

**EFFECT OF OCCUPATIONAL SAFETY AND HEALTH PROGRAMMES  
ON EMPLOYEE PERFORMANCE AT KENYA POWER COMPANY  
LIMITED**

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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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## **DEDICATION**

This research project is dedicated to my mother and father who I have known demonstrated to me the virtue of hard work and instilled in me the awareness that the difficulties we face in life have an important part to play in building our characters.

To my dear sisters; Nelly, Judy and Winnie who supported me morally and spiritually throughout the research work. Much dedication goes to all my friends and especially Gibet, workmates and classmates who supported me in one way or the other. Lastly, to my fiancée Agnes for her encouragement.



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## **ABSTRACT**

Organizations have both legal and moral obligations to provide healthy and safe working environments as well as ensuring the total well-being of their employees. The provision of any health and safety program varies from according to the locations and size of the organization, the nature of work being performed and type of employees. Organizations depend on employees as working partners and fellow members of the organization community. By reducing the rates and severity of occupational accidents, diseases, workplace violence, stress related illness, and improving the quality of work for their employees, organizations become significantly effective. The study adopted Descriptive Research Design inform of Survey where data was collected from across population by use of Primary source for purposes of establishing the effects of occupational health and safety programs on employee performance at Kenya Power and Lighting Company. A structured questionnaire was used to collect data. A Five point Likert scale was used to determine the degree to which various programs are being used by departments in the company. To present and analyze the data collected by the researcher through the use questionnaires in finding out the facts in support of the statement of problem, the researcher analyzed and report the information in form of pie charts, bar graphs, percentages, continuous prose and through use of Statistical Package foe Social Sciences (SPSS). Regression analysis was used to establish the effects of occupational safety and health to employee performance. The findings of the study established that occupational safety and health programs have a positive relationship with employee performance at Kenya Power Company. The findings also indicate that there is a strong relationship between health and safety programs and employee performance. The study concludes that health and safety programs have a positive effect on employee performance. It is recommended that companies should align their occupational safety programs to their business strategies.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Occupational safety and health is a discipline dealing with prevention of work related injuries and diseases, and the protection and promotion of healthy workers. It aims at the improvement of working conditions and environment. Occupational health entails the promotion and maintenance of the highest degree of physical and mental health and social well-being of workers in all occupations (Taderera, 2012). Occupational Safety and Health has recently become a much higher priority in light of the growing evidence of great loss and suffering caused by occupational diseases and ill-health across many different employment sectors, and is of concern to managers at least partly because of increasing number of deaths and accidents occurring at work.. Occupational Health and Safety (OHS) is a complex area which interacts widely with a broader spectrum of business interests and concerns. To date OHS has been confined to the periphery of Human Resource Management (HRM), where its role, influence and importance have been overlooked (Cassio, 2004).

The study was supported by Goal-Freedom Alertness Theory founded by Kerr (1954) and Distractions Theory founded by Hinze (1997). Goal-Freedom Alertness Theory states that safe work performance is the result of psychologically rewarding work environment as workers will be safe in a positive work environment if managers and supervisors actively work to alleviate hazards, illnesses and accidents at the workplace. Distractions Theory states that safety and health is situational and has two components. The first component deals with hazards posed by

unsafe physical conditions and the other dealing with a worker pre-occupation with issues not directly related to the task being performed. The study was carried out at Kenya Power Company because the company has failed to put in place adequate health and safety measures in the workplace to safeguard not only the employees and management but also customers and other stakeholders who might have some kind of interest in the company.

Naidoo & Willis (2002) identify a number of benefits to the organization from promotion of health and safety workplace as improvements of productivity as a result of reduced sickness absence, enhanced corporate image and staff turnover. Safety measures prevent accidents and ensure regular flow of work which helps to improve the morale and productivity of workers. It also contributes to team work and a sense of belonging to employees. On the other hand Boyd (2003) argues that when employee performance increase, it will lead to the organization effectiveness. Among the positive consequences of safe and healthy workplaces are: higher productivity owing to few lost workdays, increased efficiency, quality from healthier workforce, reduced medical and insurance costs, lower workers' compensation rates and direct payments because of few claims being filed, and improved reputation. According to McCunney (2001), the primary beneficial impact of occupational health and safety on productivity is reduced absenteeism.

The challenge of organizations today is how to enlist the hearts and minds of all their employees. Occupational exposures versus ergonomic, physiological and psychosocial factors are found in today's work environment. Such factors, individually or in several complex combinations, threaten workers' safety and health and reduce well-being and productivity (Health and Safety Executive, 2008). World Health Organization (2013) estimates that over 160 million of new

cases of work related illnesses occur every year. International Labour Organization estimates that 2.2 million workers die every year as a result of work related ill-health and injury, 350 thousand of these deaths are due to accidents and the rest due to occupational illness and accidents. On top of these International Labour Organization estimates that there are 264 million non fatal accidents occur each year that result in more than three (3) days absence from work and 160 million people suffer from work-related diseases. In economic terms, the ILO has estimated that 4% of the world's annual GDP is lost as a consequence of occupational diseases and accidents (ILO, 2013). In past one year slightly more three (3) million US workers suffered from occupational injuries and illnesses resulting from accidents at work number of fatal accidents. This statistics results in an incidence rate of 3.3 cases per 100 equivalent to full time workers (Bureau of Labour Statistics, 2013). In the United Kingdom 2 million people are reported to be suffering from illness believed to be caused or made worse by their current or past work. Overall UK performance is better than many other European countries such as Germany, France, Italy, Spain and Poland in the key areas of injuries, fatalities and self-reported work related ill-health (British Safety Council, 2014).

In Africa the issue of Occupational health and safety practices has been ignored by most countries and organizations. The ILO reported that 63,900 work deaths occurred in the 54 African countries and that an estimated 1,560,000 disabling work injuries occurred (ILO, 2010). The fundamental perspective on why majority of African countries and organizations struggle to foster an effective occupational health and safety workplace is that most employers put greater emphasis on productivity and profitability while compromising health and safety standards, procedures, policies and programmes. In Kenya the status of occupational safety and health

situation/conditions is an issue of growing concern by the employers, government, managers, industrialists, workers and other stakeholders. Health and safety has not been given increasing emphasis by managers, employers, employees, trade unions, employers' associations and other stakeholders in recent years (Nyakang'o, 2009). The above understanding coupled with the fact that at the core of every business is man whose output is partially dependent on his/her state of health, an appreciation of the concept of occupational health and safety becomes imperative to the success of any organization.

### **1.1.1 Concept of Occupational Safety and Health**

Occupational health and safety is a cross-disciplinary area concerned with protecting the safety, health and welfare of people engaged in work or employment. The goal of all occupational health and safety programs is to foster a safe work environment (Amazon, 2006). Occupational health deals with ill-health arising from working conditions/or environment that slowly accumulate to lead to deterioration of the workers health. However occupational safety is concerned with prevention of accidents and minimizing the aspect of work environment that has the potential of causing immediate violent harm to employees (Armstrong, 2012).

According Mejjia (2010) asserts that occupational safety and health is abroad area which includes both physical and emotional well-being. Effectively managing workplace safety and health requires far more than reducing the number of job related accidents and injuries. Health and safety is a positive concept that includes social and personal resources as well as physical capabilities (Nutbeam, 1990). It has been conceptualized as the ability to have and to reach goals, meet personal needs and cope with everyday life (Raphael, Brown, Renwick & Rootman, 1997). The concept of accident proneness is now largely discredited; safety and health programs

concentrate as far as possible on ensuring that the employee is suitable for the job and that work is conducted in a safe environment (Graham and Bennet, 1995).

Jackson et.al. (2009) states that the term occupational safety and health refers to the physiological – physical and psychological conditions of a workplace that result from work environment provided by the organization. Physiological-physical conditions include diseases and accidents such as actual loss of life, repetitive motion injuries, back pain, carpal tunnel syndrome. Psychological conditions encompass symptoms of poor mental health and job burnout, including apathy, emotional exhaustion, withdrawal, confusion about roles and duties, mistrust of others, in attentiveness, irritability and a tendency to become distraught over trifles. These conditions often are responses to workplace stress and a low quality of work life.

### **1.1.2 Occupational Safety and Health Programs**

Occupational safety and health programs involve practices or activities that are undertaken by the organization in reducing unsafe conditions and unsafe acts in the workplace. Reducing unsafe conditions is always an employer's first line of defense in accident prevention (Hopkin, 2010). He further observe that in designing safe and healthy environments, employers need to pay special attention to vulnerable workers in the workplace either due to lack of education, ill-fitting personal protective equipment, physical limitations or cultural reasons.

The achievement of a healthy and safe place of work and the elimination of maximum extent of possible hazards to health and safety is the responsibility of everyone employed in an organization as well as those working under contract. The occupational safety and health programs are designed to minimize the impact of work related illnesses and accidents arising

from the work (Armstrong, 2012). Designing and implementing intervention programs is more challenging to organizations/or companies with none operations around the world because it is more difficult to monitor progress. Related to this challenge and responsibility of Human resource professionals and organizations in managing the conditions resulting from major diseases epidemics and major disasters. Because the magnitude of the impact of diseases and disasters, organizations must be proactive in managing occurrence (Stewart and McGoldrick, 1996).

On the other hand Dessler (2008) argues that healthy and safe working environment does not just happen it has to be created. The organizations with the best reputation for safety have developed well planned, thorough health and safety programs. Concern for safety should begin at the highest level within the organization, manager and then supervisor. If an organization takes effective safety and health measures, fewer of its employees will have short or long term ill-effects as a result of employed at that organization. Nzuve (2009) believe that organizations depend on employees as working partners and fellow members of the organization community. The achievement of a healthy and safe place of work and elimination of maximum extent of possible hazards in an organization as well as those working there under contract. By reducing the rates and severity of occupational accidents, diseases, workplace violence, stress related illness, and improving the quality of work for their employees, organizations become significantly effective.

Organizations invest in health and safety programs in part of humanitarian reasons but also out of concern of controlling costs of many kinds, extending from times Occupational Safety and Health Act for non-compliance to health insurance premiums, to payments for non-productive



labour. They also benefit from having healthy employees as some have been willing to invest for this purpose by setting wellness programs and facilities (Miner and Crane, 1995). Many interventions can be used to improve workplace safety and health. Among the most common are programs designed to reduce accidents and injuries, reduce diseases, improve employees' ability to manage stress and overall health. While some of the interventions are intended to change the lifestyles and non-work behaviours of employees. All these interventions can reduce the many costs associated with employee injuries, illness and death (Werner (2009).

