safety promotion should be studied in other Kenya pipeline company Depots as well as other organizations.
REFERENCE


ILO, (2001). Guidelines on occupational health and safety management systems, Switzerland


Sinai Fire: https://www.businessdailyafrica.com/corporate/539550-1235474-11k7kcl/index.html

APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL

Carol J Kibii,
University of Nairobi,
P. O Box 594,
Eldoret.

Dear Respondent,

**Re: Request To Fill a Research Questionnaire**

My name is Carol Kibii I am a Masters student at the University of Nairobi, Eldoret Learning Centre. I am carrying out a research on “Influence of Safety Management Systems on Service delivery.” To facilitate the exercise, I kindly request for your time to answer the questions in the attached questionnaire. Please note that all questions are equally important to my study. The information collected will be used purely for academic purposes. I would like to assure you of confidentiality. Your cooperation will be highly appreciated. Thank you in advance.

Yours Sincerely,

Carol Kibii

MPPM Student

University of Nairobi-Eldoret Learning Centre
APPENDIX II: QUESTIONNAIRE FOR EMPLOYEES

Instructions
Please tick (✓) or fill in the blanks as appropriate please respond to all items.

Section A: Background Information
1. Gender      Male [ ]  Female [ ]
2. Level of Education
   Certificate [ ] Diploma [ ] Degree [ ] Postgraduate Degree [ ] Masters [ ] PhD [ ]
3. Age (years)
   Under 25 years [ ] 25 – 35 years [ ] 36 – 45 years [ ] 45– 60 years [ ]
4. Working experience
   Less than 5 years [ ] 6–10 years [ ] 11–15 years [ ] 16–20 years [ ] more than 21 years [ ]
5. What is your area of operation?
   Operations [ ] Safety and Health [ ] Engineering [ ] Administration [ ] Finance [ ]
   Other specify__________

SECTION B: SAFETY POLICY AND SERVICE DELIVERY
The Statements Below Are Concerned With safety policy and service delivery to safety. Tick Appropriately Using the Following Scale. 0 = Not at all, 1 = To a small extent, 2 = To some extent, 3 = To a moderate extent, 4 = To a great extent

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<td>Do what extent can you rate the availability of company safety policy?</td>
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<td>Based on the safety policy available, what extent can you describe availability of personal protective equipment provided by the company.</td>
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<td>Do what extent do you use the personal protective equipment while executing your duties within the company premises?</td>
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<td>On implementation of the safety policy to what level has the implementation being effected?</td>
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<td>From your own personal view how can you rate the efforts of the company in making sure there is full compliance to the safety policy.</td>
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<td>To what level has the company being able to promote safety policy adoption by the employees?</td>
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<td>Has the company done enough to ensure safety policies are made mandatory for all employees to adhere to?</td>
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YES                  NO

Support your answer..........................................................................................................................................................
### SECTION C: SAFETY PROMOTION AND SERVICE DELIVERY.

The Statements Below Are Concerned With safety promotion on service delivery to safety. Tick Appropriately Using the Following Scale. 0 = Not at all, 1 = To a small extent, 2 = To some extent, 3 = To a moderate extent, 4 = To a great extent

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<td>To what extent does the company conduct training on safety policies and</td>
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<td>safety implementation procedures.</td>
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<td>To what extent are you involved in the safety implementation procedures</td>
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<td>and rules that conform to the working environment you are working in.</td>
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<td>What extent are the safety procedures exercised within the company and</td>
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<td>frequency of the exercises?</td>
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<td>Based on the communication and feedback mechanism used in safety and</td>
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<td>hazard reporting, to what level has the company acted upon the reported</td>
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<td>cases and provided the required feedback over the same.</td>
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<td>What extent has the company gone to act on the various reporting and cases</td>
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<td>reported to solve them within the stipulated time.</td>
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<td>In your own opinion, what level has the company gone in ensuring that</td>
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<td>those employees who uphold the utmost safety policies are recognized</td>
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<td>resulting in motivation to the other employees.</td>
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<td>Has the company done enough to promote safety practices?</td>
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<td>YES  NO</td>
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<td>Provide your views ...........................................................................</td>
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### SECTION D: SAFETY ASSURANCE AND SERVICE DELIVERY.

