

**INFLUENCE OF OCCUPATIONAL HEALTH AND SAFETY
PRACTICES ON EMPLOYEE PERFORMANCE AT KENYA
POWER AND LIGHTING COMPANY**

BY

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DECLARATION

I declare that this project is my original work and has not been presented for an award of degree in any other University.

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LIST OF ABBREVIATION AND ACRONYMS

EAPCC	East African Portland Cement Company
EAPS	Employee Assistance Programs
ERC	Energy Regulatory Commission
FTE	Full-Time Equivalent
HLBS	Healthy Lifestyle Behaviors Scale
IPPs	Independent Power Producers
KenGen	Kenya Electricity Generating Company
KPLC	Kenya Power and Lighting Company
OHS	Occupational Health and Safety
OHSP	Occupational Health and Safety Practices
OSHA	Occupational Safety and Health Act
PPE	Personal Protective Equipment
SPSS	Statistical Package for Social Sciences
WHO	World Health Organization
WSSC	Workers' Safety and Compensation Commission

DEDICATION

This research project is dedicated to my parents who instilled to me the importance of education, demonstrated the virtue of hard work and consistently reminded me that the difficulties we face in life have an important part to play in building our character.

To my husband, who endured the cold weather every evening patiently waiting for me.
To my daughters Sydy, Joy and Keza for endurance of my absence while undertaking this project. Lastly to all my siblings who supported me morally and spiritually throughout the research work.

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ABSTRACT

Health and safety at work is amongst some of the most valuable assets of companies, individuals, communities, and countries. Occupational Safety and Health (OHS) programs are therefore, key strategies within organizations in ensuring that the health and the safety of employees are observed, thus contributing positively to the productivity of an organization (WHO, 2013). The study's objective was to establish the influence of occupational health and safety practices on employee performance at Kenya Power and Lighting Company. This study was anchored on two theories namely goal-freedom alertness theory and the distractions theory. The study employed a research design that is descriptive. The target respondents were 210 respondents from of KPLC head office, Stima Plaza. Collection of primary data from the respondents was by use of structured questionnaires through drop and pick method. The questionnaires had three sections. Section A addressed general issues on the respondents' background information. Section B addressed questions on occupational health and safety practices while section C addressed questions on employee performance. The data obtained underwent analysis using descriptive statistics such as standard deviations and means through the Statistical Tool for Social Sciences (SPSS) version 22. The inferential statistics was undertaken by performing a regression analysis to establish the influence of OHS on employee performance. The study found that Occupational Health and Safety Practices (OHSP) have a significant effect on performance of employees at Kenya Power and Lighting Company. This was evidenced by a p value of 0.000 at 95 percent level of confidence. This shows that the model adopted for this study was significant. The study thus recommends that the Kenya Power and Lighting Company should invest and enhance OHSP within all the dimensions of the organization so as to realize improved employee performance.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations have the moral and legal obligations to ensure there is safe and healthy working environments with the intent of ensuring their employees total-well-being. The provision of any form of health as well as safety program varies in accordance to the size and the location of an organization, the type of employees and the nature of work being performed. Occupational health is in this case driven towards improving the working conditions within an organizations environment (Dyck,2015). According to Taderera (2012) occupational health primarily entails the promotion and the maintenance of the highest degree of physical, social and well-being and mental health of workers within an occupation. Given the evidences of the great losses and suffering mainly brought about by occupational ill-health as well as diseases in several employment sectors that are different, it's essential to note that OSH has taken the center stage as a priority to different organizations, with its focus hedged on the management of employees given the increasing number of accidents and deaths that are eminent in the work environment (World Health Organization, 2002).

According to Naidoo and Willis (2012) there are a number of benefits organizations accrue from the promotion of the health as well as the safety of employees within the workplace environment. The benefits are; improvement of the performance of an employee and productivity, motivation, job satisfaction and the enhancement of a corporate image besides the decrease of staff turnover rates. Safety measures within organizations help in the prevention of accidents, thus increasing regular work flow

which has a crucial role in the improvement of productivity as well as morale among employees. Boyd (2013) argues that the increase of employee's performance may result in the effectiveness of an organization. Among some of the positive consequences of a safe and healthy work environment as stated by Boyd (2013) include the reduction of medical and insurance costs, lowered employee compensation rates as well as direct payments given that few chains may be the lowering of employee compensation rates and the direct payments due to the failing of few chains.

Goal-Freedom Alertness Theory gives a clear explanation that safe work performance remains a phenomenon that may result from psychologically rewarding work environments given the fact that employees remain safe in a positive work environment in the event that managers and supervisors engage in actively alleviating these accidents, hazards, and illnesses within the workplace. The distraction theory indicates that safety and the health of employees remains a situational factor and can be viewed in two perspectives. The first perspective mainly deals with hazards that are mainly posed by instances of unsafe physical conditions while the other mainly deals with cases of the worker's pre-occupation on matters that are not directly associated with the tasks.

The Kenyan energy sector is a driver of Kenyan economic growth since it enables transportation, manufacture of goods, running of computers as well as a number of machines which all require the energy resources. Furthermore, a number of energy firms possess large capital assets for instance electricity generation plants remit substantial amounts of taxes (World Bank, 2018). KPLC which fall under the Kenyan energy sector operates majority of the electricity transmission as well as Kenya's distribution system

and sells electricity to more than 6.8 million customers. KPLC employees are predisposed to health and safety issues such work injuries, work-related and workplace preventable diseases. Employers are legally responsible for providing a working environment that is safe and healthy for workers in line with the OHS Legislation (Quick & Tetrick, 2003).

1.1.1 Occupational Health and Safety Practices

Occupational Health and Safety (OHS) as defined by Amazon (2014) is a cross-study area that is primarily involved in work within an organization. Mejia (2013) points out that Occupational Health primarily deals with the cases of poor health that arise from different working conditions and environments that accumulate and may lead to the deterioration of the employees' health. Consequently, Nutbeam (2013) alleges that it is essential to note that occupational safety remains concerned with the prevention of accidents within a work environment and the minimization of ill-health fated events within a work environment that may cause immediate harm to the employees.

According to Mejia (2013) Occupation Safety and Health (OSH) remains a broad aspect in the workplace given that it mainly includes the emotional and physical well-being of employees within the workplace, posing its importance. To effectively manage workplace health and safety, it establishes the need for the reduction of the numbers of job related injuries and accidents. Health and safety remains a positive element that takes cognizance of the social as well as personal resources of an organization besides the physical capabilities. Given this, Raphael, Brown, Renwick and Rootman (2014) expounds that it has been conceptualized that OHS is a conceptualized ability to ensure that the goals of

an organization are established and met through the address of personal needs of the employees in everyday life.

Jacksonet.al. (2013) alleges that the OHS clearly infers to the physiological, psychological, and physical conditions of a work environment that emanates from the working environment that is provided by an organization. Physiological-physical conditions therefore include cases of accidents and diseases that include the loss of life, instances of back pains, repetitive cases of motion injuries, and carpel tunnel syndrome. On the other hand, psychological conditions mainly encompass cases of poor mental health as well as burnouts, with this equally including emotional exhaustion, apathy, confusion, and withdrawal from duties and roles. These conditions are therefore considered as responses to work environment stresses as well as low quality of employee work life.

1.1.2 Employee Performance

Cassio (2014) alleges that employee performance entails recorded results gained through the function of different works or activities within a specified period duration. Furthermore, Bernadin (2012) describes employee performance to be a set of behaviors which are of relevance to the firm's or organizational unit's goals in which employees work. Cassio (2014) on the other hand maintains that employee performance entails the establishment of a shared workforce that has an understanding about what needs to be achieved within an organization.

Over the recent years, several organizations have made attempts to create a performance culture which primarily incorporates several strategies to develop individual contributions to the success of an organization (Dessler, 2014). The human resource department therefore has a responsibility to ensure the safety and health of their employees is addressed with the intent of motivating, increasing their performance output, and ensuring job satisfaction. Gilley et.al (2013) alleges that it is required of organizations to improve on their performance through the inclusion of workplace safety and health standards that are crucial in achieving this goal.