### **1.1.3 Employee Performance**

Employee Performance is the record of result which is gained from the function of certain work or certain activities in certain period of time. It is a set of behaviours that are relevant to the goals of the organization or the organizational unit in which a person works (Bernandin & Russell, 2009). Armstrong (2010) state that employee performance\_ is a process for establishing a shared workforce understanding about what is to be achieved at an organization level. It is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. Many business organizations in this era of global competition are trying to create a high performance work culture which is incorporated of both business and corporate strategies in order to develop individual's contribution to the overall success of the organization. In recent years, many organizations are trying to create a 'performance culture', which is incorporated of several strategies in order to develop individuals' contribution to the overall success of the organization. The human resource department commonly has the responsibility for ensuring the health and safety of employees is

taken care of hence high performance output (Armstrong, 2007; Boxal and Purcell, 2008; Fletcher and Williams, 1996).

Armstrong (2012) assert, the aim of managers is to establish a high performance culture in which individuals and team takes responsibility for the continuous improvement of business process and for their own skills and contributions within a framework provided effective leadership. Most of the world's largest corporations are realizing that business and work activities must no longer ignore safety and health concerns. According to (Gilley *et.al*, 2003) argues that what is required is an organization wide approach to performance improvement with workplace health and safety as critical aspects of employee performance. The desire for improved workers productivity cannot be approached in a vacuum. The benefits accrue from keeping the workplace safe must not exceed the costs incurred for occupational safety and health programs.

According to (Pritchard, 1990) states that productivity improvement is important for the individual organization and to improve productivity it is important to measure it. Effective managers and supervisors realize that they must take an active and positive role in employee performance to ensure that goals are met. Managing employee performance is one way of empowering employees. To give the organization and its employees the opportunity to achieve high performance, managers and employees must understand their workplace safety thoroughly, in terms of both what they are doing and how they are supposed to do it. Effective managers create antecedent that achieve two purposes: they facilitate performance and stimulate employees for performance (Zeithmal, 2002). Employee performance reviews ensure that the workers are focused on their jobs and work toward reaching the company's overall goals and satisfying the organization's mission statement (Aldag, 2004).

### **1.1.4 Kenya Power Company**

Kenya Power and Lighting Company was established in the year 1954 from Kenya Power Company that was created to be managed by East Africa Power and Lighting for the purpose of transmitting power. Being the only company of its kind in Kenya, it takes the job of bringing power to the people seriously. The company is in the business of power supply and hence its distribution to homes and business to ensure smooth running of day-to-day activities. The company is responsible for ensuring that there is adequate line capacity to maintain supply and quality of electricity across the country and sells electricity to over 2.6 million customers (as at April 2014).

The company is committed to providing high quality customer service by efficiently transmitting and distributing high quality electricity that is safe, adequate and reliable at cost effective tariffs. The Board, Management and staff of Kenya Power Company are committed to effective implementation and continual improvement of the Quality Management System that complies with the requirements of ISO 9001:2008 in order to consistently meet its customers and other stakeholders requirements and expectations. The company reinforces the power transmission and distribution network by constructing additional lines and substations. Efficiency of the transmission and distribution network continues to be enhanced in both technical and non-technical aspects. Technical improvements include re-conducting of lines, installation of capacitors, and construction of additional feeders and substations.

Kenya Power Company has staff of 10,465 and great importance is attached to ensuring that they have a healthy and safe working environment. According to the company's annual report (2013/14) one of the pillars which the company operates on is its corporate vision, mission, and

values which is anchored in the human capital. Occupational health and safety is one crucial area in the company since it has both unionized and non-unionized employees. However, the concept of occupational health and safety programs seems to be only valid in most organizational policy statements while none exists in practice. The company has a poor safety culture with hazardous, risky working conditions and numerous problems of health and safety at work and among working people, high rate of costly early retirements, loss of skilled staff, absenteeism, and high insurance premiums due to work-related accidents and diseases. . Outsourcing of some of the activities has been reported to be deteriorating safety conditions since the contractors don't protect their workers from accidents. Workers have a right to work in a safe and healthy environment safe from hazards and conducive to increase productivity.

To protect its employees from hazardous and unsafe work environment the company has to put in place emphasis on occupational health and safety programs because building a safe work place requires the participation of management and employees in developing and implementing effective actions to eliminate hazards and reduce risks. It is for this reason the Human resource Department finds it difficult in designing and implementing occupational safety and health programs in the company.

## **1.2 Research Problem**

Health at work and healthy work environments are among the most valuable assets of individuals, communities, companies and countries. Occupational safety and health is an important strategy not only to ensure the health and safety of workers, but also contribute positively to productivity, quality of products, work motivation, job satisfaction and thereby to the overall quality of life of individuals and society (WHO, 1994). Virtually all employees in an

organization are affected by occupational safety and health for better or worse. Employees at work environment are out in the open to many of the health and safety hazards as they are exposed to potentially dangerous equipment, machines, tools or chemicals in the workplace. Due to mounting social and public pressure and rising consumer expectations, enterprises are increasingly being expected to go beyond the legal requirements and act more responsibly. Creating workplaces that are healthy for the employees and that prevent illness and disease, is one way in which companies can meet these rising expectations while also improving productivity and competitiveness (Torrington et.al, 2008).

Kenya Power Company has developed policies, guidelines and programs on occupational safety and health that are applied and implemented across the board to all employees. The company is also committed to excellence and success in the energy sector through motivation kitty awarded to best performing employees and departments. Kenya Power Company has an occupational safety and health program that has been designed to recognize employee performance. However, from the statutory safety and health audit report conducted in 2013 shows that work related accidents, illness and injuries have increased by 20-30% especially among technical workers, and that there are challenges with implementation of occupational safety and health programs. Health care costs have continue to increase, this has led to a conflict between the needs of the company to push for increased output and efficiency and the needs of employees to be protected from hazards and accidents in the place of work. Absenteeism for health reasons was also cited by the audit report as among the many reasons often disrupts performance of individuals employees as sick or injured employees are likely to perform less if they do try to work.

Several studies have been done in relation to occupational health and safety to employee performance. Badekale (2012) conducted a descriptive research in form of a survey on the effects of organizational health and safety policies on employee performance in Larfage (WAPCO) Ewekoro, Ogun State in Nigeria which revealed that a healthy worker is a productive worker. The study found out that lack of good safety practice, and health care costs are some of the issues that successful health and safety programs. 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. Indakwa (2013) also did a cross-sectional study on the perceived influence of occupational health and safety practices on job satisfaction among employees in the sugar industry. The research established that occupational health and safety influence job satisfaction, and the findings of the study was that occupational safety and health influences job satisfaction. 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. Jelimo (2013) conducted a descriptive research on the effects of occupational health and safety practices on employees' productivity. The study found 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 occupational

safety and health to performance of employees especially in the energy sector. It is from this knowledge that the study seeks to unpack the relationship between occupational safety and health programs on performance of employees at Kenya Power by answering the following question: What is the effect of occupational safety and health program to performance of employees at Kenya Power Company?

### **1.3 The Objective of the Study**

The objective of the study was to establish the effects of occupational safety and health programs on employee performance at Kenya Power Company.

### **1.4 Value of the Study**

The findings of the study will enable the management and employees to identify the various occupational safety and health programs hence relevant information on the way of improving employee work performance by enhancing the safety and health standards on the job. The research will be of benefit to other researchers as they may use it as a reference guide when carrying out a similar study on the impact of occupational health and safety programs on performance of employees. It will help them identify the gap left by the researcher in the course of carrying out this study.

The findings will be useful for policy makers, practitioners, and implementers who could use the results of the study to identify and bridge the gap of occupational safety and health programs in the workplaces. This would help in improving performance and reducing accidents and work related illness.

Academicians/scholars will also benefit from the study since it will add value to the existing body of knowledge by stimulating new areas for further research through the findings and

subsequent recommendations. Finally the study will provide the Government of Kenya with an insight on how to review, design, develop and implement the new occupational safety and health legislation. Also in ensuring that the new law on OSHA is adhered to by all employers and organizations to reduce work related accidents, injuries and diseases.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter focused on the literature review on occupational safety and health programs on employee performance. The chapter highlights the theoretical foundation, occupational safety and health programmes, and the effects of occupational safety and health programs on employee performance.

#### **2.2 Theoretical Foundation**

The study used Goal-Freedom Alertness Theory and Distractions Theory to explain the effects of occupational safety and health programs to employee performance. These two theories are reviewed below.

##### **2.2.1 Goal-Freedom Alertness Theory**

The Goal-Freedom Alertness Theory was developed by Kerr (1950) and it states that safe work performance is the result of psychologically rewarding work environment. Under this theory, accidents are viewed as low-quality work behaviour occurring in an unrewarding psychological climate. This contributes to a lower level of alertness. According to the theory, a rewarding psychological climate is one where workers are encouraged to participate, set sustainable goals and choose methods or safety programmes to attain those safety and health goals. They must be allowed to participate in raising and solving problems.

Goal-Freedom Alertness Theory essentially states that management should let workers have well defined goals and freedom to pursue those goals. The result is a higher level of alertness and a

focus on the tasks at hand. The theory suggests that managers and supervisors should try and make work more rewarding for workers. They may use a variety of managerial techniques including positive reinforcements, goal setting participative management and clear work assignments. Heinrich et.al (1980) supports the theory by stating workers will be safe in a positive work environment. They argue that safe performance is compromised by a climate that diverts the attention of workers. They confirm that hazards divert the workers attention during work hours and thus the diversion increases susceptibility to injury. Heinrich et. al (1980) suggests that managers and supervisors can actively work to alleviate hazards in the work environment. Reaction of workers to unsafe conditions depends on the fact that whether the worker identifies the unsafe condition

### **2.2.2 Distractions Theory**

The proponent of the theory is Hinze (1997) and states that safety is situational. Because mental distractions vary, the responses to them may have to differ to maintain safe performance. Additionally, hazards or physical conditions with inherent qualities that can cause harm to a person, may or may not be recognized by the worker and influence safety of the task. The theory applies to a situation in which recognized safety hazard or mental distractions exist and there is a well-defined work task to perform. In the absence of hazards there is little to prevent workers from completing their tasks. However in the presence of hazards, work is greatly complicated. The theory has two components, first dealing with hazards posed by unsafe physical conditions and the other dealing with a worker preoccupation with issues not directly related to the task being performed. The theory basically states that when a worker has lower probability of injury and higher level of task achievement. When a worker has a higher focus on a mental distraction,

the worker has a higher probability of injury and a lower level of task achievement. To avoid injury and achieve high levels of productivity, workers must avoid mental distractions.

