

**THE INFLUENCE OF PERCEIVED QUALITY OF HEALTH AND SAFETY
STANDARDS ON EMPLOYEES JOB SATISFACTION AT OSERIAN
DEVELOPMENT COMPANY, KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF
NAIROBI.**

2015

DECLARATION

I hereby declare that this is my original work and has not been submitted to any other academic body for examination purposes.

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This Research project has been submitted for examination with my approval as the Supervisor.

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ABSTRACT

The health and safety of today's workforce is a vital part of every business's strategy. There is probably no industry where effective worker engagement with health and safety is more crucial than flower farming industry. Workers in flower farms are always exposed to dangers mainly from chemical poisoning and injuries caused by machinery. There is increasing evidence that workplace conditions may be eroding levels of job satisfaction and directly damaging the physical and mental health as well as the safety of employees. The objective of this study was to determine the influence of perceived health and safety standards on employees' job satisfaction at Oserian Development Company, Kenya. The research design was a case study and a semi structured questionnaire was used to collect data which was analysed using descriptive statistics including including frequencies, percentages, mean scores, standard deviations. Correlation and simple linear regression analysis was also used to determine the influence of health and safety standards on job satisfaction. Out of the targeted 300 respondents, only 206 completed the questionnaires representing a response rate of 69%. The research established that perceived quality of health standards has a strong effect on employee's job satisfaction. The adjusted R² is the coefficient of determination which designates the variation in dependent variable due to changes in independent variable. The adjusted R² was 0.696 showing that there was 69.6% of the variation in job satisfaction which is accounted for by the combined effects of regular safety training and education, accident prevention measures and health practices. Most respondents agreed that there are wellness programmes in place, adequate accident prevention measures, provision of health care and safety training. They were satisfied with the wellness programmes, accident prevention measures and the health services provided to employees at the health facility. The respondents were dissatisfied with protective gear, lack of initiative to reduce stress and employee benefits. It was recommended that safety training should be customized to meet the needs and requirements of different jobs in different workstations of the organization to enable employees apply the new skills and knowledge acquired. The government should also enforce the safety laws as stipulated in Occupational Health and Safety Act (2007) by taking legal action against all employers who do not abide by the safety laws and standards.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The status of occupational health and safety (OHS) conditions in Kenya is an issue of growing importance to the industrialists, practitioners, the Government and consumers. Kenya, like all other countries globally, has tried to address OSH concerns. Despite these efforts, it is estimated that 2 million work related fatalities still occur every year (ILO, 2009). In America, there is the occupation health and safety Act 1970, which is supplemented by the National Institute for occupational health and safety (Schuler and Huber, 1993). In Kenya, prior to the enactment of the OSH Act, (2007), matters of OSH were covered under the Factories and Other Places of Work, Act (1972), Chapter 514 of the laws of Kenya. This chapter has since June 2008 been replaced by the OSH Act (2007). The OSH Act is an Act of Parliament that provides for the safety, health and welfare of workers and all persons lawfully present at workplaces.

Today in the world market, consumer buyer organizations like the Trade Fair, Ethical Trading Partnership and Rain Forest Alliance among others, have listed occupational safety and health as one of the labor standard requirements that must be complied with by producer/seller organizations in order for their products to be accepted. ISO-9000 certification, whose quality standard requirement lay a lot of emphasis on compliance with occupational safety and health regulations has become a prerequisite for acceptance of products in most markets. In views of the above, the need for organizations to ensure

compliance with OSH at their workplaces as a basic human right and a strategic human relations management issue cannot be over-emphasized. (Nzuve et al., 2012)

There is increasing evidence that workplace conditions may be eroding levels of job satisfaction and directly damaging the physical and mental health as well as the safety of employees. Most organizations have poor occupational health and safety review mechanisms, inadequate health and safety policies and infrastructure. Employees who suffer accidents are unsatisfied with their jobs, and have higher levels of job tension and lower organizational commitment. Good working conditions make employees happier and find it easier to carry out their jobs while poor working conditions dissatisfy employees (Indakwa, 2013).

Most occupations are injury prone while matters of safety are treated casually by both employers and employees. Employees in the floriculture industry are not exceptional; they are exposed to health and safety hazards in their workplaces. By the nature of farming operations on the farm, the need for safety procedure is paramount. Employees operate machinery, handle agrochemicals and are therefore constantly exposed to dangers with a likelihood of minor incidents to long-term disabilities.

Various models have been developed to explain factors affecting job satisfaction among employees. The Affect Theory constructed by Locke (1976) states that job satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Another theory is the Core Self-evaluations Model proposed by Judge (1998) in which self-esteem, general self-efficacy, locus of control, and neuroticism are believed to determine one's disposition towards job satisfaction. Furthermore, the Herzberg's Two-factor theory (1966) attempts to explain that satisfaction and dissatisfaction are driven by motivators and hygiene factors respectively. Finally, Hackman & Oldham (1980) proposed the Job

Characteristics Model which explains how particular job characteristics impact on job outcomes, including job satisfaction.

Oserian Development Company (ODC) is a flower farm based in Naivasha along Moi south lake road. It deals with exportation of fresh cut flowers abroad and has a workforce of over 5,000 permanent employees. The company has many different departments dealing with different issues. These departments are largely categorized as either production; which deals with growing of flowers, administration; which deals with employees and Engineering, which deals with all machinery in the farm. By the nature of farming operations on the farm, the need for safety procedure is paramount. Employees operate machinery, handle agrochemicals and are therefore constantly exposed to dangers with a likelihood of minor incidents to long-term disabilities. The effects could be physical or psychological. The injuries could result in major costs in medical and legal fees for the organization (Oserian Development Company, annual report, 2011).

1.1.1 The Concept of Perception

Perception is the organization, identification, and interpretation of sensory information in order to represent and understand the environment. People see the world around them in their own unique way and behave and respond according to their interpretation (Ivancevich et al 2008). Ivancevich et al., further argue that individuals try to make sense of environmental stimuli by observation, selection and translation. According to Shane and Glinow (2008), perception is the process of receiving information about and making sense of the world around us. It entails deciding which information to notice, how to categorize the information and how to interpret it within the frame work of our existing knowledge. When information is received through senses, the brain quickly and consciously assesses whether it is relevant or not relevant. Thereafter, emotional markers such as worry, happiness and anger are attached

to relevant information based on the rapid evaluation. This then is shown in peoples' behavior and actions.

Similarly, Robins et al. (2008) describe perception as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. For instance, employees in a firm may view it as a great place to work due to favorable working conditions, interesting job assignments, good pay, excellent benefits and responsible management. In reality, it is not possible to attain such levels of satisfaction among all employees.

1.1.2 Occupational Health and Safety Standards

Occupational health and safety is concerned with protecting the safety, health and welfare of people engaged in work or employment. According to the content of the OSH Act, (2007), occupational risk prevention must be guided by the following general precepts; the avoidance of risks, the evaluation of risks that cannot be avoided, the minimization of risks at source, the adaptation of the work to the individual, especially regarding job design, the choice of work equipment, and the design of working and production methods, the consideration of technical progress, the replacement of dangerous conditions with those involving little or no danger, the development of prevention plans, which must integrate technological considerations, the organization of work, the working conditions, the social relationships, and the influence of environmental factors, priority to collective protective measures over the individual ones and provision of appropriate safety instructions to workers (Occupational Health and Safety Act 2007).