Pritchard (2012) equally poses that the improvement of productivity within an organization is essential in individual organizations in improving productivity. Effective supervisors and managers therefore realize the need to take active and positive roles in ensuring employee performance is achieved through the inclusion of effective OHS programs. Given this, giving employees and an organization an opportunity to realize and achieve higher performance, employees and managers may need to understand the importance of workplace health and safety standards. This therefore includes the facilitation of performance as well as the stimulation of employee performance as established by Zeithmal (2012).

1.1.3 Energy Sector in Kenya

The energy sector of Kenya is highly dominated by petroleum and electricity, with wood fuel being used as the basic energy provider for rural setups, informal sectors as well as the urban poor. The access of electricity in Kenya remains minimal despite the ambition of the government to expand electricity connection from the current 15% to at least 65%

by the year 2022 (Onyango, 2018). Kenya's leading electric power generating company is KenGen producing approximately 75% of electricity capacity put up within the nation. Different sources ranging from wind, hydro, thermal and geothermal are used by the company to generate electricity. All power generating facilities are managed by KenGen. The bulk of electricity owned by KPLC is supplied by KenGen. Other Independent Power Producers (IPPs) build, own and run power stations which sell the power to KPLC as well (World Bank, 2018).

Kenya Power and Lighting Company is a limited liability company that transmits, retails and distributes electricity through the Country. It is a national company charged with the management of electric metering, billing, licensing, customer relation and emergency electricity service. Energy Regulatory Commission (ERC) is the body that regulates the power supply in Kenya by safeguarding the interests of electricity consumers, reviewing electricity tariffs as well as enforcement of environmental and safety regulations within the power sector (Kenya Power and Lighting Company, 2018).

1.1.4 Kenya Power and Lighting Company(KPLC)

KPLC was established in 1954 as part of the Kenya Power Company which was managed by the East Africa Power and Lighting to enable power transfer. KPLC which is the only power related company in Kenya brings power to the people of (KPLC, 2016). It is in the business of supplying power in homes and businesses in order to enable smooth running of everyday activities. Kenya Power is accountable for making sure that there is sufficient line volume so as to maintain quality and supply of electricity across the entire country.

The company is dedicated to providing customers with high quality services by effectively distributing and transmitting electricity which is adequate, safe, cost effective and reliable. The Board Organization and staff of the company are dedicated to efficient operation and frequent enhancement of a quality Administration system that conforms with the requests of ISO (KPLC, 2016). The technical enhancements include; fixing of capacitors, building of additional substations and re-conducting of lines. Kenya power has a capacity of approximately 10,465 employees and much importance is its involvement in ensuring that safe and healthy working environments is availed to them.

An important area within the company is OHS because it contains both unionized and non-unionized workers. Employees have the right to a safe and healthy working atmosphere safe from any threats and conducive to improve productivity (Kenya Power and Lighting Company, 2016). In an effort to safeguard their employees from dangerous and unsafe working atmosphere, Kenya power has continued to emphasis on work-related health and safety platforms since a safe work place necessitates the involvement of both the management and employees. Therefore, the Human Resource section finds it hard to design and implement occupational health and safety programs within the company (Puplampu & Quartey, 2012).

1.2 Research Problem

Health and safety at work is amongst some of the most valuable assets of companies, individuals, communities, and countries. Occupational Safety and Health programs are therefore, key strategies within organizations in ensuring that the health and the safety of employees are observed, thus contributing positively to the productivity of an

organization (WHO,2013).Employees within a work environment are exposed to potentially dangerous working conditions, machines and equipment, chemical and tools. Creating workplaces that are safe and healthy for employees therefore prevents occurrences of accidents, illnesses and diseases, one approach the companies may incorporate with the intent of meeting their ever growing expectations of improving productivity as well as their competitiveness (Torrington et.al,2013). Occupational Health and Safety programs are key to preventing injury and illness in the workplace. They similarly enable employers as well as employees know the likely hazards they are exposed to each day. Effective health and safety programs therefore involve employees in formulating OHSP as well as procedures (Kumar, 2017).

Kenya Power and Lighting Company in an effort to meet its Occupational Health and Safety measures designed guidelines, policies, and programs that would be later on implemented across all boards to ensure the wellness and safety of employees is at par with the required standards. Kenya Power and Lighting Company developed an occupational health and safety program that was mainly established to take cognizance of their employee's performance (Jelimo, 2013). However, it is essential to note that the statutory and health audit report that was recently conducted revealed that work-related illnesses, accidents, and injuries increased significantly by 20-30% among technical employees, with this attributed to the challenges in the implementation of OHS programs (Puplampu & Quartey, 2012).

International studies include, Kaynak, et al. (2016) executed a study that sought to ascertain the influence of OHSP on job performance, organizational commitment and Turkish work alienation. The results revealed that OHS practices for instance safety procedures and risk management, first aid support as well as training, rules of safety and health, as well as organizational safety positively influenced organizational commitment.

Katsuro, et al. (2010) explored the effect of OHS on employee productivity in the food industry of Zimbabwe. The study's findings established that Occupational Health and Safety related issues had a negative influence productivity capacity of employees within that industry leading to decreased employee output. Amedome and Gbadago (2017) researched on the effect of the measures of OHS on the performance of employee in South Tongu District Hospital in Ghana. Their results of the study indicated that the level of employee awareness of OHS Policy was 79.5 percent. Putri, Triatmanto and Setiyadi (2018) conducted a study that sought to ascertain the influence of OHS, discipline and work environment on performance of employee in Indonesia. The findings revealed that OHS, discipline and work environment are concurrently substantial to the performance of a worker.

Locally, several studies have similarly been undertaken on the concept. For instance, Abuga (2012) carried out a study in Kenya to measure the effect of OHS programs on performance of an employee under a case of Kenyan pyrethrum board. The research results revealed that existence of OHS department influenced the performance of employee. Mwawasi (2012) carried out a study to establish the factors affecting OHSP

within private hospitals in Mombasa. The findings of the study revealed that facilities in the hospitals were sufficiently provided. Conversely there were no health and safety programs prepared. Similarly, it was established that when it came to health and safety the hospitals didn't have a clear strategy and commitment. Syombua (2014) sought to explore the association between OHS programs and manufacturing firm's performance in Mombasa County. The findings revealed that a number of companies had adopted several health and safety measures and had revealed positive influence on work performance. Makhamara (2016) similarly carried out a research in Kenya to explore impact of OHS on the organizational performance of Kenya's manufacturing firms under a case study of Kapa oil refineries limited. A correlation analysis established a link amongst training on health and safety and Kapa Oil Refineries Limited performance that is weak and positive. It is evident from the above studies that the subject of OHS was looked into in the perspective of other organizations. Thus the current study sought to answer the gap and contribute to the body of knowledge by providing an answer to the research question: what is the influence of occupational health and safety practices on employee performance at KPLC?

1.3 Research Objective

This study's objective was to determine the influence of occupational health and safety practices on employee performance at Kenya Power and Lighting Company.

1.4 Value of the Study

The findings of this study will add to the body of knowledge on the topic of occupational health and safety and employee performance which will enable researchers as well as

scholars to further their researches in their fields of interest that have not yet been explored with this study acting as a point of reference in their works.

To the policy makers such as the government, this research will be beneficial as it will give them knowledge on how to design, review develop as well as implement the new OHS legislation. Similarly, it will help in ensuring that new OSHA laws are complied by all employers as well as firms so as to mitigate work related injuries, accidents as well as diseases. It will also enable them evaluate and enhance contribution of OHS to realization of national public health strategies, as appropriate.

To the Human Resource Management practice, the study will be significant as it will assist in evaluating the contribution of OHS in implementing an organizational based occupational health policy. It will similarly assist in the setting as well as attaining health and environmental goals in collaboration with the working community and other concerned stakeholders. It will similarly aid in the evaluation of the part played by OHS in supporting education and training, intended for maintenance of work capability as well as employability.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter looked into different literatures on the occupational health and safety practices as well as the theoretical foundations that underpin these practices. The chapter equally brought into perspective some of the empirical studies relating to OHS practices within the workplace to provide more insights into the subject of study.