Petersen (1996) states that managers must consider human capabilities from health and safety viewpoint when assigning tasks to their employees. He argues that accidents have identifiable socio-technical cause resulting in human performance. Employers should take account of their capabilities and the level of training, knowledge and experience on health and safety in the workplaces. Petersen (1996) confirms that organizations should design human error oriented accidents prevention programs without slowing productivity or compromise performance since accidents and incidents in workplaces are unplanned and unwanted occurrences involving movement of persons, objects or materials which may result in injury, damage or loss to property or people.

### **2.3 Occupational Safety and Health Programmes**

These are programmes that try discovering the causes of accidents and aiming at reducing the accidents. This is a continuous process of enhancing safety and it tries to minimize the effects of accidents (Verman and Mohan, 2010). Sparrow (1998) postulates that the heart of organizations safety programme is accident prevention. Occupational health and safety also encompasses all the people and programmes directly or indirectly involved in making the work environment safe. Occupational health and safety programs according to Liukkonen et al (1996) play a great role in reduction of cost for the organization the cost through the Work-related accidents or diseases which are very costly and can have many serious direct and indirect effects on the lives of workers and their families. It include practical, enterprise level efforts aimed at achieving adequate occupational health and safety such as Medical/health surveillance, Health and Safety

Committees, Employee Wellness Programs, Employee Assistance Programs, Health and Safety Policies, Health and Safety Audits, and Health and Safety Training. The programmes are discussed below.

Occupational Health Surveillance are methods for identifying occupational hazards and health problems associated with them and can be broadly listed as environmental assessment, biological monitoring, medical surveillance and epidemiological approaches (Foot and Hook, 2008). To ensure a healthy working environment there must be monitoring at the workplace. This involves systematic surveillance of the factors in the working environment and working practices which may affect workers health. Surveillance programmes should therefore include the monitoring of workers to hazards (ILO, 2001).

Health and Safety Policies except in very small firms of fewer than five employees, every employer is required to prepare and keep up-to date, a written statement of safety policy. Measures from prevention and control of occupational hazards in the workplace should be based upon a clear, implementable and well-defined policy at the level of the organization (Foot and Hook, 2008). The occupational health and safety policy represents the foundation for which occupational safety and health goals and performance measures and components are developed. This statement reflect the employer's commitment to safety and health at work, and should indicate the standard of behaviour are to be aimed for in health and safety matters (Storey, 1995). Written health and safety policies are required to demonstrate that top management is concerned about the protection of organizations employees from hazards at work and indicate how protection will be. The policy statements should be a declaration of the intention of the employer to safeguard the health and safety of employees. The statement should describe the health and

safety in the organization and the standards through which business is set and achieved by people at all levels of the company. The statement should underline the ultimate responsibility of top management for health and safety performance of the organization (Wayne, 1986).

Health and Safety Audits provide for a much more comprehensive review of all aspects of health and safety policies, procedures and practices. Safety audits can be conducted by safety advisers and/or human resource specialists, but the more managers, employees and employee representatives are involved the better (Jackson et.al 2000). Cole (2004) state that audits are often conducted/or carried out under the auspices of a health and safety committee with its members taking an active part in conducting them. Managers can also be held responsible for conducting audits within their departments and, even better, individual members of these departments can be trained to carry out audits in particular areas.

Health and Safety Inspections are programmes designed to examine a specific area of the organization, an operational department or a manufacturing process to locate and define any faults in the system, equipment, plant or machines, or any operational errors that might be a danger to health or source of accidents. Health and safety inspections should be carried out in a regular and systematic basis by line managers and supervisors with the advice of health safety specialists (Price, 2007).

Health and safety training is a key part of the preventive programme. Safety and health training is an essential element in maintaining a healthy and safe workplace and has been an integral component of occupational health and safety management. Training provides individuals with the basic theoretical and practical knowledge for the successful exercise of their trade or

occupation and their integration into the working environment (Millmore et. al, 2007). Occupational safety and health training should meet the needs of the workers. Safety training spells out the rules and provides information on potential hazards and how to avoid them. The need to give appropriate training in occupational health and safety to workers and their representatives should thus be stressed as a fundamental element of occupational safety and health policy. Managers, supervisory staff and workers all need to be trained (Armstrong, 2006).

Safety Committee is another strategy in the management of accident prevention is the use of safety committee. Cooperation between management and workers or their representatives at the workplace, in the field of occupational health and safety, is an essential element in maintaining working environment. Joint health and safety committees provide a valuable framework for discussion and for concerted action to improve safety and health (Dessler, 2013). The human resource department can serve as the coordinator of a committee composed of several employee representatives. Where union exists, the committee should have union representation as well (Jackson et.al, 2000). According to Armstrong (2012) suggest that health and safety committee should help in conducting risk assessments and safety audits and make suggestions on improving health and safety performance. Employers should establish safety committees after consultation with trade union representatives and post a notice stating the composition of the committee and indicating what areas the organization will embrace. The overall objective of the safety committee is the promotion of cooperation between employers and employees in investigating, developing, and carrying out measures to ensure the helath and safety at work of the employees'.

Ergonomics is an applied science that studies the interaction between people and the work environment. It focuses on matching the job to the worker the study and design of work environment to address physiological and physical demands on individuals. In the work setting, ergonomic studies look at such factors as fatigue, stress, tools, equipment layout and placement of control (Robert and John, 2004). Ergonomics involves improvement of safety by making the job more comfortable and less fatiguing through ergonomics. Ergonomics considers changes in the job environment in conjunction with physical and psychological capabilities and limitations of employees (Jackson et. al, 2000).

Employees Wellness Programs are important in health and safety. Employee Wellness Programs is an active process of becoming aware of and making choices toward a more successful existence (Robinson, 2006). Companies have invested in wellness programs at record rates and such programs appear to be paying off in terms of morale, performance, absentee rates and health care costs (Jackson et. al, 2000). On the other hand Mejia et. al (2010) argues that organizations have become more interested in preventive programs. Recognizing that they can have an effect on their employees behaviour and lifestyle off the job, companies are encouraging aging employees to lead healthier lives and also attempt to reduce health care costs through formal employee wellness programs. Wellness programs may be simple and inexpensive as providing information about stop-smoking clinics and weight loss programs or as comprehensive and expensive as professional health screening and multi-million dollar fitness facilities.

Employee Assistance Programs are designed to help employees whose job performance is suffering because of physical, mental or emotional problems. EAPs have become reasonably

common in recent years as a means of providing both practical and emotional support for employees (Beardwell, 2005). They are the main formal method used to provide support at different times. Employee assistance programs address a variety of employee problems ranging from drug abuse to marital problems. Many organizations create employee assistance programs because they recognize their ethical and legal obligations to protect their workers physical health but their mental health as well (Mejia et. al, 2010).

## **2.4 The Effects of Occupational Safety and Health Programs on Employee Performance**

The employee job performance can be negatively affected by Occupational health and safety which means if there is lack of high performance in job the organizations performance also gets affected hence also affecting the overall organization performance. For Example: If the workplace is not health hazard proof it will cause a disease among workforce hence negatively affect the employee job performance and organization performance as affirmed by Karen Danna et al (1999). A concern in principle for the health and safety of employees and encouragement of employees self-interest and safety are obvious prerequisites. Workplace reality can be different because of perceptions that health and safety constraints operational freedom and inhibits productivity. Higher performance HR strategies recognize creating an environment where people feel physically and psychologically safe seems to a fairly fundamental demonstration that workers are valued (Pilbeam & Corbridge, 2010).

Sikpa (2011) studied an assessment of occupational health and safety practices on job performance at the Tetteh Quarshie Memorial Hospital in Ghana and found out that the current occupational health and safety practices in the hospital are inadequate, and that the management,



staff, patients and other stakeholders are exposed to several risks and hazards. The study concluded that there cannot be any effective occupational safety and health practices if both the employers and employees fail to perform their respective responsibilities. Accidents are costly to the affected employees and the organization. Therefore every effort should be made in order to avoid them from happening at the workplaces.

Badakale (2012) also conducted a study that sought to determine the effects of occupational health and safety policies on employee performance in Larfage (WAPCO) PLC, Ewekoro, Ogun State in Nigeria. His study found the amount of time wasted during accident and cost that is ignorantly spent on health care is higher than the cost spent on planning and providing a safe working environment and a good safety policy. The study concluded that occupational health and safety should be given a serious attention on the shop-floor bearing it in mind that it is a right for the employees and required by law.

Musyoka (2014) studied the relationship between health and safety programmes and performance of manufacturing firms in Mombasa County, Kenya. The study found out that many of the firms had taken some health and safety measures and that they had shown positive effect on work performance. Among the four factors that were being investigated, health and safety measures, social welfare programmes, accident prevention programmes and occupational health programmes. The four factors had a positive and significant correlation with employee performance. Therefore, the implementation of health and safety programmes at the work place has a positive impact on employees' performance. The study concluded that health and safety measures at work place have a positive and significant correlation to work performance therefore

each and every company should practice or implement the health and safety programmes at their work place if they are to improve performance.

Jelimo (2013) did a study on the effects of occupational health and safety practices on employee productivity. The study found out that there are occupational health and safety practices that have positive relationship with productivity of employees and include; fire prevention and protection, lighting and ventilation, personal protective equipments and good housekeeping, while chairs/tables and facilities for sitting, first aid kit and medical facility and drinking water and sanitary facilities had negative relationship. The study concluded that when an organization fully implements occupational health and safety practices improves employees' productivity. It was also realized that absence of Occupational Health and Safety practices could easily result in absenteeism, high employee turnover, increased medical bill and insurance claim, injuries and frequent accidents. The study recommended continuous improvements of occupational health and safety practices as it greatly influences employee satisfaction, commitment, performance and productivity.

Occupational health and safety have great importance in the employees work environment because nowadays human resource is the most valuable asset that an organization does have and the existence of bad occupational health and safety environment greatly affect the job performance of employees. Occupational safety, health and the well-being and quality of life of working people are crucial prerequisites for productivity and are of utmost importance for overall socio-economic and sustainable development (WHO, 1994). According to Cole (2004) states that an employer has a common law duty to provide a safe place of work for his employees and is at common law for accidents caused by his employees in the course of their employment.

