

**FACTORS AFFECTING EXECUTION OF OCCUPATIONAL  
HEALTH AND SAFETY STRATEGIES AT EAST AFRICAN  
PORTLAND CEMENT COMPANY LIMITED**

**BY**

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## DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other university for an award.

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This research project has been submitted for examination with my approval as the university supervisor.

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Finally, I acknowledge the respondents who willingly provide valuable information and their cooperation during the survey.

## **DEDICATION**

I wish to dedicate this research project to my family who have been an inspiration to me during the period I was carrying out the research and also to the Human Resources fraternity in Kenya as we work towards improving the quality of Human Resources Management in this country.

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## **LIST OF ABBREVIATIONS**

EAPCC	East African Portland Cement Company Limited
ILO	International Labour Organization
W.H.O	World Health Organization

## ABSTRACT

Better health necessitates that change be made to the laborers environment, work organization and practices of work. Many hazardous conditions are on a basic level preventable and the essential hazardous approach is the most effective strategy financially for the control and elimination. The study was to decide the components influencing the implementation of Occupational Health and Safety Strategies at a company in Kenya known as the East African Portland Cement. It offers a contextual investigation of this company located in Athi River. The case study technique provided in-depth information on the elements influencing the execution of Occupational Health and Safety Strategy in the organization. The study gathered data from the management staff and Board of EAPCC. The study utilized the essential information whereby essential information was gathered through an interview guide. The study specifically targeted the directors and heads of departments. Data collected was analyzed through content analysis. Data analysis was done qualitatively and presented in prose. The study established that the success of the Occupational Health and Safety strategy in EAPCC was good. The company had successfully implemented an occupational health and safety strategy (OHSAS 18001:2007) and adhered to OSHA 2007. It was established that both the management and the general staff initially were reluctant to change but management had started to embrace it. Subsequently, Organization structure was also found to affect the execution of the strategy; alignment of occupational health and safety to the company's structure exhibited a lacuna in the company. Additional factors such as lack of timely correction of causes of incidences; repeat observations for issues of safety risk importance; lack of effectiveness in monitoring the quality of strategy execution and lack of effective supervision were also found to affect the execution of the identified strategies. The researcher established that Portland cement has a well written formal statement of Health and Safety Policy and subsequent Programmes to implement the conceptual frame work as structured by the management. There were accidents occurrences as collaborated by employees who were randomly asked a few interrogative questions on the same, by the researcher as the crisscrossed departments/section within the organization in the course of doing the research. The study encourages fostering responsibility which can be ensured through clear communication of the strategy and the management commitment and support. Last but not least, the company should consider a complete overhaul of the safety department to ensure proper and strict supervision and adherence to the set policies on health and safety. The management should embrace a leadership style that will be committed to ensuring successful execution of the identified strategies. The study therefore suggests that a future study should involve the general staff as the respondents to the study so as to get their opinion on the factors that would enhance successful execution.

# CHAPTER ONE: INTRODUCTION

## 1.1 Back ground of the Study

The need to articulate and afterward execute a predetermined plan is most likely as old as humankind itself. Indeed, even before the approach of modern civilization, individuals relied on upon their superior capacity to join together into cooperative groups to accomplish basic social objectives such as the creation of shelters and acquisition of food. However, the earliest literature on the most proficient method to arrange and execute strategies is entirely fixing to a different organized activity, which is the warfare. Sun Tzu (1971).

Michael Porter (1996) expressed that executing a poor strategy well is always better than a great strategy executed poorly. The attention on the most proficient way to execute strategy is a generally recent advancement driven by studies demonstrating that even great plans frequently fail because of their poor execution. The notable Michael Baldrige writing known as "Criteria for Performance of Excellence" that was intended to give the US companies a performance advantage in the worldwide market, asserts that action plan improvement represents the basic stage in arranging when general systems and objectives are made particular so that effective company-wide understanding disposition are conceivable." (Ford and Evans 2000; National Institute of Standards and Technology 1998). Michael Baldrige models likewise take note of the significance of execution itself, expressing that an approach must exist for actualizing action plans. The approach must consider how basic necessities including HR plans, key procedures, execution measures and assets will be adjusted and deployed, as per Ford and Evans (2000).

As indicated by Bratton and Gold (2009), the World Health Organization (WHO) characterizes health as a condition of complete physical, social and mental wellbeing, not just a nonappearance of ailment and illness. According to this definition, supervisors are drenched in one of society's most prominent difficulties; the maintenance and design of a work organization that offer both the supports to organizations objectives and an environment that is healthy and safe for its employees. Occupational Health and Safety epitomize quite distinct yet characteristically related ideas concerned with the recognizable proof and control of work actuated ill – health, is to a great extent undetectable and can develop over a stretch of time, for instance asbestosis (Cullen,2002).

Wenefeldt, (1984) via the resource based theory, built up that the assets of a firm assume a major part in the key usage and execution process. Furthermore, the McKinsey 7S model sets up seven factors, incorporating structure, technique, frameworks, abilities, style, staff and shared qualities, and indicated that, if these variables are adjusted, they can greatly affect the structure, procedures and the frameworks of the organization (McKinsey, 1982). At last, Resource dependence theory (RDT) holds that organizations are asset deficient; they endeavor to secure and maintain assets from their outer surroundings. Assets are controlled by outside components which employ demands on the association (Pfeffer and Salancik 1978).

Word related wellbeing and the health of working individuals are pivotal requirements for profitability and are of most extreme significance for general financial and manageable advancement (WHO, 2005). In Kenya, occupational health and safety is both a voluntary mechanism through occupational health and safety

assessment series and an enforced mechanism through occupational Safety and Health Act No.15 of 2007 (Labour laws, 2007). In this regard, companies in all sectors are seeking to achieve their best in implementing the occupational Safety and Health to conform to these demands.

### **1.1.1 Occupational Health and Safety**

Generally, occupational health in developing countries is a field which has rarely received priority attention from policy makers. Numerous obstacles with informational, institutional, financial and political aspects have blocked the effective prevention and amelioration of occupational health problems (Okubo, 2002). The workers being economically tested adverse conditions as a major aspect of the occupation. The exposure to contamination relies on numerous factors; the chief being the level of occupational cleanliness and contamination control techniques utilized in the company. The cost of business related injuries is a helpful tool to persuade employers and workers of the money saving advantage of work wellbeing and the adequacy of preventive intercessions (Sayad, 2003). Better wellbeing requires that enhancements be made to the employees' environment, work practices as well as organization of work. Most dangerous conditions are essentially preventable and the basic prevention approach is the most effective strategy in term of the cost for the control and elimination, ILO (2001).