In accordance with these general principles of the OSH Act, (2007), there are specific employers' obligations on risk assessment, the supply and use of working equipment and means of protection, information provision, and consultation and participation of workers,

training, the implementation of emergency measures, the addressing of circumstances of serious and imminent danger, health surveillance, documentation, co-ordination among enterprises and protection of workers especially sensitive to determined risks. All companies have to comply with similar obligations and preventive principles, irrespective of their size. The Act cited above is predominantly socio-economic in nature and focuses on the shop floor conditions of the factory, safety devices, machine maintenance, and safety precautions in case of fire, gas explosions, and electrical faults, provisions of protective equipment among others (Occupational Health and Safety Act 2007)

Worker participation in the identification, assessment and control of workplace hazards is fundamental to reducing work-related injury and disease. Workers have the most direct interest in quality occupational health and safety of any party: it is their lives and limbs that are at risk when things go wrong. Moreover, workers often know more about the hazards associated with their workplace than anyone else, for the obvious reason that they have to live with them, day by day. Worker participation also has a number of other benefits. Not least, those who are genuine partners, and effective participants in, and owners of, Occupational Health and Safety (OHS) solutions, will have the greatest commitment to them (Gunningham, 2007)

Compliance with Health and safety legislation and regulations is a critical requirement for all business entities. There is an increasing concern from stakeholders over the requirement of organizations demonstrating firm commitment to Occupational Health and Safety (Goldstein, 2001). By managing the hazards and improving the beneficial effects of its activities, products and services, an organization can assure their clients, employees and other stakeholders that it is providing rigorous Occupational Health and Safety (OHS) protection and welfare.

1.1.3 Quality of Health and Safety Standards

An important agenda in today's world is for every organization, is to maintain survival in the competitive environment. For many decades, most organizations have focused on quality to ensure their survival but in recent years, the trend has shifted to include occupational health and safety (OHS) as one of the determinants of an organization's competitiveness through productivity improvement and efficiency (LaMontagne et al., 2004).

Achievement of the highest standard of safety and health at workplaces is critical for eliminating or at least minimizing safety and health hazards and risks. This requirement is a moral, economic and legal responsibility of employers. Organizations have started to show interest in health and safety management because of following reasons; Regulatory interest to comply with Occupational Health and Safety Act; Reports on major disasters that emphasize the failings of management to protect the health and safety of their workers; The Government's requirement for occupational health and safety management systems to assist organizations to comply compliance with the regulations; and Increased awareness of corporate responsibility (Armstrong 2006).

Effective health and safety management and its relation to job satisfaction have been considered an important element when managing the interaction between systems and people. It is estimated that the worker spends about one third of his/her time at the workplace (Sakari, 1991). During this time, he/she is exposed to various hazards including accidents, noise, dust, vibrations, heat and harsh chemicals among others (Kenei, 1995). Accidents have been related to some uncontrollable cause with regard to engagement of unsafe behavior while doing some activity. Herbert W. Heinrich, an early pioneer of accident prevention and industrial safety discovered that 88% of industrial accidents originated from human factors

(Goetsch, 2005) and in recent years, safety experts estimated that human factors contributed to 80% – 90% of all industrial accidents (Fleming et al., 1999).

1.1.4 Job satisfaction

According to Mullins (2005) job satisfaction is an emotion, a feeling, an attitude and a matter of perception. It results from an employee's experiences at work. Job satisfaction involves likes, dislikes, and intrinsic and extrinsic needs. It can be an important indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism and turnover. Similarly, Armstrong (2006) notes that positive and favorable attitudes towards the job indicate job satisfaction. On the other and the degree of satisfaction obtained by individuals largely depends upon their own needs and expectations, and the working environment. Most employees have the expectation that their workplace will offer a safe environment in which to do work. Some workplaces are safer than others just as some occupations offer more safety than others. Workplace safety ranks high on the list of goals for most workplaces. Employers thus need to care about employee safety.

Safety climate in an organization impacts positively on employees' job satisfaction. In addition, the general safety climate and the individual's safety knowhow will determine the extent to which health and safety management will positively impact job satisfaction and performance (Neal & Griffin, 2006). For this reason, the implementation of effective OHS management in floricultural farms would assist to resolve OHS problems successfully and probably improve employees' perception of their organizations. It is also a means to legal compliance. In addition, the need for research on the effectiveness of OHS management elements is vital to ensure continuous performance improvement and job satisfaction in flower industry organizations, a situation that is always in the limelight.

1.1.5 Oserian Development Company

The Kenyan flower industry is the 3rd largest flower exporter in the world (Rikken, 2011), and is Kenya's top foreign exchange earner (Ksoll et al., 2009). It employs over 50,000 people directly and supports several hundred thousand indirectly (Ethical Trading Initiative 2005). Kenya grows mainly roses, carnations, statice, alstroemeria, liliium and a variety of summer flowers. Oserian Development Company (ODC) is a flower farm based in Naivasha along Moi south lake road. It deals with exportation of fresh cut flowers abroad and has a workforce of over 5,000 permanent employees. The company has many different departments dealing with different issues. These departments are largely categorized as either production; which deals with growing of flowers, administration; which deals with employees and Engineering, which deals with all machinery in the farm. By the nature of farming operations on the farm, the need for safety procedure is paramount. Employees operate machinery, handle agrochemicals and are therefore constantly exposed to dangers with a likelihood of minor incidents to long-term disabilities. The effects could be physical or psychological. The injuries could result in major costs in medical and legal fees for the organization (Oserian Development Company, annual report, 2011).

There is probably no industry where effective worker engagement with health and safety is more crucial than flower farming industry. Workers in flower farms are always exposed to dangers mainly from chemical poisoning and injuries caused by machinery. This has raised a lot of concern among the stakeholders in the industry and the government. However this concern is not without reason. Floriculture is the leading foreign exchange earner in the agricultural sector in Kenya, accounting for some 40% of the flowers exported to the European market. However the industry is also one of the most dangerous working environments (Bruno, 2012).

Concerns have been raised over the use of chemicals in greenhouses and their effects on worker health, allegedly causing “skin lesions and allergies, respiratory problems, fainting, headaches, eye problems, chronic asthma and repetitive strain injuries” and that those workers who do fall sick or are injured are subsequently dismissed. A particular focus of concern is the lack of appropriate Personal Protective Equipment (PPE) during pesticide spraying, picking and sorting, and that workers have not been adequately trained for those tasks. Furthermore farms have been accused of not leaving enough time between spraying and workers re-entering the greenhouse (Bruno, 2012)

Western consumer pressure combined with trade union action has had a significant impact in improving workers’ working conditions and environmental control. Together with growing credible involvement of accreditation groups in increasing emphasis on social and environmental standards of flower farms, water extraction can be made sustainable, the impact of harmful chemicals can decrease and wages increase. However, the percentage of farms complying with accreditation standards may still be too low to ensure sustainability of the whole industry. Government incentives should encourage more farms to join accreditation bodies and Fair trade schemes and as well as improved coordination with trade unions (Bruno, 2012)

Flowers are a major global commodity grown on large enterprises in Latin America and Africa for sale in North American and European markets (Ziegler 2007). Fair trade has promoted the certification of flower plantations to address critical environmental concerns related to heavy agrochemical use and the poor working conditions of millions of men and women employed in this sector (ILRF 2010; PAN 2003). Within the floriculture industry, there exist a body, other than the labour organization and Public health office, who regulate matters of workers welfare; Fair Trade. Fair trade is an organized social movement and market-based approach that aims to help producers in developing countries make better

trading conditions and promote sustainability. Fair Trade also ensures that the OHS practices are up to date and are actually practiced on the ground. Regular auditing on the situation is common which helps to keep the operators on their toes (Raynolds, 2012).