The achievement of the highest standards of health and safety in the workplaces is important because the elimination or at least minimization of health and safety hazards and risks is the moral as well as legal responsibility of the employers. The tangible benefits from better health and safety management include higher productivity, lower absences, avoiding the cost of accidents and litigation, meeting clients demands and improved staff morale and employee relations.

A safe work environment exists when the manager has done everything possible to establish the conditions that encourage success and to remove the causes of accidents. Safe and healthy work environment provides the organization and its employees with the opportunity to achieve high performance (Baterman, 2002). According to (Beardwell & Holden, 1993) argue that the recognition of the importance of health and safety in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee health and safety is considerably emphasized. They add that technological developments and organizational change have gradually led some employers to the realization that success relies on the conducive work environment to their employees and this mars considerable and continuous investment on the health and safety. Increased productivity is often said to be the most important reason for safe work environment. Health and safety not only increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and also how working in safe work environment is (McNamara, 1998).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In this chapter the researcher has presented Research Design, Target Population, Sample Design, Data Collection Procedures, and Data Analysis and Presentation

#### **3.2 Research Design**

The study adopted Descriptive research design in form of a survey. The design is found appropriate because the departments and units of the organization (Kenya Power Company) are many and they will be investigated independently. According to Cooper and Schindler (2003) descriptive design are used to describe phenomena associated with a subject population or to estimate proportions of the population that have certain characteristics.

#### **3.2 Target Population**

According to (Kombo & Tirop, 2011) all items in any field of inquiry constitute a population. The target population is a complete set of individual, cases or objects with the same common characteristics to which the researcher wants to generalize the results of the study (Mugenda, 2005). The target population in this study was all the employees working at Kenya Power and Lighting Company who are both unionized and non-unionized. According to the Human Resource Department the total number of employees' is 10,465 (Kenya Power and Lighting Company-Human Resource Department, 2015).

#### **3.3 Sample Design**

The selection of the respondents was done through stratified random sampling which classifies the population into strata and ensures all the departments, units and sections are represented.

Stratified random sampling is a process by which the sample is constrained to include elements from each of the segments and it is useful when the researcher wants to study the characteristics of certain population subgroups (Cooper and Schindler, 2003). The target population was stratified into senior, middle and lower management employees who are non-unionisable and heads departments, sections or units respectively, and other employees who are employed by Kenya Power & Lightening and are unionized.

<b>Category</b>	<b>Population</b>	<b>Sample</b>	<b>Percentage</b>
Senior level management	70	20	5%
Middle level management	286	33	9%
Lower level management	508	60	16%
Other/Unionized staff	9,601	260	70%
Total	10,465	373	100%

Source: Kenya Power, Human Resource Department (2015)

### **3.4 Data Collection**

The study used quantitative data collection methods. Primary Data was collected mainly by use of structured questionnaires. A Five Point Likert Scale was used to determine the degree to occupational safety and health affect to performance of employees at Kenya Power. The questionnaire was divided into two sections 'A', and 'B'. Section 'A' contained information regarding background of the respondents, and Section 'B' contained questions on the correlation between Occupational Safety and Health Programs to Employee Performance. The respondents were required to fill the questionnaires at their own convenient time to avoid inconvenience

during work hours. Drop and pick method and e-mail correspondence was used to administer the questionnaires and the response was picked after fourteen (14) days.

### **3.5 Data Analysis**

Data was checked for accuracy, uniformity, logical completeness and consistency before analysis. Data was analyzed through the use of descriptive statistics which include mean, mode, percentage, and standard deviation through use of Statistical Package for Social Sciences (SPSS). Presentation of the findings was done by frequency distribution tables and diagrams, pie charts, and bar graphs. Regression analysis was used to establish the effects of occupational safety and health to employee performance.

## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

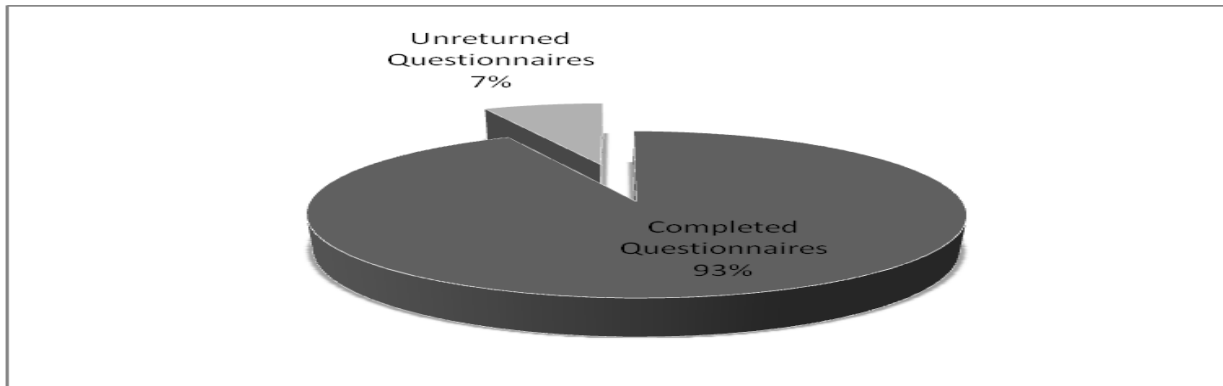
#### **4.1 Introduction**

This chapter presents analysis, results and discussions. The chapter consists of four sections which were response rate, demographic characteristics of the respondents, results of occupational health and safety and employee performance which were presented through correlation and regression analysis. The findings of the study were presented in form of tables and graphs.

#### **4.2 Response Rate**

This study was conducted at Kenya Power Company Limited. The researcher in attempt to collect data relevant to the study distributed a total copies of three hundred and seventy three (373) questionnaires which were administered to the respondents working in various stations at Kenya Power Company through drop and pick method. However, out of the 373 questionnaires that were distributed, 346 questionnaires were completely filled and returned making a response rate of 93% while 7% were not returned as presented in Figure 4.1. This response rate is acceptable and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent

**Figure 4.1 Response Rate**



**Source: Research Data (2015)**

### **4.3 Demographic Characteristics of the Respondents’**

The section presents the data findings on the respondents’ general information. The demographic information included gender of respondents, department of work, category of work in the organization, number of years served in the organization, their level of education, and age category.

#### **4.3.1 Respondents’ Gender**

The respondents were required to indicate their gender to ensure equal representation of both gender and obtain their views. The results are presented in Table 4.1.

**Table 4.1: Respondents Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	246	71
Female	100	29
<b>Total</b>	<b>346</b>	<b>100</b>

**Source: Research Data (2015)**

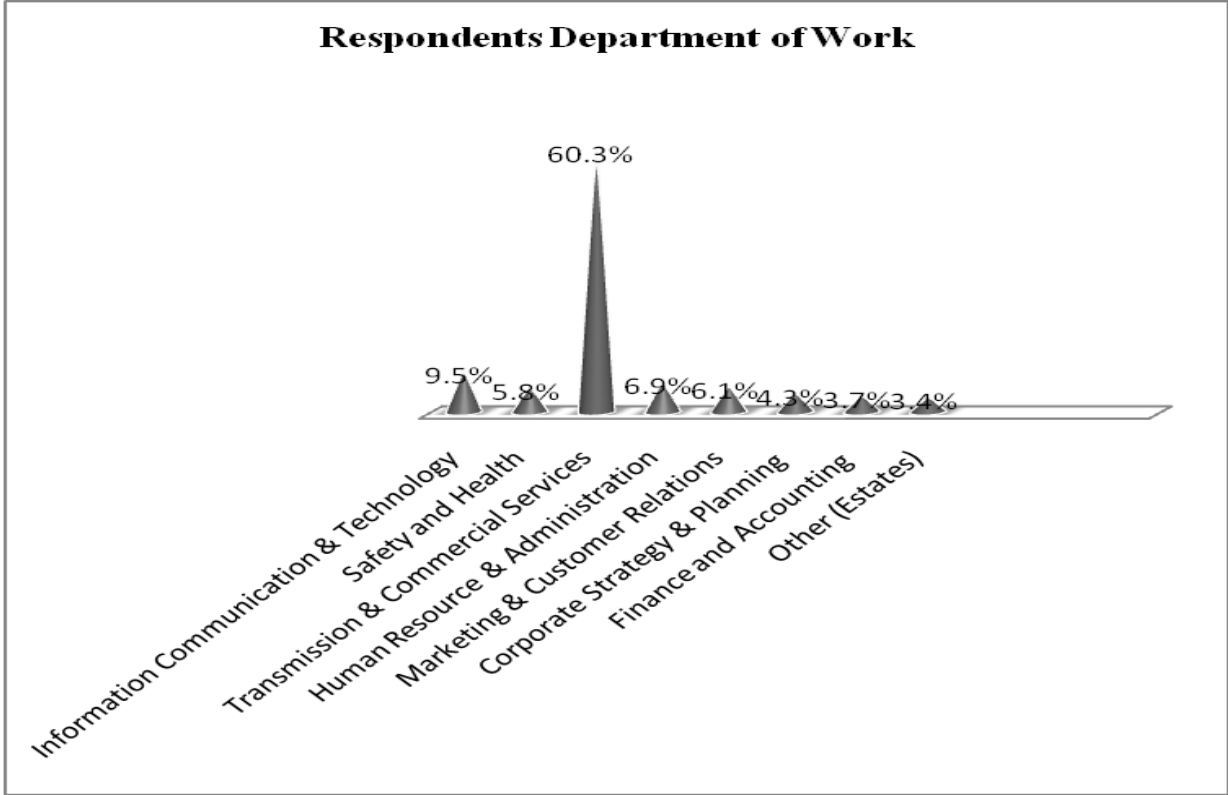
The results indicate that 71% of the respondents were male while 29% were female. The findings indicate that there is significantly more male than female due to nature of work done at Kenya Power Company. This shows that the study was not influenced by gender imbalance.



### 4.3.2 Respondents' Department of Work

The respondents to state their department of work ranging from Economics, Finance and Accounting, Information Communication Technology, Human Resource and Administration, Procurement and Maintenance Services and Other Departments. The response is analyzed in Figure 4.2.