The Statements Below Are Concerned With safety assurance to service delivery to safety. Tick Appropriately Using the Following Scale. 0 = Not at all, 1 = To a small extent, 2 = To some extent, 3 = To a moderate extent, 4 = To a great extent

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<td>To what extend has the company being able to act on reported safety cases</td>
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<td>compared to the required number of cases that are required to be solved/acted</td>
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<td>upon.</td>
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<td>Based on your evaluation, to what level has the company being able to</td>
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<td>conduct regular inspection of the facilities and the working environment</td>
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<td>for its employees.</td>
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<td>According to previous safety encounters how have the employees and the</td>
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<td>company handled such incidences and experiences in enhancing service</td>
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<td>delivery to safety.</td>
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<td>To what extent has the adoption of new safety policies been done to enhance</td>
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<td>employee safety</td>
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<td>To what extent can you accord that within the working environment there is</td>
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<td>a probability of one having the knowledge of using new equipment and</td>
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<td>understanding of the safety measures and polices governing its use.</td>
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<td>Based on your working conditions and environment, do you feel safe?</td>
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SECTION E: SAFETY RISK MANAGEMENT AND SERVICE DELIVERY

The Statements Below Are Concerned With safety risk management on service delivery to safety Tick Appropriately Using the Following Scale. 0 = Not at all, 1 = To a small extent, 2 = To some extent, 3 = To a moderate extent, 4 = To a great extent

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<tr>
<td>To what extent has the company being able to do a full facility inspection to assess the existing safety loopholes, likely occurrences of hazards and provide the likely precautionous methods to be used to overcome them.</td>
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<td>To what extent do the required personnel with the assistance of the other employees do to establish the various hazards and provide corrective measures of solving the safety concerns being experienced.</td>
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<td>On what level have the employees gone to ensure that all incidences that occur and faulty equipment that are a concern to safety are reported and an amicable solution found to solve them.</td>
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<td>Based on your experiences within the company, to what extent are employees held accountable on safety issues concerning their working environment and safety performance (compliance to safety policy).</td>
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<td>To what extend has the control measures adopted by the company being effective in handling the various safety concerns arising from the day to day activities that the employees are engaged in.</td>
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Has the safety risk management framework being of help in minimizing the various safety concerns raised by the employees?.................................................................

YES NO,
Provide your views ..........................................................................................................................
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........................................
Appendix III: Interview Schedule for supervisors

1. Safety Policy
   a) Is there a safety policy in place YES NO
      If no please give a reason…………………………………………………
   
b) How often is the policy and its operations reviewed to evaluate, identify deficiencies, and revised? ……………………………………………………………
   
c) Is there a safety committee? YES NO
      If no please state the reason. …………………………………………………
   
d) What mechanism(s) is/are there to reduce the extent and severity of work related injuries and illnesses? ………………………………………………………………………
   
e) To what extent is Employer involved to provide means through which workers develop and express their own commitment to safety protection………………
   
f) Are there measures in place for safety performance? YES NO
      If yes which ones are they? ………………………………………
      If No what is/are the reasons? …………………………………………………

2. Safety Promotion
   a) Are there Established channels for communication? YES NO
   
b) Are there clear goals and objectives for the safety program? YES NO
   
c) Is there employee involvement in the program and in decisions that affect their safety (e.g., inspection or hazard analysis teams; developing or revising safe work rules; training new hires or co-workers; assisting in accident investigations) YES NO
      If no what are the reason/s? …………………………………………………
   
d) Has the company assigned responsibility for communication all aspects of safety program? YES NO
   
e) How does the management Improve employee morale and productivity in order to motivate the worker? …………………………………………………

3. Safety assurance
   a) Do you carry out examinations, to identify not only existing hazards, but also conditions and operations where changes might occur to create hazards YES NO
      If no please state the reason……………………………………………………………………
   
b) Do you conduct comprehensive baseline and periodic surveys for health and safety? YES NO
   
c) Do you analyze planned and new facilities, processes, materials, and equipment YES NO
   
d) Do you provide for regular site safety inspection and Perform routine job hazard analyses YES NO
      If no please state the reason……………………………………………………………………
e) Provide for investigation of accidents and “near miss” incident; so that their causes and means for prevention are identified YES NO

f) Analyze injury and illness trends over time, so that patterns with common causes can be identified and prevented YES NO

4. Safety Risk assessment

a) What mechanism are there to determination that a hazard or potential hazard exists ...........................................

b) What measures are in place to prevent hazards by effective design of job or job site Where elimination is not feasible, control hazard to prevent unsafe and unhealthful exposure.................................................................

c) How long does Elimination or control take to be accomplished? ..............................

d) Are there Procedures for safe work which are understood and followed as a result of training, positive reinforcement, correction of unsafe performance, and enforcement Provision of personal protective equipment YES NO