2.2 Theoretical Foundation

The study was primarily based on the selection of different theories to expound more on the subject of study. Given this, a review was conducted on goal-freedom alertness theory and the distractions theory as discussed here.

2.2.1 Goal-Freedom Alertness Theory

Goal-Freedom Alertness Theory was founded by Kerr in 1954. In this regard, it is essential to note that the Goal-Freedom Alertness Theory gives a clear explanation that safe work performance remains a phenomenon that may result from psychologically rewarding work environments given the fact that employees remain safe in a positive work environment in the event that managers and supervisors engage in actively alleviating these accidents, hazards, and illnesses within the workplace.

The goal-freedom-alertness theory therefore holds that an organization with safe working environments and greater freedom remains essential in the establishment of reasonable as well as achievable goals, efforts that typically results in high-quality performance. This therefore determines the need to ensure that managers within organization encourage their employees to engage and participate in goal achievable tasks by building problem

solving, alertness, and problem raising skills among the employees (Clement, 2012). On the other hand, this theory equally holds that the psychological work environment may need to reward its workers emotions in order to ensure that they are often alert, efforts that reduce accidents and increases safety besides the firm's performance.

It is however, essential to note that one of the major weaknesses of this theory as evident in literature lies in the allegations that the model is best suitable for clinical settings especially in the prevention of accidents, thus making its applicability in other contexts a problem. However, it is essential to establish that the theory has additional factors that positively reduce accidents within organization given that it mainly focuses on the need to minimize environmental stressors as well as the psychological work climate. There are no studies that mention any modifications of this theory. However, a series of studies establish the need for firms to ensure positive attitudes among its employees' harnessed to reduce their proneness to industrial accidents.

2.2.2 The Distractions Theory

The Distractions Theory was founded by Hinze in 1997. The distraction theory indicates that the safety and the health of employees remains a situational factor and can be viewed in two perspectives. The first perspective mainly deals with hazards that are mainly posed by instances of unsafe physical conditions while the other mainly deals with cases of the workers pre-occupation on matters that are not in any way directly associated with the tasks that are being performed (Clement, 2012). According to this theory, hazard recognition remains an essential aspect for a successful achievement of an accident and

injury prevention procedure. However, studies have revealed that workers often fail to take note of a large segment of hazards within the work environment.

In this regard, Ayers (2016) alleges that there is a need to ensure that employers of an organization have an understanding on some of the factors that may affect hazard recognition and performance of employees as a fundamentals approach towards improving the aspect of safety performance. Given the complex, unique, and dynamic nature of the operations of an organization such as the Kenya Power and lighting Company, research has revealed and provided anecdotal evidences that clearly reveal that destruction may be correlated with the decrease in the performance of employees within an organization since this results in undesirable safety outcomes that include injuries. Hinze in this theory maintains that employees within an organization are more prone to face accidents when distracted by various situations.

It's however essential to acknowledge that one of the weaknesses of this theory lies in the fact that it has never been empirically tested, thus indicating the reasons why there are no modifications designed to improve on this theoretical proposition. However, one of the strengths of this theory lies in its dynamics to address the distractive and ubiquitous stimuli's that to a larger percentage contribute to the causes of accidents in organizations(Ayers, 2016). In this regard, the theory holds that there is a need to establish work environments that are safe and free from obstructions, efforts that do not only minimize the occurrences of accidents but equally increase the performance of employees.

2.3 Occupational Health and Safety Practices

This code of practice is the basis on the course to executing an OHS Program in an organization, and may aid in guiding management by way of the development process. According to Workers' Safety and Compensation Commission (2017) OHS practices are needed for employers with twenty or more employees. An OHS practice encompasses policies as well as procedures that are created, implemented, as well as documented to manage OHS in the organization. In order to manage OHS effectively a number of practices ought to be undertaken. They include: occupational health and safety surveillance, safety committees, employee assistance programs, employee wellness programs, health and safety policy, health inspections, training employees on OHS and lastly health and safety audit.

First is the OHS Surveillance. OHS Surveillance are methods for identification of occupational hazards and health related problems. They include environmental assessment, medical surveillance, biological monitoring and epidemiological approaches (Price, 2007). Organizations should have in place systematic monitoring of safety and health in the working environment. This entails exploring the working practices and factors in the working environment which could influence health of the workers. These surveillance programmes include the monitoring of workers to hazards (ILO, 2015).

Second is Safety Committee. Safety Committee develops collaboration between managers and employees so as to promote safety and health in the workplace, with this entire essential in increasing employee performance. Typically, safety committees determine the capability of safety methods; monitor trends and findings; evaluate

illnesses, accidents and safety proposals and evaluate danger solutions. These committees provide avenues for actions to improve safety and health (Dessler, 2013).

Third is the Employee Assistance Programs (EAPS). These are programs intended to assist employees whose performance is deteriorating due to mental, physical and emotional challenges. The employee assistance programs evaluate a number of employee's challenges such as marital problems and drug abuse. These programs have the ability to provide effectual assistance, only if the workers make their readiness known to other workers. Several organizations form employee support programs since they identify their legal and ethical obligations in order to safeguard their employee's physical and mental health (Jackson et al., 2012).

Fourth is the health and safety policy. This OHS policy is a written statement on health and safety measures which prevent and control occupational hazards in the work areas. It is a document that reflects the employers' commitment to safety and health in the workplace (Storey, 2011). The policy has to show the commitment of the employer to safeguard the employees' health and safety.

Fifth is health and safety inspection. These are programmes designed to examine and locate any faults on machines, plant and equipment or hazards that are found in the work environment and that may be a danger or source of accident. The inspection programmes are carried out by the supervisors with advice from health and safety specialists (Price, 2007).

Sixth is educating and training employees in safe work procedures and legislated OHS regulations. The employer ought to train employees in order to understand their health and safety responsibilities, know that hazards are present at workplace as well know the safe working practices. Employees who handle hazardous thing sought to have general as well as site-specific Workplace Hazardous Materials Information System (WHMIS) training. Employers similarly ought to train workers for work at new areas as well as on new tools or duties. The employer must similarly document all training and let the employees know their rights for instance right to be acquainted with all the hazards in the workplace, to play a part in health and safety programs as well as to reject unsafe work (Ringen & Stafford, 1996).

Seventh is Health and Safety Audit. This offers a comprehensive examination of all components of health and safety procedures, practices and policies. Safety audits are conducted by specialists like safety advisers, human resource specialists although its much more effective if managers, employees and employees representatives are involved (Jackson et al, 2012). Documentation as well as keeping OHS activities records enables the specialists to carry out due diligence. It is required by OHS guidelines that health and safety practices are documented. Other than due diligence, it similarly gives the information that the employer needs in reviewing as well as managing health and safety within the organization (Workers Safety and Compensation Commission, 2017).

Lastly is Employees Wellness Programs. Companies that have invested in wellness programs have reaped well in terms of high employees' morale, reduced absentee rates and health care costs (Jackson et. al, 2012). Organizations have become more interested on preventing programs. They have recognized that programs can possess an impact on

the behavior and lifestyle off work of their employees, and are thus encouraging aging workers to live healthier lives in order to decrease the costs of health care (ILO, 2015).

2.4 Measures of Employee Performance

The employee performance measures are essential to tracing the employees' efficiency in undertaking tasks. Implementing them appropriately is difficult, but when appropriately executed, employee performance measures are of value to the organization as well as the employee. The four broad categories of employee performance measures include: Work quality measures. Work quality measures indicate the quality of the employee's performance. They include Subjective evaluation by manager whereby performance is evaluated a number of times annually during bi-annual performance reviews (Vulpen, 2017). Other methods comprise considering the proportion of work output that ought to be redone, rates of error, and customer satisfaction levels (Houldsworth & Jirasinghe, 2006).