Figure 4.2: Respondents' Department of Work



Source: Research Data (2015)

Findings as shown in Figure 4.2 above indicate that majority of the respondents were from Transmission and Commercial Services (60.3%) compared to Information Communication and Technology (9.5%), Human Resource and Administration (6.9%), Marketing and Customer Relations (6.1%), Corporate Strategy and Planning (4.3%), Finance and Accounting (3.7%), and

Other-Estates (3.4%). The study response therefore shows that there was representation of the respondents in each of the departments at Kenya Power Company. The findings reveal that majority of the employees are in Transmission and Commercial Services and this can be generalized as Kenya Power as a whole. It is therefore important to conclude that the all the departments/or business areas were covered by the research thus the study was representative of Kenya Power Company.

### 4.3.3 Category of Work in the Organization

The study sought to establish the category of respondents in the organization. The results are shown in Table 4.2.

**Table 4.2: Category of Work in the Organization**

Category	Frequency	Percentage
Top Management	16	4.6
Middle Management	28	8.1
Lower Management	56	16.2
Other/Unionsable Employees	246	71.1
<b>Total</b>	<b>346</b>	<b>100.0</b>

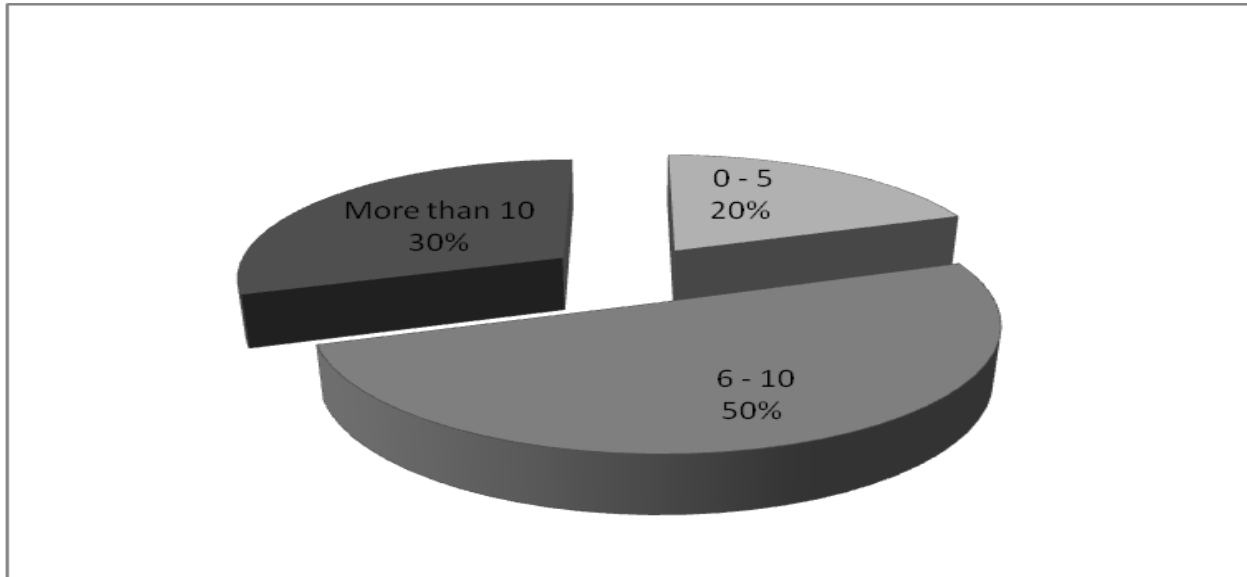
**Source: Research Data (2015)**

From the research findings as shown in Table 4.2 reveal that majority of the respondents were in other categories in the company (71.1%), lower level management (16.2%), middle level management (8.1%) and top management (4.6%). The research concludes that all level of employees was represented as their response may have significant effect on the findings of their study.

### 4.3.4 Years of Employment at Kenya Power Company

The study sought to know the number of years the employees have been employed in the Company. The analysis is presented in the Figure 4.3.

**Figure 4.3: Years of Employment at Kenya Power Company**



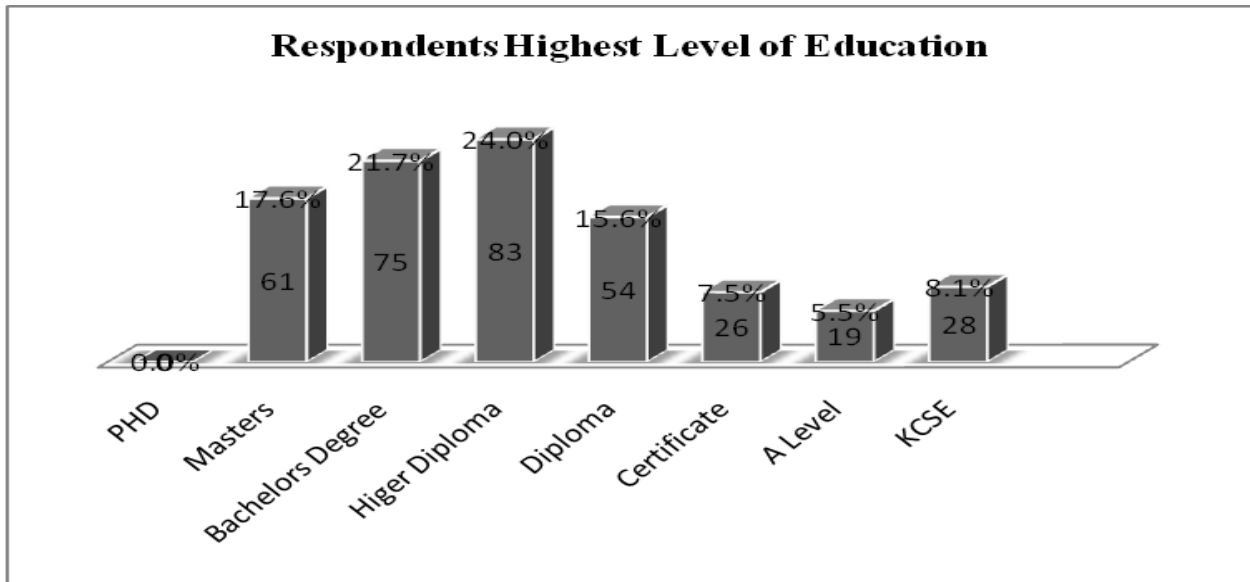
**Source: Research (2015)**

Results as shown in Figure 4.3 indicate that majority of the respondents had been employed for 6-10 years (50%), more than 10 years (30%) and 0-5 years (20%). These findings show that most of the respondents had worked at the company for more than 10 years. It can be concluded that most of the respondents had enough experience hence provided most reliable information on occupational health and safety programs in the Company.

### 4.3.5 Respondents' Highest Level of Education

The study sought to identify the highest education qualifications of the employees. The findings are presented in the figure below.

**Figure 4.4: Respondents' Highest Level of Education**



**Source: Research Data (2015)**

From the Figure 4.4 it is revealed that majority of the workers were Higher Diploma holders (24.0%), Bachelor's Degree (21.7%), Masters (17.6%), Diploma (15.6%), Certificate (7.5%), 'A-Level, KCSE (8.1%) and PHD (0%). It is important to conclude that majority of the employees are knowledgeable on occupational health and safety programs in the company.

#### **4.3.6 Respondents' Age Category**

The study sought to identify the age bracket of the respondents in the company. The results are summarized in the Table 4.3.

**Table 4.3: Respondents' Age Category**

<b>Age Category</b>	<b>Frequency</b>	<b>Percentage</b>
25 years and below	1	0.3
26 – 34	86	24.9
35 – 44	103	29.8
45 and above	156	45.0
<b>Total</b>	<b>346</b>	<b>100.0</b>

**Source: Research Data (2015)**

Findings reveal that majority of the respondents were 45 years and above (45%), 35-44 years (30%), 26-34 years (25%) and below 25 years (0.3%). The study concluded that employees of all age categories participated in the research.

#### **4.4. Occupational Safety and Health Programmes**

The objective of the study was to establish the effects of occupational safety and health programmes on employee performance at Kenya Power Company. This section therefore deals with occupational safety and health programs at Kenya Power Company. The respondents were asked to indicate the occupational safety and health programs provided by Kenya Power and Lightening Company in a five (5) -point Likert Scale in collecting the data so the factors were ranked based on their weighted mean. The range was ‘Strongly Agree (5)’ to ‘Strongly Disagree’ (1). The scores of ‘Strongly Disagree’ and ‘Disagree’ have been taken to represent a variable which had mean score of 0 to 2.5 on the continuous Likert scale; ( $0 \leq L.E < 2.4$ ). The scores of ‘Unecertain/Moderate’ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: ( $2.5 \leq M.E. < 3.4$ ) and the score of both Agree and Strongly Agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous

Likert scale; ( $3.5 \leq G.E. < 5.0$ ). A standard deviation of  $\geq 1$  is taken to mean was consensus on employee responses while  $\leq 1$  shows there was no significance variance hence consensus in responses. .

#### 4.4.1 Occupational Health Surveillance

The respondents were asked to role of occupational health surveillance. The results are indicated in Table 4.4.

**Table 4.4: Occupational Health Surveillance**

<b>Descriptive Statistics</b>	<b>Mean</b>	<b>Std. Deviation</b>
Surveillance is carried out by qualified , trained and experienced people	3.6277	1.14106
Surveillance is carried out in accordance with the law (OSHA ACT )	3.5821	.71633
There is regularly & periodic examination of employees exposed to health hazards or illness.	3.3723	1.10689
There is an assessment of working environment to identify factors that may affect workers health.	3.1590	1.30135

The study investigated on the occupational health surveillance in the company and the following aspects were tested. Majority of the respondents agreed to a moderate extent in that there is an assessment of working environment to identify factors that may affect workers health with a mean of 3.1590 and there is regularly & periodic examination of employees exposed to health hazards or illness with a mean of 3.3723. They further agreed to a great extent that Surveillance is carried out in accordance with the law (OSHA ACT) with a mean of 3.5821 and surveillance is carried out by qualified, trained and experienced people with a mean of 3.6277. The findings imply that the company had occupational health surveillance in their programs. All the aspects

had high means that were highly rated with majority lying between strongly agreeing and agreeing with the aspects. This is also depicted by the high standard deviations from the means. The workers agreed that there were occupational health surveillance in the company. The findings imply that Kenya Power Company has health surveillance carried out by qualified, trained and experienced people, and that surveillance is in accordance with the law (OSHA). However, there is not much periodic examination and assessment of working environment is not adequate.