It is the obligation of occupational safety and health personnel to distinguish the perils and introduce specific control strategies. Many approaches are available which require an expert application of medical and environmental engineering knowledge in order to prevent occupational hazards (Rukunga, 2001). Successful implementation

and execution of health and safety programs comes with a lot of benefits which include and are not limited to reduction of litigation, reduction of accidents and illness in the organization which improves the company's general performance and propels it to have competitive advantage.

As such the Occupational Health and Safety has shown a great deal of interest after the enactment of the Occupational Health and Safety Act No. 154, which came into function on the 26th of October, 2007, and the new Constitution of Kenya and saw numerous workplaces which previously worked without individual and institutional capacity with respect to safety and health administration developing the required systems keeping in mind the end goal to enhance the wellbeing of the workplace and escape liabilities. The legislative framework from which the occupation health and safety is derived are the international legal instruments which maintain the privilege to sheltered and better working conditions, the constitution of Kenya 2010, Occupational Health and Safety Act No.15 of 2007, and the different work enactments currently employed in Kenya.

Occupational wellbeing and security risks are normal in numerous economic sectors and influence many workers. Roughly 30-50% of laborers report perilous physical, biological or chemical exposures or over-burden of unreasonably substantial physical work or ergonomic issues that might be dangerous to wellbeing and to working capacity; an equivalent number of working individuals report mental over-burden at work bringing about stretch indications. Many people spend 33% of their adult life in such unsafe workplaces (WHO, 2005). In spite of the fact that wellbeing administration has grown significantly amid the most recent decades, work related accidents still add to business related wellbeing issues around the world and Kenya

it's no exception. Therefore any company that seeks to implement such a strategy in the organization must ensure its success. Strategy implementation or execution undertaking is effectively the most convoluted and tedious piece of key administration (Schaap, 2006).

Occupational Health and Safety is focused with securing the wellbeing, safety and welfare of individuals occupied with employment or work. As a growing area in Kenya, occupational health and safety has gained relevance through the enactment of the Occupational Health and Safety Act 2007 which is an enforced and the assessment series (OHSAS 18001:2007) which is a voluntary mechanism.

### **1.1.2 Concept of Strategy**

Michael Porter (1996) suggested that there is no agreement exists about what corporate system is substantially less about how an organization ought to formulate it. This is because of a mix of components that identify with strategy terms, principles and concepts and their handy application. On a very basic level however, system is about out-playing rivals or outdoing an issue, but a procedure can be created by an exceptionally compelling reaction by a key competitor. Procedure can be characterized as how an organization makes and catches esteem in a particular product market (Michael E. R., 2007). This is both adequately exact to have substantive substance yet sufficiently comprehensive to catch what a great number of people feel ought to be a piece of critical concept.

In spite of the fact that formulating a predictable methodology is a troublesome undertaking for any administration team, making that strategy work by executing it



throughout the business is significantly more troublesome (Hrebiniak, 2006). A horde of components can conceivably influence the procedure by which key arrangements are transformed into organizational action (Cyrus S. A., 2013). Unlike in strategy formulation, procedure execution is regularly observed as something of a specialty, instead of a science, and its exploration history has already been portrayed as divided and diverse (Noble, 1999b). It is in this way not amazing that, after an extensive strategy or single strategic choice has been detailed, huge challenges as a rule emerge amid the resulting usage prepare. The best-detailed techniques may neglect to deliver unrivaled execution for the association in the event that they are not effectively actualized, as Noble (1999b) notes.

As per the White Paper of Strategy Implementation of Chinese Corporations in 2006, strategy execution has turned into the most significant administration challenge which a wide range of organizations face right now. The review reported that 83% of the studied organizations neglected to actualize their procedure properly, and just 17% felt that they had a steady system execution process (Yang L., 2008). It is in this way evident that strategy implementation is a core challenge nowadays. There are numerous components that impact the achievement of strategy implementation, going from the general population who convey or actualize the strategy to the mechanisms or frameworks set up for co- ordination and control.

### **1.1.3 Strategy Execution**

This is an advancing art whereby the strategies for accomplishing greatness in this changing area are shifting as the bigger business environment varies. Strategy execution is the way toward actualizing such plans and accomplishing such

objectives. American Management Association (2006). Strategy execution is a process, Bossidy and Charan (2002), in their book, the two express strategy executions as specialty or deliberate method for uncovering reality and following up on it. They further clarify that the heart of execution lies in three key forms, individuals, system, and operation.

Strategy execution is a system. Kaplan and Norton (2008). They further express their management system which houses six consecutive stages expected to help associations catch what they call an execution premium, which is a quantifiable increment in value got from fruitful strategy execution. These progressions must be best needs for today's directors. Most managers trust their organizations should be client engaged, more inventive and quality cognizant with a specific end goal to be fruitful in the transparent, globalized, quickly changing environment they operate in. Their key arrangements manage these arrangements idea. To be effective, they have to ace the strategy execution to accomplish these objectives, the productivity and competitive advantage that accompanies it. Strategy execution is total for an organizations 'growth. As per a study by American Management Association and Human Resource Institute (2005), numerous associations are gifted at planning, however, only a few are proficient about how to put the arrangement into movement rapidly and effectively.

System execution requires that all parts of the business be in harmoniousness with the strategy and that each individual's exertion be composed towards finishing key objectives (Richard, Kendrick and Vershinina, 2010). Challenges of strategy execution include: time consuming; demanding people-management skills; unanticipated major problems; ineffective coordination; ineffective leadership;

resistance to change, misunderstandings; and difficulties of integrating efforts across work groups.

#### **1.1.4 East Africa Portland Cement Company Limited**

East African Portland Cement Company (EAPCC) is a cement production company based in Kenya that specializing in the assembling and offering of cement and its related products. EAPCC began as a trading organization importing cement primarily from England for early development work in British East Africa as a specialist of Blue Circle Industries of the United Kingdom. The name Portland was offered because of the similarity in color of set cement to the Portland stone mined on the Isle of Portland in Dorset, England ([www.eastafricanportland.com](http://www.eastafricanportland.com)).

Kenya as a country is home to six cement manufacturing companies, which over the years have matured and have been well established, the largest of which are Bamburi Cement, a subsidiary of the Lafarge Group, with an annual installed capacity of 2.1m tons at plants in Nairobi and Mombasa; National Cement, a subsidiary of Devki Group, with 2m tons; the East Africa Portland Cement Company with 1.3m tons; Mombasa Cement and Savannah Cement, each with 1.5m tons of annual capacity; and ARM Cement, formerly Athi River Mining, with 1m tons of installed capacity (Dyer & Blair Report (2012)).