Second is the work quantity measure. Different measures are used to determine this metric. The number of sales is a predominantly simple method to identify the output of a sales employee. The conventional manufacturing, often use the number of units produced as a dependable quantitative metric. The contemporary service firms use same metrics. Call centers are amongst the key employee performance measures determined areas (Vulpen, 2017). Measures such as average handling time implying the average time the customer is on call comprising when they are on hold, first-call resolution (the callers whose problems were fixed when they called), contact quality (the rating of a call by a customer) and service level (the time that a number of

calls are answered) for instance 90% of calls were answered in 25 seconds (Rudolph, 2018).

The third measure of employee performance is the work efficiency. There ought to continuously be a sense of balance between quality and quantity. This equilibrium is evaluated in work efficiency, because this measure factors in resources such as money and time (quantity) needed to generate a certain quality of output. It is difficult to attain this balance, which is among the causes of struggling with rating employees and with performance review practices by a number of companies (Rudolph, 2018).

Lastly is the organizational level employee performance measure. They include revenue per employee. They constitute a computation of revenue per FTE (Full-time equivalent) which is $\text{Total revenue} / \text{FTE}$ which depicts the input of an individual employee. Many employees and low revenue give a lower rating as opposed to the combination of fewer employees and high revenue. Second is absenteeism rate. The average overtime per FTE is a final performance metrics of the employee. Employees who are ready to dedicate the extra effort are normally more motivated as well as produce more with regards to work quantity (Houldsworth & Jirasinghe, 2006).

2.5 Occupational Health and Safety Practices and Employee Performance

Abualrejal (2016) in his study conducted in Malaysia sought to examine the safety and health practices that are applicable to manufacturing industry and evaluated the importance of Occupational Safety and Health Practices. The study similarly identified sorts of hazards, injury as well as accidents that occur in the workplace. Primary data was

obtained by way of interview. The study's findings revealed that the industry undertook the Safety and Health Practices to lower the occurrences of the accidents in workplace. The study hence recommended that the knowledge regarding the Safety and Health Practices to the employees ought to be enhanced so as to lower accidents occurrences in the workplace.

Amponsah-Tawiah and Mensah (2016) conducted a research in Ghana to assess the link and effect of OHS on organizational commitment of the employees in the mining industry of Ghana. Their research employed a cross-sectional survey design. Collection of primary data was by use of questionnaire. The findings of the research ascertained positive and substantial association between OHS management, and normative, affective, as well as continuance commitment. Their study concluded that workers don't simply get committed to organizations but instead they have expectations that management will first consider their safety and health requirements as well as focus on protecting health and safety needs of the workers in the organizations.

Ulutasdemir, Zeki, Kilic and Begendi (2015) carried out a research in Turkey to ascertain the impacts of OHS on healthy lifestyle behavior of employees working in a private firm. A survey research design was employed in the research. Primary data was obtained in the study by way of questionnaire where data was derived from responses to questions about socio-demographic features, OHS applications, health state, and working conditions, and Healthy Lifestyle Behaviors Scale (HLBS). Results revealed that even though 83.9 percent indicated employing personal protective equipment (PPE), just 2.1% indicated

that they had encountered occupational accident. The study concluded that obtaining OHS and professional training as well as employing of PPE positively influences lifestyle behaviors that are healthy.

Gatithi (2017) carried out a study in Kenya that sought to explore the degree of compliance with the health and safety regulations by manufacturing firms in Mombasa County. His study used a population that constituted 29 manufacturing firms in the County. His research employed survey design. Primary data was gathered by use of questionnaires. Both descriptive and factor analysis techniques were employed for data analysis. The findings showed that 100% of the respondents were largely cognizant of the presence of the OSHA, 2007. More than 69.9 percent of the respondents agreed that there was effectiveness in administration as well as implementation of the OSHA, 2007.

Kaguathi (2013) also carried out a research in Kenya that sought to examine the impediments of the implementation of OHS strategies at East African Portland Cement Company Limited. A case study design was used in the research. The findings from the research ascertained that the success of the OHS strategy in EAPCC were effective. It revealed that the firm had effectively executed an OHS strategy (OHSAS 18001:2007) and complied with OSHA 2007. His research similarly indicated that no funds challenges existed in the strategy implementation. Although, it was determined that management as well as employees at first were reluctant to change but management had begun its adoption.

Sembe and Ayuo (2017) similarly conducted a study in Kenya that sought to establish the impact of selected OHS management practices on employees' job satisfaction in university campuses at Nakuru Town. Their study population consisted of 258 samples of non-teaching staff among all University Campuses located in Nakuru. The study used census design. Data was obtained by way of questionnaires; Data analysis was carried out by use of multiple regression analysis. Findings of the research indicated that the practice of OHS management practices result in enhanced job satisfaction among the workers. The study therefore recommended that Universities ought to capitalize on occupational health and safety matters regarding employees.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter defined the technique which was employed to gather information used to respond to the various research questions. It gave a summary of the research strategy, a report of the research devices and a clear description of the various procedures used during data collection.

3.2 Research Design

Research design as adduced in the views of Creswell and Clark (2012) entails a framework or the plan of study was utilized a guide in the collection data and analysis of data. This research study utilized a research design that is descriptive. Descriptive research design entails the researcher need to observe and describe a phenomenon as well as its characteristics (Umar, 2008). This study design was adopted because it allowed the researcher to describe data and attributes regarding the population and phenomenon that was studied.

3.3 Population of the Study

Patton (2012) alleges that a study's population is a set of events, services, group of things, elements and people under investigation. This study targeted all the employees of KPLC head office, Stima Plaza, Kolobot Road. Population of study were the employees of KPLC head office who were 1047 in total according to the Human Resource Department Records, 2017.

3.4 Sample design

Mugenda and Mugenda (2008) accords a sample size to be a minor group or sub-group obtained from the available population. A sample population of 210 was reached by

taking 20% of 1047. The proportion, 20%, chosen for the sample was guided by Mugenda and Mugenda (2008) which states that 10-30% of a target population is sufficient for drawing conclusion of an entire population. Stratified random sampling technique was used where employees were stratified into departments.

Table 3.1 Sample

No.	Department	No. of Employees	Sample
1.	Business Strategy	28	6
2	Infrastructure Development	379	76
3	Network Management	231	46
4	Street Lighting	217	44
5	Customer Service	35	6
6	Regional Coordination	15	4
7	Company Secretary	7	2
8	Supply Chain	31	6
9	Internal Audit	10	2
10	Human Resource and Administration	42	8
11	Finance	12	2
12	ICT	40	8
	Total	1047	210

Source: Kenya Power and Lighting Company, Human Resource Department 2017

3.5 Data Collection Method

Primary data was collected by use of questionnaires. The questionnaires constituted three sections. The first section addressed general issues on the respondents' background information. Section B addressed questions on occupational health and safety practices and section C addressed questions on employee performance. The administering of questionnaires was by use of drop and pick later method. Data was collected within a time frame of one week which were then collected and sorted for analysis.

3.6 Data Analysis

Data analysis was by use of descriptive statistics that include standard deviation, percentages, mean as well as frequencies. This was followed by use of regression analysis in assessing the influence of OHSP on employee performance. Data was presented in form of tables and graphs.

Regression Model;

$$Y = \alpha + \beta X + \varepsilon$$

where;

Y = Employee Performance

α = Constant

β = Regression Coefficient

X = Occupational Health and Safety Practices

ε = Error Term

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research looked into the influence of occupational health and safety practices on employee performance at Kenya Power and Lighting Company (KPLC). The chapter therefore contains the research findings based on the proposed methodology as well as procedures. The chapter comprised of the following sub- sections: response rate, the employees' background information, occupational safety and health practices adopted by KPLC and employee performance measures. The findings are presented in form of tables and charts.