#### **4.4.2 Health and Safety Committees**

The study also sought to investigate on the health and safety committees in the company. The respondents were asked to indicate whether health and safety committee has helped in promoting health and safety in the company. The results are shown in Table 4.5.

**Table 4.5: Health and Safety Committees**

	Mean	Std. Deviation
The organization has a health and safety committee in place.	3.9740	.15940
Safety committee allows participation of employees in its activities.	2.7312	1.06595
Safety committees identify issues to be addressed and make improvements	2.6763	1.13156
Employees are confident with the composition of the safety committee	2.5087	1.12221

Research findings as shown in Table 4.5 indicate that majority of the respondents agreed to a great extent in that the organization has a health and safety committee in place with a mean of 3.9740. They further agreed to a moderate extent that Safety committee allows participation of employees in its activities with a mean of 2.7312, Safety committees identify issues to be

addressed and make improvements with a mean of 2.6763 and Employees are confident with the composition of the safety committee with a mean of 2.5087. These findings imply that Kenya Power Company have health and safety committee. However, the health and safety committee has not allowed participation of employees in its activities, has not identified health and safety issues to be addressed or make improvements hence employees are not confident with the composition of health and safety committee.

#### **4.4.3 Employee Assistance Program**

The respondents were asked to indicate to what extent they agreed with the statements as presented in the questionnaire. The results are presented in Table 4.6.

**Table 4.6: Employee Assistance Program**

	Mean	Std. Deviation
There is reduction of health care cost through EAP	3.0000	.00000
There is decrease in marital issues and drug abuse.	2.9653	.22576

Findings from the study indicate that majority of the respondents agreed to a moderate extent in that there is reduction of health care cost through EAP with a mean of 3.0000 and there is decrease in marital issues and drug abuse with a mean of 2.9653. The findings indicate that the employee assistance program was adapted to a moderate extent in the company. The findings indicate that the employee assistance program was adapted to a moderate extent in the company. The results imply that though Kenya Power Company has employee assistance program in place, there is moderate reduction of health care costs nor decrease in marital issues and drug abuse.



#### 4.4.4 Employee Wellness Programs

The respondents were asked to indicate to what extent they agreed with the statements under employee wellness programs in the questionnaire. The results are analyzed below

**Table 4.7: Employee Wellness Programs**

	Mean	Std. Deviation
Absenteeism rate has decreased accidents severity	3.5867	.95386
The program has increased workers productivity.	3.3555	.99459
The company has a wellness program.	3.0000	.00000
Wellness programs reduce employees' health hazards and illness.	2.5867	.87460

Findings from the study as indicated in Table 4.7 reveal that majority of the respondents agreed to a great extent in that; Absenteeism rate has decreased accidents severity with a mean of 3.5867. They further agreed to a moderate extent that the program has increased workers productivity with a mean of 3.3555, the company has a wellness program with a mean of 3.0000 and wellness programs reduce employees' health hazards and illness with a mean of 2.5867. The findings on employee wellness program imply that Kenya Power Company has adopted the program to a moderate extent. However, absenteeism rate has decreased accidents severity, workers productivity has increased slightly and there is no much reduction of employees' health hazards and illness.

#### 4.4.5 Health and Safety Policy

The respondents were asked to indicate to what extent they agreed with the statements listed under health and safety policy.

**Table 4.8: Health and Safety Policy**

	Mean	Std. Deviation
The company has a healthy and safety policy in place that aims at promoting safety culture.	2.8092	1.07057
Roles and responsibilities of the employees and employer is defined in the policy.	2.3931	.62911
The policy complies with OSHA Act 2007	2.3642	.82024
The policy defines the procedure for handling complaints on health and safety.	2.2861	1.27481
The policy has been made available to all employees for transparency purposes.	2.1098	1.29192

Findings as shown in Table 4.8 indicate that majority of the respondents agreed to a moderate extent in that company has a healthy and safety policy in place that aims at promoting safety culture with a mean of 2.8092. Further the respondents agreed to a low extent that Roles and responsibilities of the employees and employer is defined in the policy (2.3931), The policy complies with OSHA Act 2007 with a mean of 2.3642, The policy defines the procedure for handling complaints on health and safety with a mean of 2.2861 and the policy has been made available to all employees for transparency purposes with a mean of 2.1098. The findings implies that Kenya Power Company has a to moderate extent have a Health and Safety Policy in place. However, the roles and responsibilities of the employees and employer are not well defined as the policy does not comply with Occupational Safety and Health Act 2007. The policy has not defined the procedure for handling complaints on health and safety, and has not been made available to all employees for transparency purposes.

#### 4.4.6 Health and Safety Inspections

In line with these aspects the respondents were asked to indicate to what extent they agreed with the various statements listed under the aspect. Table 4.9 below presents the results.

**Table 4.9: Health and Safety Inspections**

	Mean	Std. Deviation
Inspections identify dangerous substances	3.4191	.99598
The company conducts regular inspections at the workplace.	2.7630	1.11455
The inspections help in developing health and safety strategies and initiatives that are tailored to the organization specific needs.	2.1329	1.01850
Employees are involved in the inspection process.	2.0607	1.11346

Research findings as shown in Table 4.9 reveal majority of the respondents agreed to a great extent that Inspections identify dangerous substances with a mean of 3.4191. Further the respondents agreed to a moderate extent that the Company conducts regular inspections at the workplace with a mean of 2.7630. Further the respondents agreed to a low extent that the inspections help in developing health and safety strategies and initiatives that are tailored to the organization specific needs with a mean of 2.1329 and Employees are involved in the inspection process with a mean of 2.0607. This implies that health and safety inspections have been moderately at Kenya Power Company. However, the company does not conduct regular inspections at the workplace, the inspections have not helped in developing health and safety strategies and initiatives that are tailored to the company safety needs and also the employees are not involved in the process.

#### 4.4.7 Health and Safety Audits

The respondents were asked to indicate to which extent they agreed with the listed statements under the aspect. Table 4.10 below presents the results

**Table 4.10: Health and Safety Audits**

	Mean	Std. Deviation
Health and Safety audits are conducted regularly.	2.8902	.93843
Recommendations of the audits are implemented to improve health and safety.	2.7145	1.04455
Audit reports are shared to all the employees.	2.4364	1.12559
Safety audits identify risks in the work place.	2.2133	1.08734
Safety audit are conducted by safety advisors, HR specialists, managers and employee representatives.	2.1815	1.29171

Findings from the study shown in Table 4.10 indicate that majority of the respondents agreed to moderate extent in that Health and Safety audits are conducted regularly with a mean of 2.8902 and Recommendations of the audits are implemented to improve health and safety with a mean of 2.7145. Further the respondents agreed to a low extent that Audit reports are shared to all the employees with a mean of 2.4364, Safety audits identify risks in the work place with a mean of 2.2133 and Safety audit one conducted by safety advisors, HR specialists, managers and employee representatives with a mean of 2.1815. The findings imply that Kenya Power Company does health and safety audits but not regularly while recommendations are implemented partially. However, identification of risks in the workplace during safety audits are

not conducted by safety advisors, human resource specialists, managers and employee representatives.

#### 4.4.8 Health and Safety Training

The respondents were asked to indicate to which extent they agreed with the listed statements under the aspect. The results are presented below

**Table 4.11: Health and Safety Training**

	Mean	Std. Deviation
Employees are provided with adequate training to understand proper working methods.	3.4306	.77429
Company educate employees about a healthy work-style and lifestyle.	2.6301	1.02243
Relevant laws and regulations are explained during training.	2.5202	.96363
Information about safety and health provisions or outcome are shared openly with employees.	2.3376	1.26950
There is an ongoing education programs on health and safety.	2.1988	1.03133

The study also tested various aspects under health and safety training. The following are their means as shown in Table 4.11. Majority of the respondents agreed to a moderate extent that Employees are provided with adequate training to understand proper working methods with a mean of 3.4306, Company educate employees about a healthy work-style and lifestyle with a mean of 2.6301, Relevant laws and regulations are explained during training with a mean of 2.5202. Further the respondents agreed to a low extent that Information about safety and health provisions and outcome are shared openly with employees with a mean of 2.3376 and there is an ongoing education programs on health and safety with a mean of 2.1988. These findings imply

that health and safety training has been adopted at Kenya Power Company moderately. The company partially conducts health and safety training to understand proper working methods, employees healthy work style, lifestyle, and explaining relevant laws and regulations. However, the company does not openly share with the employees information about health and safety provisions or outcomes, and there is no ongoing education on health and safety.

#### **4.5 Means and Standard Deviations for Measures of Employee Performance**

The study also sought to identify employee performance using various indicators. The respondents were required to indicate to what extent they agreed with various aspects under employee performance. The five-point Likert scale was also used. The table below presents the results.

**Table 4.12: Employee Performance**

	Mean	Std. Deviation
My performance is evaluated relatively to the pre-established goals and objectives	3.9913	.09285
I am allowed to participate in evaluating my performance	3.974	.20688
I always meet my set work targets	3.8873	.31670
I have necessary ability and experience on my job.	3.8873	.31670
I have the ability to plan and be able to undertake work in an organized manner while identifying priorities	3.8699	.34535
I use my skills and knowledge to accomplish my tasks	3.8468	.46588
Adherence to moral principles, moral uprightness, honesty, decency, trustworthiness	3.6965	.46042
I usually put extra effort to complete an assignment on time.	3.4220	.56567
I am always punctual in my duty	3.2254	.41847
I communicate effectively with customers, superiors peers and others	3.1676	.37408
I sometimes work in a group when need arise (team player)	3.0434	.82418
Ability to manage people, inspires others, delegate duties, direct, co-ordinate and develop (mentor) others (leadership)	1.9740	1.19754

Results as shown in Table 4.12 indicate the means and standard deviations for aspects tested under employee performance. All the aspects had a mean of more than 3.5000 indicating that majority of the respondents agreed to a great extent with them. The aspects also have low standard deviations indicating the means didn't deviate much. One of the aspects i.e. Ability to manage people, inspires others, delegate duties, direct, co-ordinate and develop (mentor) others (leadership) had a mean of 1.9740 indicating that majority of the respondents disagreed with the

aspect. The findings imply that employee performance is key at Kenya Power and Lighting Company with special focus is on working within pre-established goals and objectives, participation in evaluation of performance, setting of targets, identifying of work priorities, honesty and trustworthiness, time management, customer focus and service, and maintenance of high standards of professionalism. However, performance is very low in regard to ability to manage others people, delegation of duties, leadership and mentorship.