Among challenges facing this industry include; climate protection, responsible use of all fuel and raw materials, enhancing employee health and safety, carbon emissions, local impacts and un- harmonized trade tariffs in the region, rising costs of inputs like energy and challenges in inside business processes such as incorporate supportable advancement as an arrangement of standards into administration frameworks, associations with business accomplices and civil society (World Business Council for

Sustainable Development, 2002). The industry plans to increase capacity due to high demand of cement. Firms are also seeking cost reduction options for power, raw material, and logistics. Efforts are in place towards product diversification and target value added and application specific products. Firms in the industry are more conscious of quality as seen in their effort to acquire certification of manufacturing activities. Generally, there is concern over security of raw materials and other resources (World Business Council for Sustainable Development, 2002). The industry faces challenges in regard to business integration of sustainable development cooperation with cement companies and external organization to enhance sustainable development practices (Njeru W., 2007).

East African Portland Cement Company has been committed to better and promote lives for the communities in the areas they operate in, and the nation at large, It is in this regard that the organization is an ISO 9001: 2008 Certified organization, a characteristic of demonstrable skill and exclusive expectations in operations. EAPCC is likewise OHSAS 18001:2007 confirmed (Occupational Health and Safety Assessment Series), a sign of world class benchmarks of wellbeing at the work environment. However, a statutory occupational safety and health audit report conducted in 2012 shows that there are challenges with the implementation and execution of these strategies. Some of the issues raised were that, safety awareness was average at the factory and the depot staffs however are not aware; there were no disposal procedures for expired chemicals; fire extinguishers were obstructed by pallets, height of cement stacks was higher than the standard requirement, among other many issues. There is need to overcome the challenges of the implementation and execution of occupational wellbeing and safety methodologies so as to accomplish its objectives. Its authorization was excellent as it was viewed as a major

stride towards checking occupational related illnesses, harm and injuries, both to the employees and to the natural habitat.

Directorate of Occupational Health and Safety Report Statistic in Kenya (2003) compiled from the country, 19 districts had a total of 11540 occupational accidents nationwide of which 145 were fatal besides nine occupational diseases. Mombasa district had a total of nine thousand two hundred and seven reported cases of occupational accidents; one hundred and fourteen which were fatal making it the leading district with 81% of the total occupational accidents reported. Two hundred cases of occupational disease were also reported hence making it the second district behind Naivasha, which had most cases, that is, eight hundred in number. (Annual Report Statistic (2003), Athi River division been an industrialized town had no statistic. East African Portland Cement, like any other companies reports approximately 12-15 occupational health related disease and injuries each month, causing concerns. This is a high numbers of severe health conditions cases of the EAPCC population. By affecting the health of the working population, occupational injuries and diseases have profound effects on work productivity and on the economic and social wellbeing of workers, their families and dependents. According to recent estimates, the cost of work related health loss and associated loss and productivity loss amounted to 15% of the total gross medical.

The company has been committed to Occupational Health and Safety among its workers and in fact there is a safety and health policy for the organization. The policy unveiled on the 8<sup>th</sup> of February 2011. As a part of its implementation the company has overseen the formation of a committee, to ensure the success of the strategy, it is comprised of 16 members from management and 8 workers representatives'. Among the health and safety strategies the company has successfully implemented and

establish are the creation of a health clinic within the premises, first aid boxes and ambulances that serve the employees. However with all these in place an occupation health and safety audit report conducted in 2012 pinpointed that in substance there was a challenge in the implementation and execution of occupation health and safety practices ([www.eastafricanportland.com](http://www.eastafricanportland.com)).

## **1.2 Research Problem**

Work-related health and safety risks are regular in numerous financial areas and influence huge number of workers. Roughly 30-50% of employees report dangerous physical, compound or natural exposures or over-burden of nonsensically heavy physical work or ergonomic variables that might be perilous to health and to working limit; an equivalent number of working individuals report psychological over-burden at work bringing about stress symptoms. Numerous individuals spend 33% of their grown-up life in such perilous workplaces (WHO, 2005). In spite of the fact that safety management has grown impressively amid the most recent decades, work related mishaps still add to business related health issues around the world and Kenya it's no exception. Therefore any company that seeks to implement such a strategy in the organization must ensure its success. Strategy implementation on the other hand is effortlessly the most complicated and tedious piece of strategic management (Schaap, 2006).

East African Portland Cement Company has been committed to Occupational Health and Safety among its workers and many steps have been formulated to ensure its success. However, a statutory occupational safety and health audit report conducted in 2012 shows that there are challenges with the implementation of this strategy. Some of the identified area of improvement were that safety awareness was average at the

factory and the depot staffs however are not aware; lack of disposal procedures for expired chemicals; obstruction of fire extinguishers by pallets, higher cement stacks, than the required standard height among other many issues. There is need to relook at the factors that affect the execution of occupational health and safety policies so as to accomplish its targets. Its establishment was praiseworthy as it was viewed as a major stride towards controlling work related ailments, wounds and mischief, both to the laborers and to the natural habitat.

A review of the occupational health and safety programs embraced by the banking industry was done by Makandi, (2001) who wanted to identify the factors considered by banks as affecting health and safety of employees at the workplace and to find out the health and safety programs adopted by banks to address the perceived hazards. She found out that safety hazards rated as important by the banks were robberies and fire but many banks did not consider the employees safety. The banks did not consider the workplace as a safety hazard and strict deadlines, workloads as well as working environment were not considered.

Mutemi, (2005) likewise carried out a study of the occupational health and safety programs embraced by chemical assembling firms in Nairobi. He found out that health and safety hazards which are considered as very crucial by most of the firms mostly are fire, smoking, flammables and chemical exposure. Kariuki, (2006) conducted a study on the impression of staff welfare programs in substantial assembling firms in Nairobi. She found out that most of the firms provided staff welfare programs such as sickness, bereavement, counseling programs. Kaguathi (2013) further carried out a research on the implementation of occupational health and safety Strategies at the East Africa Portland Cement Company. She expressly stated

that the respondents in her research were quick to admit there was a gap on strategy execution.

No known or existing research has been done on the factors affecting execution of any already formulated strategies. The Study therefore seeks to identify the factors affecting the execution of Occupational Health and Safety Practices at East Africa Portland Cement Company Limited.

### **1.3 Research Objective**

To determine factors that affect the execution of Occupational Health and Safety Strategies at East Africa Portland Cement Company Limited.

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

The study was of great importance to the management of East Africa Portland Cement Company Limited. It would help them bridge the gap between strategy formulation and strategy execution so that the initiated and future intended programs on Occupational Health and Safety are executed and implemented successfully.