1.2 Research problem

The health and safety of today's workforce is a vital part of every business's strategy. Where production or service needs to be continuous, the cost of disruptions and delays in processing, or unplanned downtime, can make a difference between profit and loss. Occupational hazards in the workplace have been identified as a major contributor to employees leaving the organization or to a shortage in the workforce as a result of low levels of job satisfaction. Under these circumstances, managers concentrate on removing sources of dissatisfaction from the workplace so as to keep employees productive, and satisfied (Kabango, 2013)

Oserian Development Company hires many workers who are on permanent and temporary employment terms depending on capabilities and availability of work e.g. during harvesting periods. These workers are frequently exposed to chemicals, which may be harmful to their health, changing climatic conditions, and undoubtedly, those on temporary employment may feel insecure. In addition to this, the rising pressure from lobby groups and the international markets on the working conditions of employees of flower firms is an important issue to consider. If there are no quality health and safety standards available to boost the health and morale of employees, they may get dissatisfied and feel neglected and as a result, may not perform satisfactorily at work, hence the need for the study on the influence of perceived quality of health and safety standards on job satisfaction. Oserian Development Company will provide a good avenue for study, since it is located at a fast growing town and therefore provides the right population for the study.

Various studies have been done on occupational health and safety programs such as one conducted by Mberia (2001) on the occupational health and safety programs adopted by the banking industry in Kenya. She found that a wide variety of programmes were in place, mainly to avoid work place injury and enhance employee safety. The programs are important in reducing the rates of absenteeism due to illness caused by injuries. Makori et al. (2012) conducted a study on the influence of occupational health and safety programs on performance of manufacturing firms. They reported moderate positive relationship between occupational health and safety programs and performance. Another study was conducted by Kabango (2013) on the perceived effects of health promotional programs on job satisfaction at Oserian. The study noted that promotion health articles provided to the staff at Oserian Development Company have helped the employees to keep healthy and fit and this has reduced job stresses and increased the productivity of the employees.

Nzuve et al (2012) conducted a study to explore the extent of compliance with occupational safety and health regulations at registered workplaces in Nairobi. The study found that 90% of the respondents were generally aware of the existence of the Occupational Safety and Health (OSH) Act, 2007. Over 80% of the respondents were of the view that administration and enforcement of the OSH Act, 2007 was adequate and also provided for the safety and health of employees at the workplace. In a study to establish causes of high turnover rates in all the sugar industries in Kenya, Orwa (1997) reported that 63% of interviewed employees indicated that they would leave the sugar firms due to unfavorable working conditions while 67% were dissatisfied with existing training programs.

Mberia (2001), Makori et al. (2012) and Orwa (1997) focused their studies on the banking, manufacturing and sugar industry respectively. Nzuve et al (2012) focused on registered workplaces in Nairobi. Kabango (2013) focused on promotional programs at Oserian. There is no known study that has been conducted on the effects of health and safety standards on

job satisfaction, in a flower firm. This study will seek to answer the question: What is the influence of perceived quality of health and safety standards on employee job satisfaction at Oserian Development Company.

1.3. Research objective

To explore the influence of perceived quality of health and safety standards on employees job satisfaction at Oserian Development Company.

1.4. Value of the Study

Following the findings, the study company will be able to understand how the employees view the company's OHS practices. This will enable the organization to align its OHS strategies to the needs of the employees.

Other business entities especially those in similar undertakings (Floriculture) would also benefit from the findings. Being in the same line of business, they could learn on how to improve their OHS practices, more so if they operate in the same context as Oserian Development Company.

Labour organizations would find grounds for emphasizing on sound OHS in workplace based on the study findings; they would justify that sound OHS practices are not only good for the workers but also good for business.

Following research recommendations that will be made in this study and the issues raised further research is bound to be stimulated. This would specifically benefit future researchers who would gather information on likely areas for research as guided by this study. Moreover, the recommended areas of research could also stimulate other related research titles.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter gives an extensive discussion of the theoretical framework of the study, a review of occupational health and safety standards, job satisfaction and the link between occupational health and safety standards and job satisfaction.

2.2 Theoretical Foundation

This study is based on theories of job satisfaction as well as theories of health and safety standards.

2.2.1 Theories of Job Satisfaction

Churchill et al, (1974) describe the term “job satisfaction” as a state relating with being satisfied with the emotional devotion, conferment (rewarding), all characteristic features constituting the job environment and the job itself. Job satisfaction can be explained using various theories. By his two factor theory, Herzberg (1966) advanced Maslow’s main, physiologic and self-realization theory and fortified it with his. Maslow’s theory is based on the comparison of the best and worst conditions at work. The conditions in which the workers enjoyed are called the motivators; the bad conditions are defensive factors (hygiene). According to him, preserving factors lead unsatisfactory conditions and contrary motivator elements lead fulfillment. The bad factors are: corporation policies and management, working condition, salary, status and relations with co-workers. The motivators are: success, fame, specialties of work, responsibility, awards and advancement.

Another important theory which explains the job satisfaction is Lawler's theory (1973). Lawler explains job satisfaction in four basic conditions: The Need Fulfillment theory which explains the reaching of the thing needed. The Discrepancy theory explains difference between expectations and reality. The Equity theory, about equality and the fourth one is the Two-factor theory. According to the Need Fulfillment theory, the basic rule of the happiness of workers is to satisfy their demands and getting their wishes. Workers are satisfied if their demands are totally provided. The more a worker earns, the more he is satisfied and the less a worker earns the less he is satisfied. A higher rank job or an interesting job can satisfy them too.

The Discrepancy theory is concerned on what the workers are expecting and what they are getting. Their expectations, evaluations and hopes of workers about their works are more important than what they are actually getting. Difference between expectations and gatherings are the base of this theory in light of these three questions: What do workers wish? What are their expectations? What can they get actually?

The Equity theory suggests that workers ponder about their qualifications, contribution to the work and the job's contribution to them. It means creating an attitude of worker against the work he does. If the worker is paid over his work he will feel guilty but if he is paid under what he deserves his feeling for justice will rise. The Two-factor theory regards the elements of reasons of fulfillment. Negative elements are lower wages, no job guarantee and such factors. Fulfillment elements are, as Herzberg (1976) stated; realization of worker himself and reaching his goals.

The Affect Theory developed by Locke (1976) suggests that job satisfaction is determined by a discrepancy between what one wants in a job and what one actually has in a job. The theory further states that how much one value a given facet of the job moderates how satisfied or

dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively when expectations are met compared to one who does not value that facet.

In addition, Hackman & Oldham (1980) proposed the Job Characteristics Model which is widely used to explain how certain job characteristics contribute to certain psychological states which impact on job outcomes including satisfaction. The five core job characteristics (skill variety, task identity, task significance, autonomy and feedback) impact on experienced meaningfulness of work, responsibility of outcomes and knowledge of the actual results. These in turn influence motivation and job satisfaction.

Finally, Judge (1998) constructed the Core Self- Evaluations Model. He argued that the four core self-evaluations (self- esteem, general self- efficacy, locus of control and neuroticism) influence the levels of job satisfaction. According to this model, higher levels of self-esteem and general self-efficacy lead to higher work satisfaction. Having an internal locus of control leads to higher job satisfaction and finally, lower levels of neuroticism leads to higher job satisfaction.