#### **4.6 Relationship between Occupational Safety and Health Programs and Employee Performance**

The study sought to establish the relationship between the occupational safety and health programs and employee performance. Inferential statistics was done on the variables. Both multiple regression and Pearson correlation test were done to obtain the *r* coefficient. The results below present a summary of the results. Pearson Correlation analysis was used to achieve this end at 95% confidence level ( $\alpha = 0.05$ ). The results are indicated in the table

**Table 4.13: Simple Linear Regression (Model Summary)**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877 <sup>a</sup>	.855	.854	.06882
a. Predictors: (Constant), Health and Safety Training, Employee Assistance Program, Employee Wellness Programs., Health and Safety Policy, Health and Safety Committees, Health and Safety Inspections, Health and Safety Audits., Occupational Health Surveillance				

From the table, the *r*-coefficient is .877 (coefficient of determination) indicating that we had a strong positive correlation between occupational safety & health programs and employee



performance and accounted for 85.4% variability in employee performance. This represents an excellent fit.

**Table 4.14: Coefficients (Dependent variable EP)**

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B
		B	Std. Error	Beta			Upper Bound
	(Constant)	-.869	.134		-6.469	.000	-.605
	Occupational Health Surveillance	-.056	.038	-.153	-1.483	.139	.018
	Health and Safety Committees	-.062	.028	-.138	-2.160	.031	-.005

a. Dependent Variable: EMPLOYEE PERFORMANCE

**Source: Research Data (2015)**

From this Table 4.16 a model was developed (Regression equation). This equation was used to measure employee performance at Kenya Power Company using the indicators under study.

$$EMP = -0.869 - 0.056x_1 - 0.062x_2$$

Whereby; EMP is the employee performance, -0.869 is the constant,  $x_1$ - Occupational Health Surveillance,  $x_2$ - Health and Safety Committees,  $x_3$ - Employee Assistance Program,  $x_4$ - Employee Wellness Programs.,  $x_5$ - Health and Safety Policy,  $x_6$ - Health and Safety Inspections,  $x_7$ - Health and Safety Audits and  $x_8$ - Health and Safety Training.

From the table above, Occupational Health Surveillance has a strong positive relationship with employee performance thus the relationship is statistically significant at the 5% significance level ( $\beta = -.056$ ;  $p = .139 > .05$ ). Health and Safety Committees has a positive relationship with

employee performance thus the relationship is statistically significant at the 5% significance level ( $\beta = -.062$ ;  $p = .031 < .05$ ). Employee Assistance Program, Employee Wellness Program, Health and Safety Audit, Health and Safety Training, Health and Safety Policy and Health and Safety Inspections were found to be statistically insignificant and negatively related with Employee Performance. The study results support a positive relationship between occupational safety and health programs on employee performance in Kenya Power Company. In conclusion occupational Health Surveillance and Health and Safety Committees contribute to performance of employees at Kenya Power Company.

#### **4.7 Discussion of the Findings**

The objective of the study was to establish the effects of occupational safety and health programs on employee performance at Kenya Power Company. The findings of the study are line with the literature review and the results has established there is a relationship between occupational safety and health and employee performance. The results show that the development of an active health and safety culture in a company requires attitudinal and behavioural change as stated by Goal Freedom Alertness Theory (Kerr, 1950). Workplace reality can be different because of perceptions that health and safety constraints operational freedom and inhibits productivity. The findings of the study demonstrate that occupational health surveillance was carried out in Kenya Power Company. As stated by Foot and Hook (2008) successfully integration of health surveillance programmes can help reduce hazards and ensure safety of work environments thus leading to healthier and more productive employees. The results shows that accidents at work and work related ill health have a negative impact both at company level as well as employees working in different regions of Kenya Power Company.

The respondents have shown the potential benefits of health and safety committee though majority of the respondents believe that the committee has done little in improving health and safety standards in the company. As stated by Armstrong (2012) and Dessler (2013) safety and health committee is paramount as it help in identifying risks that are harmful and can have a negative impact on workers' productivity. The results also shows Employee Assistance Programs and Employee Wellness Programs have gained popularity to a moderate extent in Kenya Power and Lighting Company as they helped in reduction of health care costs and decrease in marital issues and drug abuse partially. Creating an environment where people feel physically and psychologically safe seems to be a fairly fundamental demonstration that workers at Kenya Power and Lightening are valued. This can be a catalyst to high performance and a measure to reduce medical costs (Torrington et al 2008). As also supported by a study carried out by Musyoka (2014) Employee Wellness and Employee Assistance programs reaffirms the company's commitment to the cause of a safe workplace and enable it comply with its moral and international obligations.

The study also established that there is health and safety policy in the workplace. Storey (1995) said that organizations that are committed to health and safety have policies that guide both management and employees in ensuring that working environment is injury and hazards free for their workers, and in order for the policy to be implemented it is important to integrate it with the organization strategy as health and safety policy forms part of the business strategy, and also the continuous improvement circle that drives a company towards excellence. The study by Badalake (2012) found out that there is a correlation between occupational health and safety policies and employee performance in Wapco Larfage PLC in Nigeria. The study found that health and safety audits and inspections have been moderately adopted by Kenya Power and

Lighting and are key interventions for occupational safety and health. As stated by Cole (2004) health and safety audits and inspections can contribute in a sustainable manner to the organizational goals and performance if the programmes are well designed and based on participatory approach.

The study revealed that health and safety training is moderately being carried out in Kenya Power and Lighting Company. The fact that training was positively linked with performance requires the organization invest in the programme. Armstrong (2006) said that health and safety training is paramount in acquisition of skills and knowledge and change of attitudes as causes of accidents in the workplace, how to work in a safe environment is highlighted and information on how diseases can be prevented is provided. Management and other employees must be trained to improve safety standards in the workplace.

On employee performance the study found that management must facilitate performance and stimulate employee to strive for high performance if organizations are to remain relevant and competitive globally. Management must facilitate performance by providing the things employees need to do their jobs such as adequate training, the necessary tools and equipment, adequate budget, enough authority and information to perform their jobs well. Successful health and safety practice is based on collaboration and good will, as well as taking employees concerns.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter gives an overview of findings, conclusions and recommendations drawn based on such findings and recommendations. The conclusions are made from the objectives of the study.

#### **5.2 Summary of Findings**

The objective of the study was to establish the effects of occupational safety and health programs on employee performance at Kenya Power Company. Data was collected by use of structured questionnaires. The findings indicate that majority of the respondents were male which had a significant difference thought did not affect the findings of the study due to the nature of work carried out in the company. This implied that the study was not influenced by gender imbalance. All the levels of employees were involved in the study with high response rate being in unionsable employees. The results have also showed that majority of employees have worked in the company between 6-10 years and therefore they had enough experience hence provide most reliable information on occupational health and safety programs in the organization. The findings revealed that majority of the respondents had Higher Diploma which meant that the respondents were knowledgeable on safety and health programs. The research found out that majority of the respondents were in Transmission and Commercial Services Department, the findings reflect that all departments and business areas were involved in the study. The findings indicate that majority of the respondents were above 45 years old which that the likely to affected by hazards, illnesses, injuries, and occupational diseases in the workplace

The findings majority of the respondents clearly indicate that the company have Occupational safety and Health Programs. Occupational health surveillance programs is carried out by qualified, trained and experienced people, and that surveillance is in accordance with the law (OSHA). However, there is not much periodic examination and assessment of working environment is not adequate. The study indicate that Kenya Power Company has health and safety committee. The health and safety committee has not allowed participation of employees in its activities, identified health and safety issues to be addressed or make improvements hence employees are not confident with the composition of health and safety committee.

The findings also show that the employee assistance program was adapted to a moderate extent in the company. The results imply that though Kenya Power Company has employee assistance program in place though there is moderate reduction of health care costs nor decrease in marital issues and drug abuse. The findings on employee wellness program indicate that Kenya Power Company has adopted the program to a moderate extent. However, absenteeism rate has decreased accidents severity, workers productivity has increased slightly and there is no much reduction of employees' health hazards and illness. The findings show that Kenya Power Company have to a moderate extent have a Health and Safety Policy in place. However, the roles and responsibilities of the employees and employer are not well defined as the policy does not comply with Occupational Safety and Health Act 2007. The policy has not defined the procedure for handling complaints on health and safety, and has not been made available to all employees for transparency purposes. Health and safety policy is key in promotion of occupational health and safety as part of an overall improvement in working conditions requires a well comprehensive

and elaborate health and safety policy which aims at promoting and advancing at all levels of the company the right of workers to a safe and healthy working environment.

Health and safety inspections have been moderately at Kenya Power Company. However, the company does not conduct regular inspections at the workplace, the inspections have not helped in developing health and safety strategies and initiatives that are tailored to the company safety needs and also the employees are not involved in the process. Health and safety training has been adopted at Kenya Power Company moderately. The company partially conducts health and safety training to understand proper working methods, employees healthy work style, lifestyle, and explaining relevant laws and regulations. However, the company does not openly share with the employees' information about health and safety provisions or outcomes, and there is no ongoing education on health and safety.

On employee performance majority of the respondents at Kenya Power Company strongly agreed that performance play a major role in the daily duties and responsibilities, there is measuring of outcomes in the shape of delivered performance compared with expectations expressed the agreement of role requirements, objectives and performance improvement and personal development plans. It provides the setting for ongoing dialogues about performance, which involves the joint and continuing review of achievements against objectives, requirements and plans. The findings imply that employee performance is key at Kenya Power Company with special focus is on working within pre-established goals and objectives, participation in evaluation of performance, setting of targets, identifying of work priorities, honesty and trustworthiness, time management, customer focus and service, and maintenance of high

standards of professionalism. However, performance is very low in regard to ability to manage others people, delegation of duties, leadership and mentorship

All the independent variables were found to have a strong positive correlation of above .80 except employee assistance program that has a weak positive correlation with employee performance. The study results support a positive relationship between occupational safety and health programs on employee performance in Kenya Power Company. In conclusion occupational health and safety programs contribute to performance of employees at Kenya Power Company.

### **5.3 Conclusion**

From the findings and discussion most occupational safety and health programs were found to have been adopted by the organization while employee performance was a continuous and flexible process that involved all levels of staff at Kenya Power Company. Although occupational safety and health in great extent determines employee performance the company has put little effort in establishing some programs. The respondents were in agreement with certain occupational safety and health programs which were found to be strong while others were moderate. The research established that OSH programs bring about measurable improvements in safety and health in the world of work and the applications of preventive strategies therefore offers significant human and economic benefits. Total commitment on the part of management to making safety and health a priority is essential to a successful OSH programme in the workplace. It is only when management plays a positive role that workers view such programmes as a worthwhile and sustainable exercise.