The research findings provided a better understanding of promoting strategic thinking among the managers of the company and others in different sectors, in creating a safe working environment. The study was a source of reference for future researchers on the other related topics.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter is concerned with the review of literature. It discusses both theoretical and empirical literature. Theoretical literature gives an insight on the strategic execution and empirical literature lays emphasis studies on the performance of entities.

### **2.2 Theoretical Foundation**

The theoretical review discusses the theories that are attributed by other researchers, authors and scholars and are relevant to strategy execution.

#### **2.2.1 Resource-Based Theory or View (RBV)**

Developed in 1984 by Birge Wenefeldt, it is a hypothesis that tries to break down and distinguish a company's key points of interest in view of looking at its particular blend of advantages, abilities, capacities and intangibles as an institution. Prefaced on the way that organizations contrast in essential ways in light of the fact that every firm have a "remarkable" heap of resources and impalpable resources and authoritative abilities to make use of those resources and assets.

Each institution creates capabilities and differing aptitude from these assets, and when grown to a great degree, they turn into the source of the institutions' Competitive Advantage (CA) (Pearce and Robinson, 2007). With regards to this theory, it is apparent that the resources that a firm has, will play a major role in the system implementation process. This is on the grounds that regardless of how great the techniques are, without the fundamental assets to empower the usage and execution,

they stay in the planning stage. Therefore, based on the above literature, the successful execution of the occupational health and safety strategy by the EAPCC is highly dependent on the resource capacity be it financial or human capital.

### **2.2.2 Resource Dependency Theory**

Resource dependency theory (RDT) concentrates on how the external resources of an institution influence the conduct of the institution. The acquisition of external assets/resources is an essential variable of both the tactical and strategic management of any organization. All things considered a theory of the consequences of this importance was not officiated until the 1970s, with the production of the External Control of Organizations: A Resource Dependence Perspective" (Pfeffer and Salancik 1978). RDT lay on a few presumptions: Organizations' are thought to be composed of Internal and outside coalitions which rise up out of social trades that are formed to impacts and control behavior; environment is expected to contain rare and esteemed assets crucial to firm survival.

All things considered, the environment represents the issue of organizations confronting vulnerability in obtaining resources; institutions are presumed to work toward two related targets: securing control over assets that minimize their reliance on different associations and control over assets that amplify the reliance of different institutions on themselves. Accomplishing either objective is thought to influence the trade between institutions, along these lines influencing an institution energy. Getting the external resources required by an institution comes by diminishing the institution's reliance on others as well as by expanding other's reliance on it, that is, altering an institution's energy with different institutions. The successful execution of the word related wellbeing and security procedure is also dependent on how the

companies acquires and maximizes the external resources. The company should acquire those resources that are going to guarantee the success of the strategy. It may include the services.

### **2.2.3 McKinsey 7 S Model**

McKinsey's 7S Model was developed by the consulting organization in the mid 1980's. Since commencement it has been broadly used by professionals and scholars alike in analyzing many Organizations. The Framework was made as an unmistakable and a dependable perspective model in business. The seven factors in some cases alluded to as levers incorporate structure, systems, strategy, style, skills, staff and shared qualities. Structure is characterized as the skeleton of the association or the hierarchical outline. The seven factors portrayed above are regularly sorted as delicate and hard parts. The hard parts are the structure, strategy and systems which are regularly practical and simple to recognize in an institution as they are typically well archived and found as substantial objects or reports, for example, strategy statements, organizational charts, corporate plans and other documents. The staying four Ss, nonetheless, are more hard to appreciate. The capacities, qualities and components of corporate culture, for instance, are constantly creating and are adjusted by the general population at work in the institution. It is additionally noticed that the milder segments of the model are hard to change and are the most difficult components of any change-administration system. Changing the way of life and overcoming the staff imperviousness to changes, particularly the one that adjusts the power structure in the association and the innate estimations of the association, is by and large hard to oversee. Notwithstanding, if these elements are modified, they can greatly affect the strategies, structure and the frameworks of the association (McKinsey, 1982).

## **2.3 Factors Affecting Execution of Occupational Health and Safety strategies In Organizations**

Beer and Eisenstat's (2000) state that six quiet enemies of strategy execution include: a top-down/free enterprise senior administration style; unclear goals and clashing needs; an ineffectual senior administration group; poor vertical correspondence; feeble co-ordination crosswise over capacities, organizations or borders; and lacking down-the-line leadership aptitudes advancement, inadequate asset assignment (Aosa,1992). Right Management Consultants (McKnight, 2005) indicate various circumstances that can possibly impede execution; deficient coordination among top directors or among various division, inability to draw in workers in the technique: now and then they simply don't comprehend it, don't interface with it, don't share officials' feeling of desperation or fervor, or just don't trust they can have any kind of effect, unwillingness among line supervisors to actualize the progressions required, nonappearance of the right measurements for the right things . In spite of the fact that detailing a reliable technique is a troublesome assignment for any management group, making that system work actualizing it all through the association – is much more troublesome (Hrebiniak, 2006).

### **2.3.1 Poor Leadership**

Kotter and Leonard (1979) contend that without the right leadership, the employees remain skeptical of the vision for strategy and distrustful of management. There is a rundown of reasons why procedure execution fail, yet every reason points back powerless or incapable initiative. Executing new techniques is troublesome and is frequently met with awesome resistance. Pioneers must be willing to show the boldness and assurance required to persistently push the activity forward to

accomplish the sought objective. "Weak leadership can crash the soundest system; commanding execution of even a poor strategy can regularly bring triumph". Sun Tzu (1971)

### **2.3.2 Poor Prioritization of Strategies to the Core Objectives of the Company**

Absence of prioritization of key objectives; absence of detail planning to bolster plan objective accomplishment. It is essential however so are different priorities, and when an association needs to choose how to invest its energy and staffing, what to convey to the administration group and troops, how it rewards and what it perceives, this system doesn't make the cut or gets only a tad bit of its consideration and assets. Failure to Align Strategies to Company's Objective will make hinder the successful execution of strategies. According to Allen and Wright (2006), alignment refers to the start to finish falling of objectives inside an association, the sharing of information among business units and even the capacity of a firm to perceive and gain by the difficulties connected with the outer business environment. Execution is putting the company's intention into action. As such, to achieve this, the company should go through a very tactical and competitive action. Failure to align the respective strategies with the company's core objectives is more of an exercise in futility.