2.2.2 Theories of health and safety standards

Accident-proneness theory suggests that there's a permanent tendency within an individual to engage in unsafe behavior within some stated field of activity. This theory implies the possibility of reducing accidents by proper placement of people who scored high on number of accidents, in jobs where accidents are less likely to occur. Another theory which explains health and safety of workers is Goals-Freedom-Alertness theory (Kerr, 1957). This theory reflects the idea that the psychologically satisfying and desirable work environment lead to the safe performance of tasks and activities. The theory expresses the idea that accidents are low-quality activities due to unpleasant psychological work environment. Alertness will be

lowered as a result; the higher and the richer the climate is in terms of economic and non-economic opportunities, the more chance of alertness is created. The result of alertness is a higher quality performance and finally an accident-free work environment.

Kerr (1957) proposed another accident causation theory to complement Goals-Freedom-Alertness theory. Whereas Goals-Freedom-Alertness theory maintains that a worker will be safe in a positive environment, the adjustment-stress theory describes the conditions under which a worker would not be safe. Adjustment-stress theory states that safe performance is compromised by a climate that diverts the attention of workers. The theory suggests that managers and supervisors can actively work to alleviate stresses in the work environment. Managing both internal and external stresses decreases the probability of accidents.

Distractions Theory developed by Hinze (1997) states that safety is situational. This theory states that when a worker has higher focus on the hazards, the worker has a lower probability of injury and higher level of task achievement. When a worker has higher focus on mental distraction, the worker has a higher probability of injury and lower level of task achievement. Distractions theory applies to a situation in which a recognized safety hazard or a mental distraction exists and there is a well defined work tasks to perform.

2.3 Occupational Health and Safety standards

Dessler (2008) argues that the physical working environments have a lot of hazards which threaten the safety and health of employees, and include slippery and dirt floors which contribute to slips and falls. Mberia (2001) also noted that, machines and work environment have been identified as the main causes of occupational safety hazards. As much as employees have a responsibility to ensure they are safe, the employer has the biggest contribution to make. The figures of accidents victims are on the increase, which indicate that

work environments are still unsafe and therefore the management should ensure conducive and safe working conditions to its employees.

Jackson (2009) defines workplace safety and health as the physiological-physical and psychological conditions of a workplace that result from the work environment provided by the organization. Physiological-physical conditions include occupational disease and accidents such as actual loss of life or limb while psychological conditions encompass symptoms of poor mental health and job burnout. The mental health of employees is of paramount importance to a firm's performance. Unmanaged stress has been linked to heart disease, high blood pressure, and sleep trouble. At the workplace, it can lead to inefficiency, job dissatisfaction, and absence from work for related health conditions (Cook, et al, 2009).

According to Frank and Cruz (2001) even if the floriculture industry were taken as a solution for economic development and gained in the generation of employment during the last 30 years in developing countries, these advantages of the industry are at the expense of social and environmental disadvantage. The majority of workers in these farms are young women and the health effects of pesticide exposure in women and men may be different in important ways. Women on average have lower body weight and a higher proportion of body fat than men. Women's breast tissue has been associated with significant accumulation of fat-associated pesticides. These pesticides may be passed on during breastfeeding. In addition, effects of certain pesticides on human hormones may affect women and men differently and can have negative impacts on developing foetuses (Jacobs and Dinham, 2003). Jobs are often temporary, seasonal, casual and migrant, hence precarious. Long working hours and hazardous conditions are also common. Health and safety provisions are often poor, with workers not being provided with protective clothing, toilets, washing facilities and drinking water (Smith et. al, 2004).

2.4 Job Satisfaction

An employee's overall satisfaction with his job is the result of a combination of factors – and financial compensation is only one of them. Management's role in enhancing employees' job satisfaction is to make sure the work environment is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned (Grawich et al, 2006). Because employees spend so much time in their work environment each week, it's important for companies to try to optimize working conditions. Such things as providing spacious work areas rather than cramped ones, adequate lighting and comfortable work stations contribute to favorable work conditions. Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently contributes to job satisfaction as well (Thompson, 2012).

Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer. While this is a well-known fact in management practices, economic downturns like the current one seem to cause employers to ignore it. It is important that employers care about the happiness of their employees (Kristein, 1982). Dessler (2008) says that measuring the level of job satisfaction is best achieved by carrying out attitude surveys to determine how employees feel about the various variables of job satisfaction. Organizations strongly desire job satisfaction from their employees. Job satisfaction has been found to significantly influence job performance, absenteeism, turnover, and psychological distress.

2.5 Relationship between Health and Safety standards and Job Satisfaction

Perceived organizational support has been found to have a positive influence on safety attitudes and behaviors. Management commitment to safety was related to a number of employee attitudes, including job satisfaction, organizational commitment and intention to quit (Hofmann, et al, 2003). Other work has considered how safety climate perceptions are linked to employee outcomes, including organizational commitment, intention to quit and job involvement. Any organization where employees feel their organization ‘cares’ for them, including where they have positive views on the management of their health and safety, this may foster safer working practices and have a positive impact on employees’ attitudes, hence productivity (Morrow, 1998).

Studies conducted in different sectors on the influence of health and safety practices on job satisfaction reported a positive relationship between the variables. For instance, Gyekye (2005) found a positive association between job satisfaction and safety climate. Workers who expressed more satisfaction at their posts had positive perceptions of safety climate and displayed greater emotional attachment, involvement and expressed stronger feelings of allegiance and loyalty to their organization.

A good occupational health and safety program fosters a sense of security and comfort and increases job satisfaction (Ria, 2012). A comprehensive health program not only ensures good health of employees but also leads to a lowering rate of absenteeism and health insurance costs resulting in higher productivity and improved morale. For instance, a wellness program boosts employee morale and increases job satisfaction since it promotes employee health by providing education on health issues and healthy lifestyles.

Safety training programs are developed with an aim of enabling workers to acquire attitudes, knowledge and skills which help them reduce the perceived risk of their jobs. Most

workplace hazards are caused by incomplete or absent training and if an employee is not trained to their job properly in order to avoid falling victim to hazards, they are likely to become frustrated. When trained correctly on health and safety measures, an employee is likely to feel much less stress and more satisfied with their job. Sieben-Thomas (2005) found that job satisfaction tended to be higher where there was access to workplace training

Cheyne et al. (2002) conducted a study on employee attitudes towards safety in the manufacturing sector in UK. The study identified safety standards and goals, and safety management, which include personal involvement, communication, workplace hazards and physical work environment as factors that enhance safety activities in organization. The study found a good physical working environment and employee involvement as key factors that contribute to safety activities in organizations.

A survey among employees and human resource professionals on factors affecting overall employee job satisfaction by the Society for Human Resource Management (SHRM) in 2009 revealed that 54% of employees and 52% of human resource professionals interviewed indicated that feeling safe in the work environment was very important to employee job satisfaction. Similarly, Otieno (2010) reported that 57% of the respondents in study on the influence of work-life balance on job satisfaction agreed that work-life balance programs improves job satisfaction and employee performance while 69% thought that work environment played a big role in influencing job satisfaction.

Kumar et al (2013), in a study on professionals in the health sector in Pakistan found that 59% of the workers were dissatisfied with their job and only a half of the respondents were satisfied with the working environment. A similar study in Tanzania's health sector reported poor job satisfaction due to lack of job description, poor reward system, discouraging working environment and weak communication channels among the staff. Findings from

these studies show that a safe and healthy workplace influences employee job satisfaction positively.