## **5.4 Recommendations**

Occupational safety and health programmes must aim at both prevention and protection. Efforts must be focused above all on primary prevention at the workplace level. Workplaces and working environments should be planned and designed to be safe and healthy. Continuous improvement of occupational safety and health must be promoted. This is necessary to ensure that company health and safety policy, regulations and technical standards to prevent occupational injuries, diseases and deaths are adapted periodically to social, technical and scientific progress and other changes in the world of work. It is best done by the development and implementation of activities that align to the Occupational Safety and Health Act.

Information is vital for the development and implementation of effective programmes. The collection and dissemination of accurate information on hazards and hazardous materials, surveillance of workplaces, monitoring of compliance with policies and good practice, and other related activities are central to the establishment and enforcement of effective policies. Health promotion is a central element of occupational health practice. Efforts must be made to enhance workers' physical, mental and social well-being at Kenya Power Company. Compensation, rehabilitation and curative services must be made available to workers who suffer occupational injuries, accidents and work related diseases. Action must be taken to minimize the consequences of occupational hazards

Education and training are vital components of safe, healthy working environments. Workers and employers must be made aware of the importance of establishing safe working procedures and of how to do so. Trainers must be trained in areas of special relevance to particular departments at

Kenya Power Company, so that they can address the specific occupational safety and health concerns. Clearly, some overlap exists among these general principles. For example, the gathering and dissemination of information on various facets of occupational safety and health underlies all the activities described. Information is needed for the prevention as well as the treatment of occupational injuries and diseases. It is also needed for the creation of effective policies and to ensure that they are enforced. Education and training demand information. Workers, employers and competent authorities have certain responsibilities, duties and obligations. For example, workers must follow established safety procedures; employers must provide safe workplaces and ensure access to first aid; and the competent authorities must devise, communicate and periodically review and update occupational safety and health policies.

Policies must be enforced. A system of inspection must be in place to secure compliance with occupational safety and health measures and other labour legislation. The responsibilities of top management, middle level management, supervisors and unionisable workers should be seen as complementary and mutually reinforcing in the common task of promoting occupational safety and health to the greatest extent possible within the constraints of company conditions and practice. Because occupational hazards arise at the workplace, it is the responsibility of top management to ensure that the working environment is safe and healthy. This means that they must prevent, and protect workers from, occupational risks. But top management' responsibility goes further, entailing knowledge of occupational hazards and a commitment to ensure that management processes promote safety and health at work. For example, an awareness of safety and health implications should guide decisions on the choice of technology and on how work is organized. Management should allocate sufficient resources (financial and human) for the proper

functioning of the occupational safety and health programme. Dynamic management strategies need to be developed and implemented to ensure the coherence, relevance and currency of all the elements that make up Kenya Power Company OSH system.

Kenya Power Company should set up a Joint safety and health committee that provide a valuable framework for discussion and for concerted action to improve safety and health. Cooperation in the field of occupational safety and health between management and workers or their representatives at the workplace is an essential element in maintaining a healthy working environment. It may also contribute to the establishment and maintenance of a good social climate and to the achievement of wider objectives. The establishment of joint safety and health committee and of workers' safety delegates is now common practice, and can help to promote workers' active involvement in safety and health work.

### **5.5 Limitations of the Study**

The researcher faced time and financial constraints in carrying out the research. The Kenya Power Company operates in different areas of jurisdiction and as such to collect data was not easy. The mode of data collection was through drop and collect basis which was not only expensive but which also took long period. Most of the respondents were reluctant to participate in research and had to be really convinced by the human resource department to understand the essence of filling the questionnaire. Some of the respondents kept the questionnaire for too long and others failed to return at all while some could not fully fill the questionnaire thus delaying data analysis.

### **5.6 Suggestion for Future Research**

For purposes of future similar research study a large sample should be obtained to determine whether findings can be generalized as this study used a sample of 373 respondents. It is

suggested that future studies can be extended to other state corporations to find out the effects of occupational safety and health programs and employee performance. The future research can assess the level of implementation and compliance of international and national laws related to health and safety in the workplace. Alternative data collection methods such as interviews can be used to yield more in-depth information on the effects of occupational health and safety programs on employee performance.

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## APPENDIXES

### APPENDIX I: QUESTIONNAIRE

#### Instructions:

Please provide the following regarding your position in the organization by placing “X” or “√” In the appropriate block.

#### SECTION A: BIODATA OF THE REpondENTS

1. What is your gender?

1.1	Male	
1.2	Female	

2. In which department of Kenya Power do you work?

2.1	Adult	
2.2	Economics	
2.3	Finance and Accounting	
2.4	Information, Communication and Technology	
2.5	Human Resource and Administration	
2.6	Procurement and maintenance Services	
2.7	Other (specify name)	

3. What category do you fall at in Kenya Power

3.1	Top Management	
3.2	Middle Level Management	
3.3	Lower	
3.4	Other ( specify )	

4. How many years have you been employed at Kenya Power

4.1	0 – 5	
4.2	6 – 10	
4.3	More than 10	

5. What is your highest qualification (Education Level )

5.1	PHD	
5.2	Masters	
5.3	Bachelors Degree	
5.4	Higher Diploma	
5.5	Diploma	
5.6	Others ( specify )	

6. What age category do you fall?

6.1	25 years and below	
6.2	26 – 34	
6.3	35 – 44	
6.4	45 and above	

**SECTION B: OCCUPATIONAL SAFETY ANDV HEALTH PROGRAMS**

**INSTRUCTIONS V: please indicate the extent to which you perceive that the following statements apply by indicating with an “X “OR “√ “in the appropriate box ( Scale 5. Strongly Agree 4. Agree 3. Uncertain 2. Disagree 1. Strongly Disagree)**

<b>B1</b>	<b>Occupational Health Surveillance</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly disagree</b>
1	There is regularly & periodic examination of employees exposed to health hazards or illness.					
2	There is an assessment of working environment to identify factors that may affect workers health.					
3	Surveillance is carried out in accordance with the law (OSHA ACT )					
4	Surveillance is carried out by qualified , trained and experienced people					
<b>B 2</b>	<b>Health and safety committees</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly disagree</b>
1	The organization has a health and safety committee in place.					



2	Safety committee allows participation of employees in its activities.					
3	Employees are confident with the composition of the safety committee.					
4	Safety committees identify issues to be addressed and make improvements.					
<b>B3</b>	<b>Employee assistance program</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly disagree</b>
1	There is reduction of health care cost through EAP					
2	There is decrease in marital issues and drug abuse.					
<b>B4</b>	<b>Employee wellness Programs.</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly disagree</b>
1	Wellness programs reduce employees' health hazards and illness.					
2	The company has a wellness program.					
3	The program has increased workers productivity.					
4.	Absenteeism rate has decreased accidents severity					
<b>B 5</b>	<b>Health and safety Policy</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly disagree</b>
1	The company has a healthy and safety policy in place that aims at promoting safety culture.					
2	The policy defines the procedure for handling complaints on health and safety.					
3	The policy has been made available to all employees for transparency purposes.					
4	The policy complies with OSHA Act 2007					

5.	Roles and responsibilities of the employees and employer is defined in the policy.					
<b>B 6</b>	<b>Health and safety inspections</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly disagree</b>
1	The company conducts regular inspections at the workplace.					
2	The inspections help in developing health and safety strategies and initiatives that are tailored to the organization specific needs.					
3	Inspections identify dangerous substances					
4	Employees are involved in the inspection process.					
<b>B 7</b>	<b>Health and Safety Audits.</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly disagree</b>
1	Safety audit one conducted by safety advisors, HR specialists, managers and employee representatives.					
2	Safety audits identify risks in the work place.					
3	Health and Safety audits are conducted regularly.					
4	Audit reports are shared to all the employees.					
5.	Recommendations of the audits are implemented to improve health and safety.					
<b>B 8</b>	<b>Health and Safety Training.</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly disagree</b>
1	Employees are provided with adequate training to understand proper working methods.					
2	Company educate employees about a healthy work-style and lifestyle.					
3	There is an ongoing					

	education programs on health and safety.					
4	Relevant laws and regulations are explained during training.					
5.	Information about safety and health provisions and outcome are shared openly with employees.					

## EMPLOYEE PERFORMANCE

**INSTRUCTIONS V:** please indicate the extent to which you perceive that the following statements apply by indicating with an “ X “OR “√ “in the appropriate box

	<b>Performance management</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly disagree</b>
1	I have the ability to plan and be able to undertake work in an organized manner while identifying priorities					
2	I communicate effectively with customers, superiors peers and others					
3	I am allowed to participate in evaluating my performance (self - evaluation)					
4	I am always punctual in my duty					
5	Ability to manage people, inspires others, delegate duties, direct, co-ordinate and develop					

	<b>Performance management</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly disagree</b>
	(mentor) others (leadership)					
6	I always meet my set work targets					
7	I use my skills and knowledge to accomplish my tasks					
8	Adherence to moral principles, moral uprightness, honesty, decency, trustworthiness					
9	I sometimes work in a group when need arise (team player)					
10	I usually put extra effort to complete an assignment on time.					
11	I have necessary ability and experience on my job.					
12	My performance is evaluated relatively to the preestablished goals and objectives					

**APPENDIX II -  
LETTER OF INTRODUCTION**

Eric Omondi Oluoch  
P.O. Box 54933 – 00200  
NAIROBI.  
Mobile: 0720320476  
28th September 2015

The Human Resource Manager  
Kenya Power Company  
P.o. Box 30099  
NAIROBI

Dear Sir/Madam

**RE: REQUEST TO COLLECT DATA**

I am a student at the University of Nairobi (School of Business) currently pursuing a Master of Science in Human Resource Management. As part of the requirement for the course, I am required to undertake a research project on real management issues. I therefore write to request for your permission to collect data in your Organization.

My research project will seek to establish **the Effects of Occupational Safety and Health on Employee Performance at Kenya Power Company**. I have attached a copy of an introductory letter from the University as well as a copy of the questionnaire. The information provided will be used for academic purposes ONLY and will be treated with utmost confidence it deserves.

Thanking you in advance.

Yours faithfully,

Eric Omondi Oluoch