### **2.3.3 Poor Understanding of the Strategy**

Further, absence of clear representative comprehension of the methodology and what it would appear that in real life at every individual worker's level. Furthermore, the non-appearance of a reasonable technique outline. Giving the wrong weights access to the system, for example, "get that item out there yesterday" to beat the opposition, to find that you figured out how to do their function and beat yourself all the while. To

be capable to manage the basic circumstance, an incorporated communications blueprint must be created. Such a strategy is a powerful vehicle for centering the workers' consideration on the estimation of settled procedure to be executed. (Rapa and Kauffman, 2005). Once a technique is detailed, it must be converted into objectives. A methodology is a general diagram of free activity items that make departmental objectives; goals are solid items with a quantifiable element and due dates. Inability to perceive and deal with the fallen angel in the subtle elements. At the point when an organization planned the procedure, they might not have comprehended that the execution was going to affect the areas of the business in ways the organization did not anticipate.

#### **2.3.4 An Unsupportive Organization Structure**

Pearce and Robison (2003) contend that, while structure gives general system to methodology usage, it is not in itself adequate to guarantee fruitful execution. The disappointment can regularly be connected with poor execution of technique. You can have the best vital design on the planet, however it will be useless if the associations are not responsible to anybody for execution of their errands. Authoritative misalignment/poor system falling (to business units, offices, and individual objective tactics) and Lack of dynamic contribution in governance execution administration at the official and organizational pioneer level.

#### **2.3.5 Failure to Measure the Effectiveness of the Strategies**

Inability to Measure, what gets measured gets done, particularly when there are reward and acknowledgment included. An association must guarantee that it has something to quantify. Comprehend time spans for when to hope to see a distinction.

Implementation of a procedure takes any longer to appear in important measurements than initially imagined. Having estimations to track (some portion of administration practice) and track performance, giving administration and staff correspondence on advance, and acknowledgment of developments and misses and the general population who are accomplishing the sought results.

## **2.4 Occupational Health and Safety Strategies and their Execution**

The following practices form the basis of this research they clearly bring out the relationship between occupational health and safety and their successful execution.

### **2.4.1 Formulation of Safety Policy**

HR chiefs figure workforce methodology and decide the practical procedures important to meet organizational objectives. Safety experts contend that the security approach and practices ought to mirror the business' dedication to create safe frameworks of work, and to seek after a solid workplace (Rosenzweig&Nohria, 2004). A proactive approach would include HRM experts frequently checking to guarantee that security strategy; administration systems and game plans work, and are changed to suit new improvements or work structures in the work environment (Schein, 2008). Abraham Harold Maslow proposed a hypothesis that sketched out five progressive needs which could likewise be connected to an association and its workers' execution (Gordon, 1965) as referred to in Nyameh, (2013).

As indicated by Maslow's hypothesis, as referred to in Nyameh, (2013) one doesn't feel the second need until the requests of the first have been fulfilled or the third until the second has been fulfilled. At the point when every single physiological need are

met and are no longer controlling considerations and practices, the requirements for security can get to be dynamic (Maslow, 1954). A sheltered workplace ought to be given, for instance, in risky enterprises like assembling industry, organization ought to give head protectors to shield representatives from potential perils, cautioning sheets ought to be obvious at greatly hazardous destinations (Nyameh, 2013). As monetary security is likewise a sort of wellbeing needs, associations ought to pay workers decently and guarantee them stable vocation and job security.

#### **2.4.2 Safety Training**

According to Bowen and Ostroff (2004) theory on strength of the HR system, consistency in HR practices creates a stronger or clearer image of the HR system, and perhaps the organization, than the sum of each individual practices. A synergistic effect is created by making sure all the HR systems are consistent. In external alignment the HR systems are aligned with the organizational goals and the underlying theory is to create a synergistic effect by having them both work together in the same direction (Anakwe, 2002). Training is the way toward showing new and exhibit representatives' aptitudes they have to perform out their jobs. It is formal and methodical adjustment of conduct through learning, which happens as an aftereffect of training, instruction development and organized experience (Armstrong, 2006). The principal point of training is to help the association accomplish its objectives by enhancing its key asset, the general population it utilizes. It is putting resources into individuals to empower them perform better and engage them to make the best of their characteristic capacities. (Snell, 2006).



Employees need to be helped to do their present job correctly and effectively. Poor execution comes about because of excessively few staff, or from staff not giving consideration as indicated by norms and not being receptive to the necessities of the public and patients. Most performance issues can be ascribed to misty desires, abilities shortfall, asset or gear deficiencies or an absence of inspiration (Hughes et al., 2002). These causes are established in poor training, low pay rates, troublesome working and living conditions. OSHA, (2007) requires each business to give information, guideline, training and supervision as is important to guarantee the security and wellbeing at work of each individual employed. Employees are needed to conform to the safety and health measures, necessities and directions given by a person having power over his for his own or whatever other individual's security.

### **2.4.3 Risk Management Practices**

Zimolong and Elke, (2010) define risk as the likelihood that damage will happen inside a specific period while administration is the decrease and control of the unfriendly impacts of the dangers to which an association is uncovered. The essence of hazard administration is to get ready, ensure, and safeguard the assets of the enterprise. This approach demands breaking down the present and past working danger, hazard, and misfortune creating examples and determining expected peril, hazard, and misfortune working patterns, (Hutchinson & Hutchinson, 1997). According to Barney's theory of the firm or RBV, he focuses on creating competitive advantage through the internal resources of firms, including human resources in recent literature.

This theory focuses on the strengths and weaknesses side of a SWOT analysis which again shows that there is a sort of synergistic effect in RBV created through systems

and practices that add value, are rare, difficult to imitate and work within an organizational system. As indicated by Bamber (2003), risk control procedures might be grouped into four principle areas: risk retention, risk avoidance, risk reduction and risk transfer. Risk evasion implies the thoughtful decision with respect to the association's financial assets. Administrators are being urged to actualize human factor's hazard management techniques that bolster the association's business objectives and increment responsibility and straightforwardness around human factor administration and reporting (Pwc, 2008).

#### **2.4.4 Physical Working Environment**

The provision and upkeep of a workplace for each individual employed that is protected, without dangers to safety, and satisfactory as respects facilities and courses of action for the worker's welfare at work. Mendeloff(1998) offers a theory or the absence of compelling regulation of health risk. The theory posits that authoritative direction does not build work environment security in light of the fact that there is a shaky connection amongst control and the reason for accidents. Authoritative direction concentrates on making work put hardware more secure to utilize. Analysts contend in any case, that the reason for the most calamities is an intricate connection of work, gear and working environment.