2.6 Summary of Literature Review

This chapter has provided the theoretical foundation on job satisfaction and health and safety standards. It has also drawn comparisons on available literature in various industries on the relationship between job satisfaction and safety climate. Most studies found out that employees tend to be more satisfied in a safe work environment. However, there is no known study that has been conducted on the effects of health and safety standards on job satisfaction, in a flower firm. This study will therefore seek to explore the influence of perceived quality of health and safety standards on employee job satisfaction at Oserian Development Company.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter deals with the methodology that was employed in the study. It highlighted the research design, the target population, sample size and data collection and data analysis.

3.2 Research Design

The design for this study was a case study. A case study sought to obtain information that describes existing phenomena by asking individuals about their perceptions, attitude, behavior or values (Mugenda and Mugenda, 2003).

3.3 Target population

The study was carried out among the 6,000 employees of Oserian Development Company's farm located in Naivasha, South Lake region (ODC, annual report, 2011).

3.4 Sampling design

The researcher used stratified random sampling where respondents were picked randomly from the following four departments: chemicals department, packaging department, production department and warehouse department. This method enabled the researcher to capture any peculiarities of different departments. Mugenda and Mugenda (2003) recommended that for a large population 10% sample size is sufficient. Further, the rule of thumb suggests a minimum of 30 units. Based on these recommendations, the researcher considered that a sample size of 5% was large enough for analytical purposes.

Based on the above, the sample composition and size was computed as presented in the table.

Table 3.1: Sample size

Department	Target Population	Sample size (5%)
Production department	2,810	140
Packaging department	1,715	86
Chemical department	865	43
Warehouse department	610	31
TOTAL	6,000	300

Source (Author, 2015)

3.5 Data Collection

Data was collected through a semi structured questionnaire. This contained both closed and open ended questions. The open ended questions were meant to get the attitudes and the in depth information from the respondents. The questionnaire had two sections. Part A gathered general information of the respondents while part B addressed the variables of the study. Part B of the questionnaire adopted 5 point Likert type of questions where respondents were required to rate the extent to which they agree with given statements from to a very great extent (5) to no extent (1). The questionnaires were administered using drop and pick method.

3.6 Data analysis

Data was analyzed using descriptive statistics including frequencies, percentages, mean scores, standard deviations. Simple Linear Regression analysis established the influence of occupational health and safety standards and job satisfaction.

3.7 Summary of Research methodology

This chapter has looked at the research design was used for the study as well as a brief justification for the choice of the design. It has highlighted the targeted population for the study, the selected sample size and the adapted sampling method. Finally it has addressed the data collection and analysis procedures.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the data findings of the study. The objective of the study was to explore the influence of perceived quality of health and safety standards on employee's job satisfaction at Oserian Development Company.

4.2 Response rate

Of the 300 questionnaires administered, 206 were filled and returned. They were edited for completeness and consistency. The study achieved a response rate of 68.7%. According to Mugenda and Mugenda (2003) a response rate of 50% is adequate for an analysis, 60% is good and 70% is excellent. Thus a response rate of 69% was sufficient and reliable for the study.

Table 4.1: Response rate

Description	Total
Questionnaires administered	300
Questionnaires Filled & returned	206
Response rate	68.7%

Source (Author, 2015)

4.3 Demographic data

The demographic information considered in this study for the staff of Oserian Development Company included age, gender of the respondents, duration at the position currently held, level of education, departments worked, designation. These have been analyzed as follows:

4.3.1 Age of the respondents

The study revealed that majority of respondents (63%) was on the 18-25 year's age bracket, followed by 18% of the respondents on the 26-30 years bracket. This shows that majority of the staff at Oserian company are relatively young.

Table 4.2: Age distribution of the respondents

Age Bracket	Frequency	Percentage
18-25 years	130	63%
26-30 years	37	18%
31-35 years	27	13%
36-40 Years	4	2%
Over 40 years	8	4%
Grand Total	206	100%

Source (Author, 2015)

4.3.2 Gender

The respondents were asked to indicate their gender; this was expected to enable the researcher establish whether gender had influence on the responses of the subjects of the study. According to the findings, (56%) of the respondents were females while 44% were males. This shows that there are more females than males in the organization. Therefore the

aspects of health and safety standards at Oserian Development Company should be provided with reference to the high number of women working in the organization.

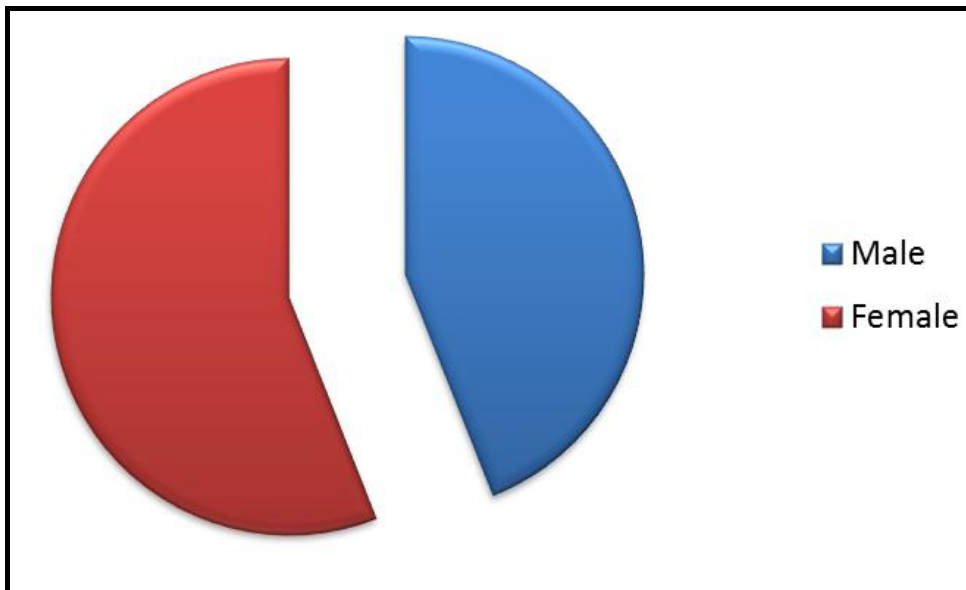


Figure 4.1: Gender composition of the respondents Source (Author, 2015)

4.3.3 Length of service

The study results revealed that majority (63%) of the respondents had worked for over 2 years, whereas a few (37%) of the respondents had worked in the company for less than 2 years. This could be attributed to high levels of job satisfaction among employees. This shows that most of the respondents have worked in the company for more than two years and are therefore aware of the health and safety standards available at Oserian Development Company and their perception was highly reliable.



Figure 4.2: Distribution of respondents by length of Service of the Respondents
Source; Author 2015

4.3.4 Level of education

The respondents were also asked to indicate their education levels. This information is vital since education level influences the understanding of employees on different aspects of work places. Thus education level of the staff could influence the understanding of the employees on the quality of health and safety standards.