4.2 Response Rate

For the study, out of the 210 questionnaires administered to employees at KPLC head office, Stima Plaza, 170 questionnaires were fully completed and given back. The study's overall response rate was as shown in Table 4.2 below

Table 4.2: Response Rate

Response	Frequency	Percentage (%)
Returned	170	81%
Unreturned	40	19%
Total	210	100%

The findings in table 4.2 shows an overall successful response rate of 81%. Thus, the response rate presented was determined to be fit for analysis because it's in agreement with Mugenda and Mugenda (2008) that any response rate of 70 percent and above is taken to be excellent for carrying out analysis and drawing conclusions.

4.3 Demographic characteristics

The basic characteristics of the respondents for example gender, age, highest education level as well as duration worked in the organization among others are described in this section. To explore these factors, an analysis of frequencies was undertaken after which the output was illustrated as shown below.

4.3.1 Gender of the respondents

From the questionnaires, the respondents were requested to indicate whether they were male or female. There was need to establish the respondents' gender so as to understand if there was a significant association between gender and employee performance. The findings were as depicted in table 4.3

Table 4.3: Gender of the respondents

	Frequency	Percent
Male	106	62.4
Female	63	37.6
Total	170	100.0

From the findings, 62.40% of the respondents which represent the majority were male while 37.60% were female. These results clearly show that there are more male employees at KPLC than women employees.

4.3.2 Age of the Respondents

Table 4.4: Age of the Respondents

	Frequency	Percent
Below 25 Years	25	14.7
25 – 35 Years	62	36.5
36 – 45 Years	47	27.6
Over 45 Years	36	21.2
Total	170	100.0

The respondents in the survey were required to show their age. The findings in table 4.4 show that the majority, 36.50 % were aged between 25-35 years, 27.60% constituted those aged 36-45 years, 21.20% were aged over 45 years while 14.70% were aged below 25 years. This implies that most respondents were middle aged.

4.3.2 Level of education

The respondents were also to tick the education level they had acquired. It was necessary to establish the education level since the level of education greatly determines the employees' job performance. The results were as illustrated in table 4.5 below.

Table 4.5: Level of education

	Frequency	Percent
PHD	10	5.8
Master's Degree	34	20.0
Bachelor's Degree	60	35.3
Diploma	37	21.8
Others	29	17.1
Total	170	100.0

Study findings indicated that the majority, 35.30 % had attained bachelors' degrees, followed by 21.8 % with diplomas, then 20% masters' degrees, 17.10% others while 5.80% had earned PHD degrees. It can thus be concluded from the results that most of the respondents are educated and have an understanding of the impact of occupational health and safety practices on the performance of an employee.

4.3.3. Duration worked in the organization

Table 4.6: Duration worked in the organization

	Frequency	Percent
0 – 5 Years	33	19.4
6 – 10 Years	84	49.4
Over 10 Years	53	31.2
Total	170	100.0

The research resolved to ascertain the duration to which the various respondents had worked at the Kenya Power and Lighting Company. The responses in figure 4.6 show that the majority, 49.40% had worked for the company for a period ranging between 6-10 years followed by 31.20% who has been in the organization for a time frame of over ten years while the least, 19.40% had served the organization for up to five years. This implies that most of the employees had been in the company for a reasonable number of years and therefore a good sign of sustainability.

4.3.4 Department of work

Table 4.7: Department of work

	Frequency	Percent
Business Strategy	11	6.5
Infrastructure Development	26	15.3
Network Management	25	14.7
Street Lighting	21	12.4
Customer Service	10	5.9
Regional Coordination	16	9.4
Company Secretary	11	6.3
Supply Chain	9	5.3
Internal audit	12	7.1
Human Resource and Administration	11	6.5
Finance	9	5.3
Information and Communication Technology	9	5.3
Total	170	100.0

The research aimed at establishing the departments in which the various respondents were based and the results were as follows; Infrastructure Development 15.30%, Network Management 15.3%, Street Lighting 12.4%, Business Strategy 6.50%, Internal Audit 6.50%, Customer Service 5.90%, Company Secretary 6.30%, Supply Chain Information 5.3% and Communication Technology Network Management 4.70%.

4.4 Occupational Health and Safety Practices adopted by KPLC

To establish the occupational safety and health practices adopted by KPLC, the respondents were requested to show the degree to which the different safety and health practices have been adopted at KPLC. The rating as per attribute was expressed using a five point Likert Scale: 5-Very great extent, 4- Great extent, 3- Moderate extent, 2-Low Extent, 1- Very low extent

4.4.1 Occupational Health and Safety Surveillance

This research study aimed at establishing the extent to which Occupational Health and Safety Surveillance was being practiced at KPLC. The responses were rated using a five point Likert- Scale of; 5-Very great extent, 4- Great extent, 3- Moderate extent, 2-Low Extent, 1- Very low extent and results are presented as shown in Table 4.8 below:

Table 4.8: Occupational Health and Safety Surveillance

	N	Mean	Std. Deviation
There exists an evaluation of working conditions to establish factors that could possibly affect workers' health	170	4.2118	.68964
Surveillance is done by competent , trained and experienced individuals	170	4.1941	.91856
There exists a routine and regular inspection of employees exposed to health hazards or illnesses	170	4.1647	.71081
Surveillance is done in conformity with the OSHA guidelines	170	3.8706	.72631
Average	170	4.1103	0.76133

From the findings, there exists an evaluation of working conditions to establish factors that could possibly affect workers' health was ranked highest with a mean of 4.2118 and S.D of 0.68964, followed by Surveillance is done by competent, trained and experienced individuals with a mean of 4.1941 and S.D of 0.91856, then there exists a routine and regular inspection of employees exposed to health hazards or illnesses with a mean of 4.1647 and S.D of 0.71081 and finally Surveillance is done in conformity with the OSHA guidelines as indicated by a mean of 3.8706 and S.D of 0.72631. The overall mean was 4.1103 and S.D of 0.76133. The mean of 4.1103 implies that occupational health and safety surveillance are being highly observed at KPLC in order to identify the occupational hazards and health problems affecting the employees thus enhancing their health at work.

4.4.2 Health and Safety Committees

This research study assessed the effectiveness of the health committees in ensuring that the occupational safety and health practices were being followed at KPLC. The responses were rated using a five point Likert- Scale of; 5-Very great extent, 4- Great extent, 3- Moderate extent, 2-Low Extent, 1- Very low extent and results are as shown in Table 4.9 below.

Table 4.9: Health and Safety Committees

	N	Mean	Std. Deviation
Safety committees determine issues to be dealt with and make improvements.	170	3.8471	.70511
Safety committee allows employees to participate in its programs	170	3.5059	.90526
Employees have confidence in the make-up of the safety committee	170	3.4412	.85627
The company has put in place a health and safety committees	170	3.1412	1.30228
Average	170	3.4839	0.94223

Table 4.4 above indicates that majority of the respondents agreed to a great extent that safety committees determine issues to be dealt with and make improvements as shown by a mean of 3.8471 and S.D of 0.70511 this was closely followed by safety committee allows employees to participate in its programs with 3.5059 and S.D of 0.90526, employees have confidence in the make-up of the safety committee 3.4412 and S.D of 0.85627 while the least mean recorded was the company has put in place a health and safety committees as evidenced by a mean of 3.1412 and S.D of 1.30228. The average mean was 3.4839 implying that the respondents agree to a large extent that the health safety committees are actively involved in ensuring that the health of the employees at work is maintained. These findings concur with Dessler, (2013) that committees are

important in developing collaboration between managers and employees so as to promote safety and health in the workplace, with this entire essential in increasing employee performance.

4.4.3 Employee Assistance Programs

The study examined the implication of employee assistance programs in enhancing occupational safety and health practices at KPLC. The respondents were presented with different statements on the issue and their responses rated using a five point Likert- Scale of; 5-Very great extent, 4- Great extent, 3- Moderate extent, 2-Low Extent, 1- Very low extent and results are as depicted in Table 4.10 below.