#### **2.4.5 Implementation of Health and Safety Regulations**

The behavior-based theory originates from Skinnerian applied conduct analysis and conduct modification and depends on the thoughts that behavior examination and conduct leading to changes in individual attitudes (Tharaldsen and Haukelid, 2009). Of specific significance in the behavior based point of view is Skinners (1971)

contention that, the outcomes of behavior impacts future conduct. Behavior administration systems, for example, motivations rewards, criticism, objective setting, training and coaching are connected inside the setting of occupational related safety with the point they will impacts and if essential change future behaviors (Tharaldsen and Haukelid,2009) . Williams and Geller (2000) have contended that there are two sorts of criticism used to enhance safety execution. (Particular safe practices) and worldwide total score of safe practices.

They likewise suggested that social correlation criticism or contrasting the degree with which safe practices are utilized between work groups will likewise enhance safety execution. The consequences of their exploration were that criticism significantly expanded safe practices are utilized between work gatherings will likewise enhance wellbeing execution. The aftereffects of their examination were that input considerably expanded safe work hones. They likewise discovered that particular input, i.e. giving input rate to every time a particular safe behavior was watched, was better than worldwide criticism that provided just on general score. The nearness of correlations between work groups, or the social comparison criticism likewise expanded the degree to which the representatives carried on securely.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter discussed the methodology that was adopted in carrying out the study. The chapter presented the research design adopted, the instruments used in data collection and procedures and the method of data analysis and presentation.

### **3.2 Research Design**

This was a case study of East African Portland Cement Company, in Athi River. The case study method gave in-depth information on factors affecting the execution of work related wellbeing and security of work related wellbeing and security practices and systems.

A contextual study as a capable type of qualitative examination includes a careful and complete perception of a social unit, regardless of what kind of unit is under study. (Kothari, 1990) EAPCC is comprised of two major divisions: works and sales and marketing divisions that are responsible for the production and sale of cement respectively.

### **3.3 Data Collection**

This study relied on primary data. The primary data was collected from the management staff of EAPCC through an interview guide. The study will specifically target the top management level i.e. the Technical Board Chairperson, the Chief Executive Officer, the Head of Internal Audit and Risk Management/ Safety Project Coordinator and the Business Development Manager. They were chosen as respondents to this study since they were mandated to ensure successful execution of

Occupational Health and Safety strategies in the company and hence they were more knowledgeable on the research problem at hand and hence expected to give reliable information.

### **3.4 Data Analysis**

This section talked about the techniques that were utilized to break down the information. The Data gathered was broken down through content analysis. Content analysis is a bendable technique and was appropriate in dissecting the data. Content analysis is bendable in that it permits subjects to come out naturally, instead of to endeavor to force a biased arrangement of topics on the information.

The research sought to study the casual relationships and theoretical statements emerging from the interview by comparing the responses from each of the interviewees. Data analysis was conducted qualitatively and quantitatively and presented in prose.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

This section is a presentation of results and findings got from field responses and information, broken into two sections. The main segment deals with the demographic data, while the other segment presents findings of the analysis, in light of the goals of the study as investigated by the questionnaires where both inferential and descriptive insights have been utilized.

#### **4.1.1 Response Rate**

The study targeted 5 top management participants in collecting data with regard to the factors affecting Occupational Health and Safety management at Portland cement in Kenya. From the study, all the respondents were interviewed making a response rate of 100%.

As per Mugenda and Mugenda, (2003) a half response rate is sufficient, 60% great or more 70% appraised great. This likewise agrees with Kothari (2004) attestation that a response rate of half is sufficient, while a response rate more noteworthy than 70% is great. This infers in light of this declarations; the response rate for this situation of 100% is great. The outcomes were shown in the table of response rate beneath.

**Table 1: Response Rate**

	<b>Administered Interview guides</b>	<b>Filled and returned interview guides</b>	<b>Percentage</b>
Respondents	5	5	100%

*Source: Research data 2016*

## 4.2 Basic data

The study found out the department, number of employees in the organization, level of organization, gender, duration in years worked in the organization and the highest level of academic qualification.

### 4.2.1 Number of years worked in the organization

The study sought to visualize the number of years worked in the institution. The results of the findings were presented in the table below.

**Table 2: Number of years worked in the organization**

<b>Number of years worked in the organization</b>	<b>Percentage</b>
Less than 5	20%
6 to 10	60%
11 to 15	20%
<b>Total</b>	<b>100%</b>

*Source: Research data 2016*

The study established that most of those who respondents (60%) indicated the number of years that they worked in the organization was six to ten years; (20%) highlight the number of years that they worked in the organization was 11 to 15 years while another (20%) indicated that the number of years that they worked in the organization was less than 5 years. These findings imply majority subjects were knowledgeable about the issues of on the assessment of strategies and risks of Occupational Health and Safety management by organizations in Kenya as they had work experience over the years.

#### 4.2.2 Level of Education

The study sought to find out the level of education of the respondents and the results were presented in the table below.

**Table 3: Level of Education**

<b>Level of education</b>	<b>Frequency</b>	<b>Percentage</b>
O Level	-	-
College (Diploma)	-	-
University (Bachelor's degree)	2	40%
University (Postgraduate Degree/Diploma)	3	60%
Other (please specify)	-	-
Missing	-	-
<b>Total</b>	<b>5</b>	<b>100%</b>

*Source: Research data 2016*

From the findings, the study revealed the level of education of the respondents and found out that the majority 3 (60%) had a postgraduate degree; 2 (40%) had university degree. None of the respondents indicated O' level, College (diploma) or any other form education.

#### 4.3 Occupational, Health and Safety

The study sought to find out whether the occupational, health and safety issues are regarded as important in the organization. The findings are shown in the figure below.



**Figure 1: Occupational, Health and Safety**



**Source: Research data 2016**

The study findings established that the majority of the respondents (80%) indicated yes that they are Occupational, Health and Safety (OHS) issues are regarded as important in organization while (20%) said no that their Occupational, Health and Safety (OHS) issues regarded as important in your organization. The study revealed that the aspects of OHS management include training, audits, risk assessment, regulatory compliance and maintenance of international OHS standards such as ISO 14001:2004 and OHSAS 18001:2007 among others which are fundamental in every organization.

#### **4.3.1 Management of Occupational, Health and safety**

The study sought to determine how environment, health and safety are managed in your organization. The findings are presented in the table below.

**Table 4: Management of Occupational, Health and safety**

<b>Category</b>	<b>Percentage</b>
We have an in-house Environment, Health and Safety Officer	40%
We outsource OHS management to a consultant	20%
We have an in-house OHS Officer but we outsource some OHS functions to a consultant	40%
<b>Total</b>	<b>100%</b>

*Source: Research data 2016*

The study findings revealed how environment, health and safety are managed in the organization. The majority of the respondents (40%) indicated that they use an in-house OHS Officer but we outsource some OHS functions to a consultant; (20%) indicated that they use an in-house Occupational, Health and Safety Officer while (40%) indicated that they outsource OHS management to a consultant. The study revealed that having an in-house OHS officer but we outsource some OHS functions to a consultant.