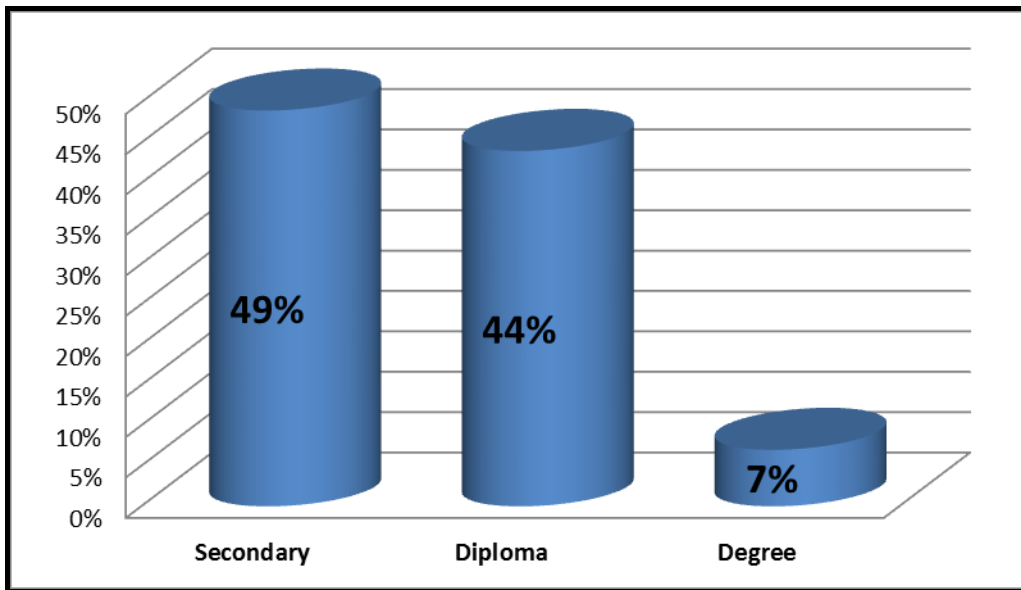


Figure 4.3: Distribution of employees by education level Source (Author, 2015)

According to the findings, 49% of the employees at Oserian Development Company have secondary education diploma followed by 44% who hold a diploma, while 6% had degrees. The employees are literate and therefore their understanding on Health and Safety standards is reliable.

4.3.5 Designation and department

The study sought to get information on positions of the respondents because the perception of employees on a particular phenomenon may be influenced by the designation of a person in an organization.

Table 4.3: Designation and department of the respondent

Department	Manager	Staff	Supervisor	Total
Chemical	1	21	8	30
Packaging	3	59	7	69
Production	1	81	11	93
Warehouse	1	9	4	14
Grand Total	6	170	30	206

Source (Author, 2015)

The researcher was able to get responses from 6 managers, 30 supervisors and 170 staff spread out in four departments. This information is thus a representation of the whole company without bias on designation or department.

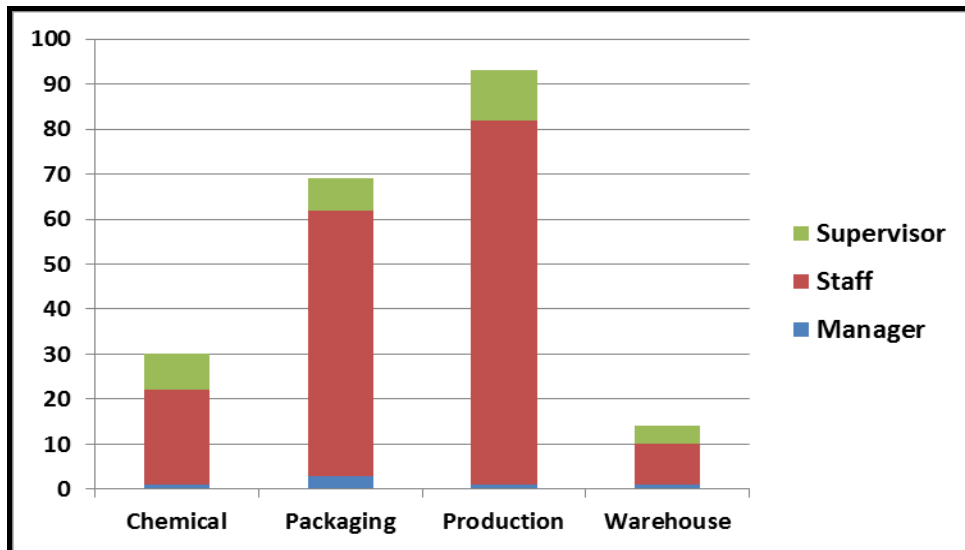


Figure 4.4: Composition of the respondents by position and department Source (Author, 2015)

4.4 The influence of perceived quality of health and safety standards on employees job satisfaction at Oserian Development Company

The objective of the study addressed the relationship between perceived quality of health and safety standards and employees job satisfaction at Oserian Development Company. Conceptual and empirical literature supports a positive relationship between QHSS and employees job satisfaction. Quality of health and safety standards was measured on a scale ranging from 1 to 5, where 1 represented 'No Extent' and 5 represented 'Very Great Extent'. Job satisfaction was measured on another scale ranging from 1 to 5, where 1 represented 'Highly Dissatisfied' and 5 represented 'Highly Satisfied'. The data has been presented using mean and standard deviation as shown in tables 4.3 and 4.4. For the standard deviation, those variables which had a value of ≥ 1 represented lack of consensus while those which had a value ≤ 0.9 showed consensus.

4.4.1 The quality of health and safety standards

The information contained in table 4.4 shows the findings on the perceived quality of health and safety standards at Oserian Development Company. The findings show that most employees feel that the top management is committed in ensuring that the workplace is safe for all the employees to a moderate extent (M=3.48, SD=0.99). The study shows that the respondents were in consensus that the management strives to invest in health and safety practices to ensure the employees feel secure, safe and healthy which will in turn increase their levels of job satisfaction. The study also found out that regular safety training is conducted to a moderate extent to educate employees on the safety policy at the workplace. However there was no consensus (M=3.40, SD=1.02) which is attributable to variations in the kinds of training provided during change of jobs or training on new equipment or

technology. Training should be continuous to equip workers with skills that enable them handle equipment and tools safely to avoid injuries.

Table 4.4: Means and standard deviations of the measures of occupational Health and Safety Standards

Statements	Mean	Standard Deviation
Top management is committed in ensuring that the workplace is safe for all the employees	3.48	0.99
Regular safety training is conducted to educate employees on the safety policy at the workplace	3.40	1.02
Top management communicates safety policies and always engage employees in safety activities	3.28	1.06
Protective gear is worn by majority of workers in the farm to reduce the health effects of pesticide exposure and other injuries	2.76	0.94
The company has undertaken an initiative to reduce stress in the job	2.58	1.01
Bulletin boards on health & safety standards increase the morale of employees since they feel that the employer cares about their health	3.91	0.97
The workers who are injured in the line of duty receive emergence treatment at the clinic	3.67	0.97
Employees are able to apply the new skills and knowledge acquired during safety training.	3.10	1.02

Source (Author, 2015)

From the findings, top management communicates safety policies and always engages employees in safety activities to a moderate extent. (M=3.28) However, there was no consensus on that from the respondents (SD=1.06). The study also revealed that protective gear is worn to a less extent by majority of workers in the farm to reduce the health effects of pesticide exposure and other injuries (M=2.76, SD=0.94). They were in consensus about the concern for the safety of the equipment as well as the quality of personal protective equipment provided. The respondents unanimously agreed that the company has to a very little extent undertaken an initiative to reduce stress in the job. (M=2.58, SD=1.01). This indicates that the employees expect the management to improve the safety climate thereby reducing their stress and boost their motivation.