Table 4.10:Employee Assistance Programs

	N	Mean	Std. Deviation
There is decline in health care costs through employee assistance programs	170	3.9529	.91543
There is decline in marital issues and drug abuse.	170	3.9235	.89047
The Organization has in place Employee Assistance Programs	170	3.9176	.92579
Employees are encouraged to be open on physical, mental and emotional problems	170	2.8118	1.29170
Average		3.6515	1.00585

The results reveal the respondents agree to a great extent that there is decline in health care costs through employee assistance programs as depicted by a mean of 3.9529 and S.D of 0.91543, there is decline in marital issues and drug abuse with a mean of 3.9235 and S.D. of 0.89047, the organization has in place Employee Assistance Programs with a mean of 3.9176 and S.D of 0.92579 and finally, the employees are encouraged to be open on physical, mental and emotional problems produced a mean of 2.8118 and S.D of 1.29170. The average mean was 3.6515 implying that there are various employee

assistance programs at KPLC created to enhance the employees' health and safety in the workplace. These findings agree with (Jackson et al., 2012) that employee support programs allow an organization to identify their legal and ethical obligations in order to safeguard their employee's physical and mental health.

4.4.4 Employee Wellness Programs

The research looked into the extent to which KPLC has implemented employee wellness programs. The respondents were presented with different attributes on the implications of the wellness programs and their responses rated using a five point Likert- Scale of; 5- Very great extent, 4- Great extent, 3- Moderate extent, 2-Low Extent, 1- Very low extent and results are as shown in Table 4.11 below.

Table 4.11: Employee Wellness Programs

	N	Mean	Std. Deviation
Wellness programs have reduced employees' health hazards and illness.	170	3.9353	.91757
The program has enhanced staff productivity	170	3.7529	.88252
Accidents severity have been lessened	170	3.6176	1.23112
The organization has put in place a wellness program.	170	3.3118	1.29285
Average	170	3.6544	1.08102

Wellness programs have reduced employees' health hazards and illness recorded the highest mean of 3.9353 and S.D of 0.91757, followed by the program has enhanced staff productivity with a mean of 3.7529 and S.D of 0.88252, then accidents severity have been lessened with a mean of 3.6176 and S.D of 1.23112 and finally the organization has put in place a wellness program with a mean of 3.3118 and S.D of 1.29285. The average mean of 3.6544 implies that the organization recognizes that wellness programs

determines the employees' behavior and lifestyle off the job, and encourage aging employees to lead healthier lives in order to reduce health care.

4.4.5 Health and Safety Policy

It was also in the interest of the research to establish the effectiveness of the health and safety policies at KPLC. The respondents were presented with different attributes on the scope of health and safety policies and their responses rated using a five point Likert-Scale of; 5-Very great extent, 4- Great extent, 3- Moderate extent, 2-Low Extent, 1- Very low extent and results are as shown in Table 4.12below.

Table 4.12: Health and Safety Policy

	N	Mean	Std. Deviation
Roles and responsibilities of the employees and employer are outlined in the policy.	170	4.4176	.73520
The policy outlines the process of handling complaints on health and safety issues	170	3.8059	1.12159
The policy is in accordance with OSHA guidelines	170	3.8000	1.21431
The policy has been made available to every staff for transparency reasons	170	3.7118	1.13804
The organization has a healthy and safety policy in place whose aim is at fostering safety culture	170	3.2471	1.16055
Average	170	3.7965	1.07394

From the findings, the majority state that roles and responsibilities of the employees and employer are outlined in the policy as shown by a mean of 4.4176 and S.D of 0.73520, followed by the policy outlines the process of handling complaints on health and safety matters which recorded a mean of 3.8059 and S.D of 1.12159, the policy is in accordance with OSHA guidelines with a mean of 3.8000 and S.D of 1.21431, the policy has been made available to every staff for transparency reasons with a mean of 3.7118 and S.D of

1.13804 while the least mean recorded was 3.2471 and S.D of 1.16055. The average mean was 3.7965 implying that the organization possesses a healthy and safety policy whose aim is at fostering safety culture.

4.4.6 Health and safety Inspections

This research further sought to determine the effectiveness of the health and safety policies at KPLC. The respondents were presented with different attributes on health and safety inspections and responses rated using a five point Likert- Scale of; 5-Very great extent, 4- Great extent, 3- Moderate extent, 2-Low Extent, 1- Very low extent and results are as shown in Table 4.13 below.

Table 4.13: Health and safety Inspections

	N	Mean	Std. Deviation
The company undertakes routine inspections at the workplace	170	4.0588	.64087
The inspections help in formulating health and safety plans and initiatives which are designed to the needs of organization	170	4.0000	.70501
Inspections pinpoints dangerous materials	170	2.6471	1.20360
Employees participate in the inspection process	170	2.4176	1.12882
Average		3.2809	0.91958

This research established that the respondents agree to a great extent that the company undertakes routine inspections at the workplace as shown by a mean of 4.0588 and S.D of 0.64087. The respondents also agree to a large extent that inspections assist in formulating health and safety plans and initiatives that are designed to the organization needs as illustrated by a mean of 4.0000 and S.D of 0.70501. However the respondents agreed to a low extent that inspections pinpoints dangerous materials by a means of 2.6471 and S.D of 1.20360 and employees participate in the inspection process as

evidenced by means of 2.4176 and S.D of 1.12882. The study recorded a moderate average mean of 3.2809 implying that the effectiveness of the health and safety inspections a KPLC was not fully justified.

4.4.7 Health and Safety Audits

Different dimensions of the health and safety audits were examined. Respondents were presented with different attributes regarding health and safety audits which were rated using a five point Likert- Scale of; 5-Very great extent, 4- Great extent, 3- Moderate extent, 2-Low Extent, 1- Very low extent and results presented as shown in Table 4.14 below.

Table 4.14: Health and Safety Audits

	N	Mean	Std. Deviation
Audit reports are shared to every staff	170	4.5059	.68151
Recommendations of the audits are implemented to enhance health and safety	170	4.4706	.50061
Health and Safety audits are carried out regularly	170	3.9471	.80134
Safety audits point out risks in the workplace	170	3.8941	1.13078
Safety audit are undertaken by safety advisors, HR specialists, managers and supervisors	170	3.3235	1.38719
Average	170	4.0282	0.90029

The means recorded on the different attributes were; audit reports are shared to every staff with a mean of 4.5059 and S.D of 0.68151, recommendations of the audits are implemented to enhance health and safety with a mean of 4.4706 and S.D of 0.50061, Health and Safety audits are carried out regularly with a mean of 3.9471 and S.D of 0.80134 and safety audits point out risks in the workplace with a mean of 3.8941 S.D of

1.13078 and safety audit are undertaken by safety advisors, HR specialists, managers and supervisors with a mean of 3.3235 and S.D of 1.38719. The average mean recorded was 4.0282 meaning that the respondents agree to a large extent that KPLC is prompt and active in implementing health and safety audits

4.4.8 Health and Safety Training

Finally, the research aimed at establishing the coverage and intensity of health and safety training programs and practices at KPLC and the responses were rated using a five point Likert- Scale of; 5-Very great extent, 4- Great extent, 3- Moderate extent, 2-Low Extent, 1- Very low extent and results presented as shown in Table 4.15 below.

Table 4.15: Health and Safety Training

	N	Mean	Std. Deviation
Relevant laws and regulations are outlined in the course of training.	170	4.4235	.73584
Employees are given with sufficient training to understand suitable working procedures	170	4.2000	.63990
Company educate employees regarding healthy work-style and lifestyle	170	4.1824	.71892
There is ongoing health and safety education programs	170	3.8471	1.09335
Information regarding safety and health provisions and results are shared cooperatively with staff	170	2.8471	1.26403
Average	170	3.9	0.89041

From the results in table 4.15above, the respondents agree great extent that relevant laws and regulations are outlined in the course of training as evidenced by a mean of 4.4235 and S.D of 0.73584, employees are given with sufficient training to understand suitable working procedures as shown by a mean of 4.2000 and S.D of 0.63990, company educate

employees regarding healthy work-style and lifestyle a mean of 4.1824 and S.D of 0.71892 and there is ongoing health and safety education programs with a mean of 3.8471 and S.D of 1.09335 while they agree to a moderate extent that information regarding safety and health provisions and results are shared cooperatively with staff as shown by a mean of 2.8471 and a S.D of 1.26403. The overall mean of 3.9 implies that the respondents agree with the different attributes on health and safety training. These findings conform with Ringen & Stafford, (1996) that training allows employees know their rights for instance right to be acquainted with all the hazards in the workplace, to play a part in health and safety programs as well as to reject unsafe work and thus the organization is aggressive in realizing this concept.