#### **4.4 Occupational Health and Safety Programme**

The respondent were required to respond in the affirmative or negate the fact that, the organization had a written occupational health and safety programme displayed and brought to the attention of all staff working in their respective departments and sections. Further they were required to confirm whether they had domesticated the same to the circumstances of work in their various places of business. The response towards this was two folds, at the cooperate level, they were unanimous that the organization had a written and displayed health and safety programme as a policy statement towards cooperate engagement of the health and safety of its employees,

while at the departmental level some managers had modified the cooperate policy to accommodate the circumstances of work in their departments/sections. The rate of this domesticated vary from one department as shown in the table indicated on Table 5.

**Table 5: Safety programme: written and displayed by departments.**

<b>Presence of safety</b>	<b>Number of departments</b>	<b>Percentage</b>
Fully domesticated and	4	80%
Yes/slightly domesticated	1	20%
Not clear	0	0%
<b>Total</b>	<b>5</b>	<b>100%</b>

*Source: Research data 2016*

The results presented in Table 5 indicated that many department/sections a Healthy and Safety conceptual frame work for Portland cement is domesticated and is on display. Depending on the type of business done in the departments/section, a further domestication of the Programme is undertaken and is displayed as a precaution against specific prospective hazard and risk in areas of work. Other few areas have not displayed the same. On further interrogation on this, it emerged that, some managers assumed that, since the programme is on display in various departments, staff have had an access to the same without ascertaining the situation on the ground. This forms the bases of all the challenges faced by the organization in the implementation of the programme under the research question.

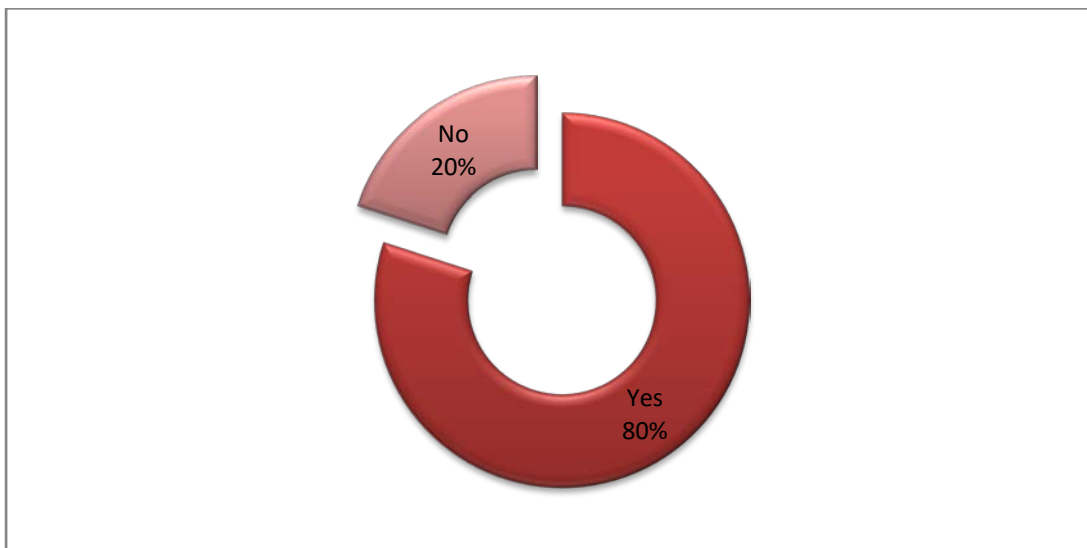
There were posters in danger spots on precautions to be taken to prevent cause of accident and how to escape in case of fire. Some of the posters were abit too old and not legible. Others not properly displayed as they are partially hidden. There were officers in charge of health and safety in many departments by designations and

others by deployment, whose duties were to educate employees on their health and safety as they continue with their daily activities of work. They also serve as the link person between the employees and the senior management as regards to the issue under research.

#### 4.5 Health and Safety Committee

The respondents were asked to indicate whether or not the organization had a health and safety committee. The result of this question is as indicated in the figure 2.

**Figure 2: Health and Safety Committee**



*Source: Research data 2016*

As shown in the chart above, 80% of the respondents said that their existed a health and safety committee. 20% of them did not have. The staff knew the responsibilities of the committee but their concern was whether the members of the committee were doing what they were expected to do. They had their own reservations as pertaining to the effectiveness of the committee.

The members of the committee were drawn from various departments forming a

Central Committee on Health and Safety headed by an officer at the level of a Director. Some individual department/ sections had their sub- committees on health and safety to address day to day matters of health and safety as they emerge in the cause of daily working exigencies. The main duty of the committee was to educate employees on health and safety programmes that could reduce accident occurrences at work. They also prepared reports on accident occurrences to the senior management and recommending remedial action to curb the same.

#### **4.6 Accident Occurrence in the Organization**

The respondents were required to respond in the affirmative or negate the statement that accidents do occur in the organization and thus presents problems and challenges to the organization. The respondents confirmed that the organization experienced accidents from time to time. It was further established that the accidents present challenges to the organization. The seriousness of this matter was confirmed and illustrated by the many man hours lost at place of work, the high medical bill incurred by the injured worker that causes a lot of financial constrains to the organization as it spends a lot of money paid to the injured worker as compensation as prescribed by the law.

#### **Further to the above it was observed that;**

Some of the common circumstances and places under which injury in the work place occurred included the planning and spray shops, where some staff inhaled impure air contaminated with chemicals used for cleaning and degreasing air craft parts that gave off fumes that caused unconsciousness to some employees due to poor ventilation. Improper use of lifting truckles and cranes in maintenance and cargo handling sections, the gels used for cleaning parts of aircraft have been thickened

with alkaline substances which causes eye irritations, skin scratching and discomfort of the chest after long use and cracking of hands. In the hanger there was sliding due to oil spillage, slippery ladders, the risk of unclear gang ways and the danger of being sacked by a running engine.

The frequency of the accidents depended on the nature of business in the department /section and the risks involved in the department / section and the job ingredients given to the employee. The nature of accidents ranged from broken limbs due to employees falling to the ground while working in an elevated platform, burns caused by corrosive substances or continuing use of chemicals without protective clothing for long or facial injuries caused by slight accidents. Very few accidents were fatal or life threatening and not severe to the person injured.