The findings allude to the fact that there are bulletin boards which reminds the employees of their health and employees commitment of their health (M=3.91, SD=0.97). The study shows that the respondents were in consensus that bulletin boards pass the same message to the people at the same intensity. This has increased the morale of the employees as they are made to feel that the employer cares for their health. From the findings, there was consensus that workers have a sense of security to a great extent due to the emergency treatment given to workers injured at the workplace as well as the quality of health services provided at the health facility. (M=3.67, SD=0.97). The study confirmed that employees are able to apply the new skills and knowledge acquired during safety training to a moderate extent (M=3.10). However there was no consensus, possibly due to the fact that not all employees use the new knowledge or skills in their workstations or attended the safety training sessions (SD=1.02).

4.4.2 Employees job satisfaction

Table 4.5: Means and standard deviations of the measures of job satisfaction

Statements	Mean	Standard Deviation
The way company policies are put into practice.	2.95	0.7
The competence of my supervisor in making decisions	2.83	0.87
The nature of fringe benefits associated with the job	2.34	0.76
Terms and conditions of employment such as working hours, breaks and leaves.	2.42	0.78
The total compensation package I receive.	1.90	0.61
The recognition I get for the work I do.	2.91	0.73
The overall working conditions such as ergonomics, work atmosphere.	3.07	0.74
The way promotions are given out in this job.	2.20	0.87

Source (Author, 2015)

The information contained in table 4.5 shows the findings on the employee's job satisfaction at Oserian Development Company. From the findings, the study shows consensus that employees are fairly satisfied about the way company policies are put into practice (M=2.95, SD=0.7). The study also found out that employees were fairly satisfied with the competence of my supervisor in making decisions (M=2.83). There was consensus that their supervisors and managers are in a position to make quality decisions on most issues including the health and safety standards at the workplace. This is confirmed by a standard deviation of 0.87.

The study also found that employees were dissatisfied with the nature of fringe benefits associated with the job (M=2.34, SD=0.76). Terms and conditions of employment (M=2.42, SD=0.78) and total compensation package they receive (M=1.90, SD=0.61). The responses were converging because most employees are junior while some of them are casual or seasonal. From the findings, there was consensus that workers are fairly satisfied with the recognition they get for the work they do (M=2.91, SD=0.73). The employees are also fairly satisfied with the overall working conditions such as ergonomics, work atmosphere (M=3.07, SD=0.74). However the employees are dissatisfied with the way promotions are given out in the workplace. (M=2.20, SD=0.87).

4.4.3 The influence of perceived quality of health and safety standards on employees job satisfaction

Table 4.6: Summary of the means

Health and Safety Standards	3.48	3.4	3.28	2.76	2.58	3.91	3.67	3.1
Job Satisfaction	2.95	2.83	2.34	2.42	1.9	2.91	3.07	2.2

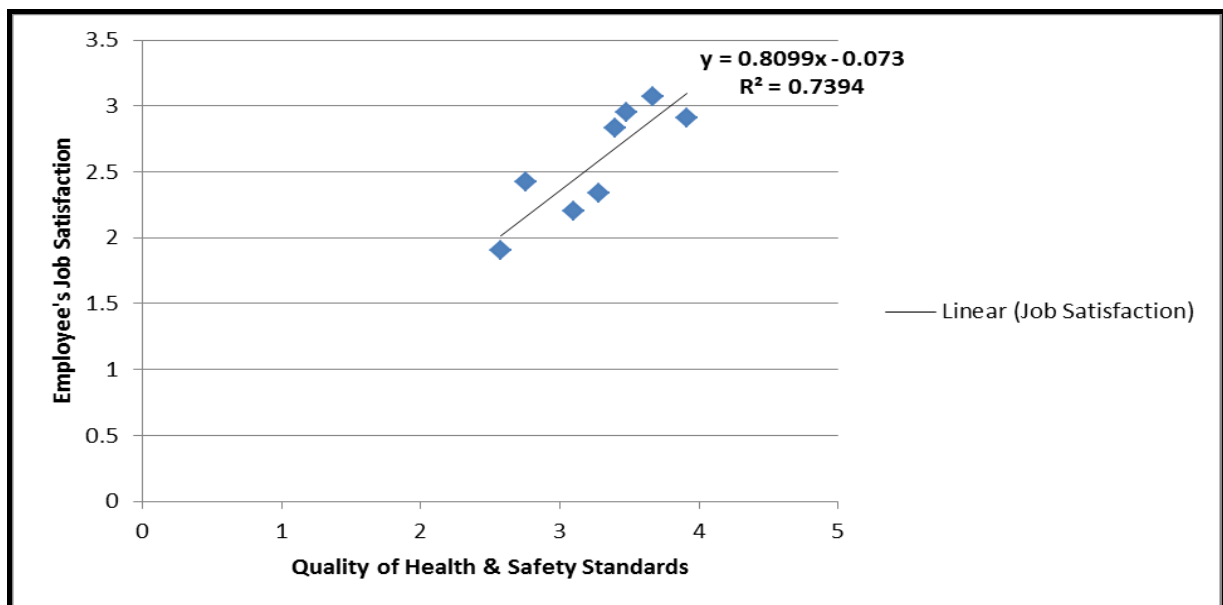


Figure 4.5: Scatter plot for the influence of quality of health and Safety standards on Job satisfaction
Source (Author, 2015)

Figure 4.5 shows that the value of Pearson Correlation, R is 0.8599. This is a strong positive correlation, which means that high perceived quality of health and safety standard scores (X-axis) go with high employee job satisfaction (Y-axis) scores.

The objective of the study focused relationship between perceived quality of health and safety standards and employees job satisfaction. The finding under the objective was that there is a strong positive and significant relationship between perceived QHSS and employees job satisfaction at Oserian Development Company. It is evident from the results that for every one unit increase in the use of perceived QHSS, employee outcomes increased by .8599 or 86 percent. This implies that perceived quality of health standards has a strong effect on employee's job satisfaction.

Table 4.7: Regression results for the influence of quality of health and safety standards on employee's job satisfaction.

Model Summary					
<i>Model</i>	<i>Pearson Correlation R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	
QHSS	0.8599	0.739	0.696	0.246	
ANOVA^b					
<i>Model</i>	<i>df</i>	<i>Sum of Squares</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Regression	1	1.032	1.0320	17.020*	0.006
Residual	6	0.364	0.0606		
Total	7	1.396			
Coefficient					
<i>Model</i>	<i>Unstandardized coefficients</i>		<i>Standardized Coefficients</i>		
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
Constant	0.920	0.577		1.594	0.162
(QHSS)	0.913	0.221	0.8599	4.125*	0.006

*p < 0.01

Source (Author, 2015)

a. Predictors: (Constant), Perceived Quality of Health and Safety Standards

b. Dependent Variable: Employees Job Satisfaction

Further, the regression results presented in Table 4.6 show that the relationship between perceived quality of health and safety standards (QHSS) and employees job satisfaction was positive and significant (R Square = 0.739, F = 17.020, $p < 0.01$). The results show that 73% of the changes in employee's job satisfaction are attributed to perceived quality of health and safety standards. The F ratio shows that the regression of employee job satisfaction on QHSS is significant at $p < 0.01$, which is evidence of the goodness of fit of the regression model.

However, the model did not explain 27 percent of the variations in employees' job satisfaction, implying that there are other factors associated with employees' job satisfaction, which were not captured in the regression model. The beta was significant ($\beta = .859$, $t = 4.125$, at $p < 0.01$). The beta value implies that for one unit increase in the use of perceived QHSS, employees' job satisfaction increase by .859 or 86%. From the regression results, it is noted that the relationship between QHSS and employees' job satisfaction is positive and statistically significant. The hypothesis that there is a positive relationship between perceived quality of health and safety standards and employees' job satisfaction was supported.