If no, please state the reason------------------------

e) Do you address the safety responsibilities of all personnel, whether salaried or on contract YES NO

f) Is there a system to ensure that supervisors carry out their safety responsibilities, including: Analyzing the work under their supervision to; identifying unrecognized potential hazards; Maintaining physical protections in work areas Reinforcing employee training through continual performance feedback and, if needed, Enforcement of safe work practices..............................

f) To what extent do you comply with OSHA, 2007?.................................
APPENDIX IV: Krecjie and Morgan Table

Table 3.1

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Note: N is Population Size; S is Sample Size

Source: Krcjcie & Morgan, 1970
INFLUENCE OF SAFETY MANAGEMENT SYSTEM ON SERVICE DELIVERY AT THE KENYA PIPELINE COMPANY ELDORET DEPOT, UASIN GISHU COUNTY, KENYA

by Carol Kibii

Submission date: 18-Dec-2018 01:05PM (UTC+0300)
Submission ID: 1058697240
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Congratulations! The review process for the American Scientific Research Journal for Engineering, Technology, and Sciences (ASRJETS) (ISSN (Print) 2313-4410 & ISSN (Online) 2313-4402) has been completed. The journal during its journey which started in 2010 received submissions from 50 different countries and regions, which were reviewed by international experts.

Based on the recommendations of the reviewers and Based on the editorial board decision, we are pleased to inform you that your paper identified above has been accepted for publication in peer reviewed and indexed [ Ulrich's, Massachusetts Institute of Technology (USA), Open Archives (Cornell University (USA)), Ulrich's Periodicals Directory, Simpson University (USA), IE Library (Spain), Tilburg University (The Netherlands), McGill University (Canada), INDIANA UNIVERSITY-PURDUE UNIVERSITY INDIANAPOLIS (USA), Indiana University East (campus library (USA)), University Of Arizona (USA), OCLC World Cat, University Of Washington (USA), Biola University (USA), Northeastern University (USA), University of Louisville (USA), Pepperdine University Libraries (USA), Boston University (USA), Brandeis University (USA), Mblwhoi Library (USA), Tufts University (USA), University of Massachusetts Medical School (USA), University of Connecticut (USA), University of New Hampshire (USA), Wellesley College (USA), Boston Library Consortium(USA), Williams College (USA), University of Massachusetts Lowell Libraries (USA), Healey Library at the University of Massachusetts Boston (USA), Antioch University Libraries (USA), University of New Brunswick Libraries (Canada), Mount Allison University (Canada), Canadian University College Library (Canada), University Library of Skövde (Sweden), Roderic Bowen Library and Archives (United Kingdom), University of Wales Trinity Saint David (United Kingdom), Mount Saint Vincent University Library ( Halifax, Nova Scotia Canada), Biblioteca Universitaria de León (Spain), Bibliotecas Universidad de Salamanca (Spain), Universidad DSalamanca (Spain), Researchbib, docstoc, scribd, ectel07, ProLearn Academy, slideshare, mendeley, Issuu, academia, Internet archive, Academic research (ourGlocal), OAIster database.] American Scientific Research Journal for Engineering, Technology, and Sciences (ASRJETS) ISSN (Print) 2313-4410 & ISSN (Online) 2313-4402. The acceptance decision was based on the internal and external reviewers' evaluation after internal and external double blind peer review and chief editor's approval.

Finally, we would like to further extend our congratulations to you.

Yours sincerely,

ASRJETS editorial board
This document contains the following information (kindly read them carefully):

1 - Internal and External Evaluation Results.
2 - Detailed Publication Instructions.

1 - Internal and External Evaluation Results.

Note: This paper was evaluated based on two stages; the first stage is the internal evaluation, the second stage is the external peer reviewed evaluation. The following results\ remarks are taken from the original reviewers results.

Reviewers Results: Internal and External Results

PART A: Editorial Office Only

SECTION I: Internal Evaluation Results

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<tr>
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Recommendations: Mark where appropriate.

Rejected After Internal Review

Accepted After Internal Review and Recommended for External Technical Review  X
PART B: *Reviewers Only*

SECTION II: External Evaluation Results

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SECTION III - Recommendations: *(Kindly Mark With An X)*

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Reject On Grounds Of (Please Be Specific):

SECTION IV: Additional Comments

Please add any additional comments (Including comments/suggestions regarding the submission, if any):

Constraints \|limitations of the study are not well defined.
"Recommendations" should be added as a separate title at the end of the paper.
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