4.5 Employee Performance at KPLC

So as to measure the employee performance at KPLC, the respondents were asked to show the extent to which they agreed with different statements on various variables of performance measures which were work efficiency, performance measures, quality performance and quantity performance. The responses as per and variable were rated on a five point Likert scale as follows; 5-Very great extent, 4- Great extent, 3- Moderate extent, 2-Low Extent, 1- Very low extent and their cumulative means are presented as depicted in table 4.16 below.

Table 4.16:Employee Performance

	N	Mean	Std. Deviation
Work efficiency	170	3.939	0.5627
Performance measures	170	3.856	0.597
Quality Performance	170	3.851	0.913
Quantity of work	170	3.639	0.686
Average		3.821	0.6897

From findings on the different attributes, it is evident that the respondents agree to a large extent on all employee performance measures. Categorically, Work efficiency was ranked the highest with (M= 3.939 and SD=0.5627), then performance measures (M=3.856 and SD=0.597), then Quality Performance (M=3.851, SD= 0.913) while the figures of the quantity of work were (M=3.639, SD=0.686). The aggregate mean was 3.821 while the overall standard deviation was 0.6897. The mean of 3.821 implies that the respondents agree that the company has adopted effective performance measures. It can thus be construed from the findings that the employees at Kenya Power and Lighting Company are registering positive performances and are efficient in undertaking tasks thus generating more value to the organization as well as the employees.

4.6 Regression analysis

In the quest to link the two variables, a simple regression analysis was applied. The independent variable was Occupational Health and Safety Practice while the dependent variable was employee performance. The model summary was as illustrated in table 4.17 below.

Table 4.17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522 ^a	.273	.269	.41655

a. Predictors: (Constant), Occupational Health and Safety Practice

R is the square root of R-Squared and is the relationship between the observed and the predicted values of the dependent variable. R-Squared is the proportion of variance in the dependent variable (employee performance) that can be predicted from the independent

variables. The R-square value in the model was 0.273 meaning 27.3 % of the variation in employee performance could be explained by occupational health and safety practices while the other 72.7% was due to other factors that were not covered in the research study.

Table 4.18: Analysis of variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.944	1	10.944	63.074	.000 ^b
Residual	29.150	168	.174		
Total	40.094	169			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Occupational Health and Safety Practice

The significance test for the model is represented in the ANOVA table under F and Sig Columns. The F value is the Mean Square Regression Divided by the Mean Square Residual. The mentioned values are employed to determine if the independent variables reliably determine the dependent variable and thus the suitability of the Model. The P value of 0.000 compared to the conventional level of 0.05 is lesser meaning that the independent variable (Occupational Health and Safety Practice) reliably predict the dependent variable (Employee performance) and thus the model was significant.

Table 4.19: Coefficient of determination

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Occupational Health and Safety Practice	1.833	.288	.522	6.367	.000
	.508	.064		7.942	.000

a. Dependent Variable: Employee performance

Furthermore, the regression results on coefficient determinants show that OHS practice has a significant effect on employee performance at the Kenya Power and Lighting Company ($\beta = .522$, $t = 7.972$, $p < 0.05$). The finding implies that a unit change in occupational health and safety practice will result in 0.50 significant changes in employee performance. As per the SPSS version 22 generated output, the equation on the relationship becomes:

$$Y = \alpha + \beta_1 X + e$$

$$Y = 1.833 + 0.508 X_1 + 0.288$$

Where;

x -is independent variable (Occupational Health and Safety Practice)

y -is dependent variable (Employee performance)

e -is the error term

α -is the constant

4.7 Discussion of Results

From the findings on the different practices of occupational health and safety it can be construed that OHSP are well and alive at KPLC. This is evidenced by the large and moderate rating on the extent to which the respondents agree with the execution of the various health and safety practices at KPLC. Therefore, it can be concluded that KPLC has put in the necessary efforts to minimize accidents within the work environment which agree with studies by Nutbeam (2013) who alleges that occupational safety remain preventions accidents within a work environment and minimizes all the ill-health fated events within a work environment that may cause immediate harm to the employees. These findings also agree with Kaynak, et al. (2016) who opined that that OHS practices

for instance safety procedures and risk management, first aid support and training, rules of safety and health, as well as organizational safety positively influenced organizational commitment.

From findings on the different attributes of employee performance, all the employee performance measures presented were defined as relevant. Categorically, work efficiency was ranked the highest followed by performance measures, quality Performance then quantity of work. From the findings, it can be construed that the employees at Kenya Power and Lighting Company are registering positive performances and are efficient in undertaking tasks thus generating more value to the organization as well as the employees. The company should thus develop good reward schemes so as to motivate the employees to optimize their outcomes. These concur with Houldsworth & Jirasinghe (2006) that employees who are ready to dedicate the extra effort are normally more motivated as well as produce higher outcomes.

From the regression analysis model on the influence of OHSP on employee performance at KPLC the model summary findings reveal that OHSP explain a significant proportion of employee performance are be reliably used to predict the level of employee performance. These findings concur with Abuga (2012) who concluded in his study that the existence of occupational healthy safety measures influenced employee performance and Zeithmal (2012) who states that workplace health and safety standards stimulates employee performance thus giving an organization the opportunity to realize and achieve higher performances.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECCOMENDATIONS

5.1 Introduction

The section looks at the summary of findings, conclusions, recommendations, limitations as well as suggestions for further research.

5.2 Summary of the Findings

The objective of the study was to determine the influence of occupational health and safety practices on employee performance at Kenya Power and Lighting Company.

The findings on the demographic information reveal that majority of the respondents were male which did not influence the study's findings due to the nature of the work executed in the company. Thus gender imbalance had no influence on the findings. The findings also depict that majority of employees had been employed at KPLC for a reasonable period of time and thus had gained adequate experience and had vast knowledge on the OHS programs in the company. The findings showed that most respondents were educated and thus knowledgeable about health and safety programs thus providing reliable information about the subject. The research discovered that all the departments and business areas were involved in the study. The findings also revealed that most respondents were middle aged thus likely to be affected by hazards, injuries, occupational diseases and illnesses in the workplace.

The study assessed different attributes of occupational health and safety practices which included OHS surveillance, health and safety committees, employee assistance programs, employee wellness programs, health and safety audits, health and safety inspections, health and safety policy and health and safety training.

From findings on the different attributes of employee performance, all the employee performance measures presented were defined as relevant. Categorically, work efficiency was ranked the highest, followed by performance measures, quality performance while quantity of work was rated the least. From the findings, it can be construed that the employees at Kenya Power and Lighting Company are registering positive performances and are efficient in undertaking tasks thus generating more value to the organization as well as the employees. The company should thus develop good reward schemes so as to motivate the employees to optimize their outcomes.

From the regression analysis model on the influence of OHSP on employee performance at KPLC the model summary findings reveal that OHS practices explain a significant proportion of employee performance and can be reliably used to predict the level of employee performance. The model further depicts a positive and significant impact of the independent variable on the dependent variable.

5.3 Conclusion

From the above findings, the research came up with the following conclusions:

It is imperative for Kenya Power and Lighting Company to ensure that occupational health and safety practices are observed as this would play an integral role in enhancing employee performance. This means that failure by the company to promote and implement occupational health and safety practices reduces employee performance. This is evidenced by the findings from the regression model analysis where a significant P

value was established meaning that occupational health and safety practices significantly influenced employee performance.