4.5 Discussion of findings

The study sought to address the influence of perceived quality of health and safety standards and employees job satisfaction at Oserian Development Company. A regression model was used to determine the relationship. Majority of the respondents were young showing that majority of the employees at Oserian are relatively young. Female respondents exceeded the male respondents by about 8%. Majority of the respondents have worked for over 2 years. According to the findings, most of the respondents had secondary school education and quite a number had attained Diplomas.

Overall, results of the correlation analysis indicate a strong correlation between perceived quality of health and safety standards and job satisfaction. A unit increase in the perceived

quality of health and safety standards would lead to an increase in job satisfaction index by .8599 or 86 per cent. The adjusted R^2 is the coefficient of determination which designates the variation in dependent variable due to changes in independent variable. The adjusted R^2 was 0.696 showing that there was 69.6% of the variation in job satisfaction which is accounted for by the combined effects of regular safety training and education, accident prevention measures and health practices. These findings support the findings of the previous studies as explained below.

According to Morrow (1998), Any organization where employees feel their organization 'cares' for them, including where they have positive views on the management of their health and safety, this may foster safer working practices and have a positive impact on employees' attitudes, hence productivity. From the findings, the top management is committed in ensuring that the workplace is safe for all employees. Majority of the respondents have a positive perception on the safety trainings that are conducted to educate employees on the safety policies at the workplace.

A study by Ria (2012) noted that a good occupational health and safety program fosters a sense of security and comfort and increases job satisfaction. This study also noted that Oserian Development Company has bulletin boards for educating employees on how to keep themselves healthy and fit. A comprehensive health program not only promotes employee health by providing education on health issues and healthy lifestyles but also leads to a lowering rate of absenteeism and health insurance costs resulting in higher productivity and improved morale. The study specifically sought to find out the influence of perceived quality of health and safety standards and employees job satisfaction. The study established that there was empirical support for the hypothesis that perceived quality of health and safety standards has a positive influence on employee's job satisfaction. The findings of the study therefore confirmed that quality of health and safety standards positively influence job satisfaction.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides an overview of the research findings emanating from the study. In order to conceptualize the research, comparisons are drawn with the available literature on occupational health and safety practices on job satisfaction. The chapter provides a summary and conclusions that can be drawn from the research and offers suggestions for future research on occupational health and safety practices and job satisfaction.

5.2 Summary

It was established that occupational health and safety standards such as regular safety training and education, accident prevention measures and provision of health care at the company clinic influences job satisfaction. This was confirmed by a strong positive Pearson Correlation where R was 0.8599 showing that there was 86% of the variation in job satisfaction which is accounted for by the combined effects of regular safety training and education, accident prevention measures and health practices.

The employees benefit from the bulletin boards put in place by the management of Oserian Development Company. The bulletin boards confirm to the employees that the management is concerned about their health and consequently increases their sense of belonging. The study also found out that top management communicates safety policies and always engages employees in safety activities. This ensures that a safety climate is maintained at all times.

The employees alluded to the fact that those who are injured in the line of duty receive emergence treatment at the clinic.

The study notes that the respondents were dissatisfied the nature of fringe benefits, terms and conditions of employment such as working hours, breaks and leaves, total compensation package they receive and the way promotions are given out in the workplace. Despite this dissatisfaction, the management has empowered the employees with preventive skills, care and support services which have reduced their vulnerability and boosted their morale and job satisfaction.

Furthermore, the results of this study are consistent with the findings of the study by Rhoades & Eisenberger (2002) which revealed that employees who perceive and feel the work environment to be adequate, safe and healthy will feel valued and work with satisfaction. Employers therefore should strive to invest in health and safety practices to ensure the employees feel secure, safe and healthy which will in turn increase their levels of job satisfaction.

5.3 Conclusion

From the findings of this research, it is evident that employees perceive that the management had put in place a number of health and safety standards to ensure they worked in safe and healthy environment. Most respondents agreed that there are wellness programmes in place, adequate accident prevention measures, provision of health care and safety training. They were satisfied with the wellness programmes, accident prevention measures and the health services provided to employees at the health facility. The respondents were dissatisfied with protective gear, lack of initiative to reduce stress and employee benefits. Job satisfaction is affective and by a series of factors including employee health and safety. This study revealed

that occupational health and safety practices should be effective and efficient to influence employee satisfaction positively.

5.4 Recommendations

Safety training should be customized to meet the needs and requirements of different jobs in different workstations of the organization to enable employees apply the new skills and knowledge acquired. The government should enforce the safety laws as stipulated in Occupational Health and Safety Act (2007) by taking legal action against all employers who do not abide by the safety laws and standards.

5.5 Limitations

The data was collected from a sample population from one of the flower companies. The findings of the study may therefore not be used to generalize the perception of employees on the quality health and safety standards and its influence on job satisfaction in all the flower companies or in other industries.

5.5 Suggestions for further study

This study was based on a flower company, future researchers should study more flower companies or other industries in order to check whether the same results would be replicated.

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APPENDIX 1

Questionnaire

PART A

Background information

Kindly respond by a tick (√) or by stating your answer in the space provided

1. Age

- a) 18- 25 years ()
- b) 26 – 30 years ()
- c) 31– 35 years ()
- d) 36-40 years ()
- e) Above 41 years ()

2. Gender of respondents

- Male ()
- Female ()

3. Position held _____

4. Department name _____

5. Level of Education

- a) Secondary ()
- b) Diploma ()
- c) Degree ()
- d) Post-graduate ()
- e) Masters ()
- f) PhD ()

6. Work Experience
- a. Less than six months ()
 - b. 6 months – 1 year ()
 - c. 2- 3 years ()
 - d. 4- 5 years ()
 - e. 5 years and above ()

PART B: Health and Safety standards and Job Satisfaction

7. To what extent are the following statements on health and safety standards true? Tick appropriately using a likert scale of 1-5 where 5= Very great extent, 4= Great extent 3= Moderate extent and 2= Less extent and 1= No extent at all

(a) Quality of Health and Safety Standards

Statements	Very great extent	Great extent	Moderate extent	Less extent	No extent
Top management is committed in ensuring that the workplace is safe for all the employees					
Regular safety training is conducted to educate employees on the safety policy at the workplace					

Top management communicates safety policies and always engage employees in safety activities					
Protective gear is worn by majority of workers in the farm to reduce the health effects of pesticide exposure and other injuries					
The company has undertaken an initiative to reduce stress in the job					
Bulletin boards on health & safety standards increase the morale of employees since they feel that the employer cares about their health					
The workers who are injured in the line of duty receive emergence treatment at the clinic					
Employees are able to apply the new skills and knowledge acquired during safety training.					

8. To what extent are you satisfied with the following statements about your job and the company? Tick (✓) where appropriate in the table below: Key: 5- Highly satisfied, 4- Satisfied, 3- Fairly satisfied, 2- Dissatisfied, 1- Highly dissatisfied

	Highly satisfied	Satisfied	Fairly satisfied	Dissatisfied	Highly dissatisfied
The way company policies are put into practice.					
The competence of my supervisor in making decisions					
The nature of fringe benefits associated with the job					
Terms and conditions of employment such as working hours, breaks and leaves.					
The total compensation package I receive.					
The recognition you get for the work I do.					
The overall working conditions such as ergonomics, work atmosphere.					
The way promotions are given out in this job.					

Thank you for your time.