The study also noted that KPLC has adopted most occupational and safety programs while employee performance was a continuous and flexible process that involved all levels of staff and Kenya Power and Lighting Company. Although most of the statements on the occupational health and safety practices recorded a high rating, the respondents rated some to a moderate extent and thus the company should invest in enhancing the cited practices. The research established that occupational health and safety programs result to great improvements in safety and improvement in the working environments and applications of preventive strategies thus provides significant human and economic improvements.

5.4 Recommendations

Occupational safety and health practices should focus on prevention and protection. Efforts should be focused above all forms of prevention at work. Working environments and work areas must be designed and planned to be healthy and safe. Improvement of occupational safety that is continuous should be encouraged. The importance for this is for ensuring that the company periodically adopts technical standards, regulations and safety policy to adapt to technical, scientific and social progress and other changes in the work environment to prevent occupational injury. This can be done best by implementing activities that align to the OSHA.

The existence of a healthy and safe work environment entails intense education and training. Employers and workers must understand the importance of establishing safe working

procedures and the criteria of doing so. Those in responsible for OHS surveillance, the health and safety committees, employee assistance programs, employee wellness programs, health and safety audits, health and safety inspection, health and safety policy and health and safety trainings must be trained in areas of special relevance as per the respective departments of the Company for them to address the specific OHS concerns.

The company should also make sure that all the policies and rules regarding occupational health and safety are well enforced. An inspection system should be introduced to ensure compliance with the measures of OHS. The responsibilities of unionsable workers, top management, middle level management and supervisors should be seen as mutually reinforcing and complementary to the common task of promoting occupational safety and health as much as possible within the company's constraints conditions and practice. Since occupational hazards happen at the workplace, the top management must always keep the work environment safe and healthy so as to protect workers from occupational risk. Dynamic management strategies must also be designed and enforced to ensure the coherence, currency and relevance of all the elements which constitute Kenya Power and Lighting Company OSH system.

5.5 Limitations of the Study

The objective of the research were achieved but with various limitations. Due to the different scope of operations among the different departments across KPLC, the occupational safety and health measures and practices were different in findings based on mere judgments of the respondents. Because of the confidentiality policy of some departments, the respondents from other departments did not answer the questionnaires or failed to give all the required information without approval from the legal department.

This explained why a response rate of 81% was attained. The drop and pick method of administering the questionnaires employed for the collection of primary data was also costly and time consuming.

5.6 Suggestions for further research

The researcher has given suggestions of some areas of further study based on the information obtained and the knowledge acquired from the current study. First, there are many variables affecting employee performance apart from occupational health and safety measures. Further research can be done to identify and incorporate these factors. The study's scope was limited to the Kenya power and lighting company. Research in other state corporations, private organizations and international entities countries should be conducted in these jurisdictions to ascertain whether the current study findings would hold. Future research can also be undertaken to assess the level of implementation and compliance of national and international laws related to health and safety in the workplace.

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APPENDICES

APPENDIX I: Letter of Introduction

Tabitha M. Mwangangi

P.O BOX 79763-00200

NAIROBI.

Mobile No. 0722409874

2nd November 2018

Dear Respondent,

I am studying at the University of Nairobi (School of Business) pursuing a Master of Business Administration. As a requirement for my degree I am suppose to carry out a research project. My research will seek to establish the influence of occupational health and safety practices on employee performance at Kenya Power and Lighting Company.

The information collected will be confidential and shall be only for academic use. I therefore request for your cooperation in terms of genuine response to the questions in the questionnaire

TABITHA MWANGANGI

APPENDIX II: Questionnaire

Kindly provide the answer by appropriately placing a “X” or “√” inside the bracket.

SECTION A: BACKGROUND INFORMATION

1. What is your gender?

Male { } Female { }

2. What category does your age fall?

Below 25 Years { } 25 – 35Years { }

36 – 45 Years { } Over 45 Years { }

3. Under which department of the Kenya Power & Lighting Company does your work fall?

Business Strategy	{ }
Infrastructure Development	{ }
Network Management	{ }
Street Lighting	{ }
Customer Service	{ }
Regional Coordination	{ }
Company Secretary	{ }
Supply Chain	{ }
Internal Audit	{ }
Human Resource and Administration	{ }
Finance	{ }
Information and Communication Technology	{ }

4. What is the level of your job at the Kenya Power & Lighting Company

Top Management { }

Middle Level Management { }

Lower { }

Other (Specify) { }

5. For what duration have you been employed at the Kenya Power & Lighting Company

0 – 5 Years { }

6 – 10 Years { }

Over 10 Years { }

6. What is your highest Education Level

- PHD { }
- Master's Degree { }
- Bachelor's Degree { }
- Higher Diploma { }
- Diploma { }
- Others (Specify) { }

SECTION B: OCCUPATIONAL SAFETY AND HEALTH PRACTICES ADOPTED BY KPLC

The following key is a guide to provide your response by ticking against your level of agreement to the statement as given.

Rate the level of agreement to the following statements.

1. Very Low Extent 2.Low Extent 3.Moderate Extent 4.Great Extent, 5.Very Great Extent

Occupational Health and Safety Surveillance	1	2	3	4	5
There exists a routine and regular inspection of health hazards and illnesses that employees exposed to.					
There exists an evaluation of working conditions to establish factors that could possibly affect workers' health.					
Surveillance is done in conformity with the OSHA guidelines					
Surveillance is done by competent , trained and experienced individuals					
Health and Safety Committees	1	2	3	4	5
The company has put in place a health and safety committees.					
Safety committee allows employees to participate in its programs					
Employees have confidence in the make-up of the safety committee					
Safety committees determine issues to be dealt with and make improvements.					

Employee Assistance Programs					
The Organization has in place Employee Assistance Programs					
Employees are encouraged to be open on physical, mental and emotional problems					
There is decline in health care costs through employee assistance programs					
There is decline in marital issues and drug abuse.					
Employee Wellness Programs	1	2	3	4	5
The organization has put in place a wellness program.					
Wellness programs have reduced employees' health hazards and illness.					
Accidents severity have been lessened					
The program has enhanced staff productivity					
Health and Safety Policy	1	2	3	4	5
The organization has a safety culture through healthy and safety policy					
The policy outlines the process of handling complaints on health issues					
For transparency the policy has been made available to every staff					
The policy follows OSHA guidelines					
Health and safety Inspections	1	2	3	4	5
The company undertakes inspections on regular basis					
The inspections assist in formulating health and safety plans and procedures that are designed to fit the organization					
Inspections pinpoints hazard materials					
Employees participate in the inspection process					
Health and Safety Audits	1	2	3	4	5
Safety audit are undertaken by trained and					

qualified personnel					
Safety audits point out dangers in the workplace					
These audits are carried out regularly					
The reports are shared to every staff					
Health and Safety Training	1	2	3	4	5
Employees are given with sufficient training to enhance suitable working procedures					
Company educate employees regarding healthy processes					
There is continuous health and safety education programs					
Relevant laws and regulations are outlined in the course of training.					
Information regarding safety and health provisions and results are shared cooperatively with staff					

SECTION C: EMPLOYEE PERFORMANCE AT KPLC

The following key is a guide to provide your response by ticking against your level of agreement to the statement as given. Rate the level of agreement to the following statements.

1. Very Low Extent 2. Low Extent 3. Moderate Extent 4. Great Extent, 5. Very Great Extent

Quality performance	1	2	3	4	5
I have the ability to plan and to carry out work in a logical manner while seeking priorities					
I use my knowledge and skills to attain the best in my work					
My performance is assessed relatively to the pre-established goals					
Quantity of work	1	2	3	4	5
I strive to meet the set targets					
I usually put more effort to accomplish a					

task on time.					
I have the required experience to accomplish all my tasks					
Work Efficiency	1	2	3	4	5
I am a trustworthy person who takes care of the company's resources					
I am a team player who works in consultation with my peers and supervisors					
I communicate effectively with customers, superiors peers and others					
Performance measures	1	2	3	4	5
I keep a daily work log sheet to keep track on my daily performance					
I conduct self evaluation on regular basis					
I am always punctual at work and try hard not to be absent					

THANK YOU.