Most of the accident taking place were investigated and action taken to ensure no repeat of similar accidents by addressing the real cause of the accident and recommend mitigation factors to avert a repeat of the same, but rarely are the findings implemented thus forming a challenge in the implementation of the programme.

When an accident happens in the organization, the first person to handle it is the immediate officer in charge with the support of colleagues/workmates in the same shift. The immediate officer is the official person to report the accident to the management of the department/ section where the victim is working. This information is moved up the ladder of management until it reaches the organizations central committee that deals with health and safety of employee for purpose of

compensation after the injured employee has fully recovered.

The staff who get injured at work are temporarily put on sick leave to allow them time to recover and their place of work is temporarily given to other officers on acting capacity or rotation bases until the injured staff resumes work or compensated and replaced according to the procedure of recruitment /selection in the organization

#### **4.7. Transportation of Victims to Hospital**

The researcher was informed by the respondents of various persons/institutions that do take up the responsibilities of transporting the injured persons to health facilities for medical attention as called by the injuries. The frequency on this attribute showed that a bigger percentage of respondents indicated that, the injured persons are often than not taken to the hospitals by the organization, colleagues at work on a lesser percentage and others who take themselves to the hospital as the lowest percentage. This is best illustrated in Table 6:

**Table 6: Transportation of victims to hospital**

<b>Transportation of victims</b>	<b>Percentages</b>
Organization	75%
Colleagues	20%
Self	5%
TOTAL	100%

*Source: Research data 2016*

From the above results in Table 6, 75% of the injured victims were taken to hospital by the organization. This showed the organization concern on safety of its staff and

the challenges is the implementation of its health and safety programme. Equally, it may also explain the severity of the inflicted to the employee. As a higher injury is of major concern to the organization as opposed to a slight injury that the victim can take up to the hospital at the least or be escorted there by his workmates or colleagues. The inference from this table indicates that most accident victims were taken to hospital by the organization. This indicates the severity of accidents. The victims who had less severe injuries sought medical attention on their own.

#### **4.8 Payment of Hospital Bills**

On the issue of who pays hospital bills, majority of the respondents agreed that, the organization takes it upon itself to foot the same having satisfied itself that, the injury was inflicted to the employee in the course of discharging his/her official duties in the organization. Some injured employees did pay their bills accordingly this analysis is illustrated in the diagram shown here below:

**Table 7: Payment of hospital bill**

<b>Payment of hospital bill</b>	<b>Percentage</b>
Organization	60%
Self	20%
Not sure	20%
<b>TOTAL</b>	<b>100%</b>

*Source: Research data 2016*

The result in Table 7 indicate that 60% of the respondents said that the organization paid for the hospital bills while 20% paid for themselves while another 20% where not sure of how the injured person where paying their bills.

From the findings in Table 7, it was established that the victims who paid for



their medical bills were those on contract or temporary terms of services and so were not covered by the organization medical scheme or insurance cover group established by the organization. The respondents were unanimously in agreement that, the overall medical bill for injured staff was on the higher side and that, if it were not the challenges faced by the organization on the implementation of health and safety programmes, the cases of injury at work place could be much more low than it is currently.

#### **4.9 Compensation to accident victims by the organization.**

The organization base its compensation of the injured victims on the report given by the doctors report, and the legal frame work as provided by the workmen's compensation Act( Cap 236) or through the group life insurance and group personal accident. Group personal accident covered employees only and was based on ones earnings. An employee who suffered permanent injury received a compensation equivalent to six (6) years basic salary. Permanent partial disability victims receives 3 months' salary and insurance pays the other half for temporary total disability, the insurance pays basic salary for a period of 104 weeks. In cases of fatal accidents the insurance pays four years basic salary to the next of kin of the fatally injured employee. The Abidjan accident of 30<sup>th</sup> January 2000 was a fatal occupational accident and had to be compensated through this scheme. The findings indicate that the organization spent heavily on compensation of accident victims.

60% of the respondents were in agreement that, many of the employees injured were compensated based on the scheme of injury their belonged, and the organization embrace on fast racking the compensation amid some normal administrative hitches

as it were in any other organization. They further confirmed when an accident takes place, more so a severe one, a relatively thorough investigation is done by an appointed task force committee chaired often by the health and safety officer. The details of the causes of accident are documented, analyzed and corrective measures seldom put in place to avert a repeat of the same. This investigation is at same point shared to other units and forms a base for the next review if need be of the health and safety programmes. This review is normally expensive to the organization as revised programmes will certainly call for an enhanced budget to cater for equipments and training needed to avert the new accident at the work place hence explaining why the reviews are hardly done unless under pressure from interested stakeholders in the industry.

#### **4.10 Safety Contest and Compensation**

The respondents were not aware of any safety contest or competition among departments/ sections on health and safety matters. What most department/ section do is, to give out incentives to staff who show exceptional performance when it comes to rescuing injured persons from the scene of an accident. Rarely does the management organize formal contest. At times drills and mock exercise on evacuation of employees at an accident scene are done to test preparedness of how to handle a real situation should it happen in any department within the organization.

#### **4.11 Presence of Training Programme on Health and Safety**

The researcher observed that many employees have not received formal training on health and safety. The same was corroborated by the respondents who were on the majority as regards to the presence of a training programme as illustrated in the

table below.

**Table 8: Presence of Training Programme on Safety.**

<b>Presence of training programme</b>	<b>Percentage</b>
Yes	20%
No	80%
Do not know	0%
<b>TOTAL</b>	100%

*Source: Research data 2016*

The statistics in table 8 indicate that 20% percent of respondents have had a formal knowledge (training) on health and safety programme while 80% have never had any formal training on the same. At the least, the researcher observed that, some respondents did not ever know of any issue pertaining to formal training on health and safety. This was found to be a heavy challenge on the implementation of health and safety programmes.

The most likely inference from the above statistics is that employees trained and educated in health and safety matters observed safety regulations and practiced safety Acts at work place. Accidents do not just happen they are as a result of work related conditions and unsafe acts on the part of employees.

#### **4.12 Provision of Protective Clothing**

The respondents informed the researcher that, a big percentage of staff were being given protective clothing's to avert any health hazards to the employees to avert prospective injury or risk at work. This analysis is illustrated by the table shown

below:

**Table 9 :Provision of Protective Clothing**

<b>Provision of protective clothing</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	3	60%
No	2	40%
<b>TOTAL</b>	<b>5</b>	<b>100%</b>

*Source: Research data 2016*

The results in Table 9 indicate that 60% of the respondents were provided protective clothing at work place, while 40% were not provided with the same. Out of the 40% are those respondents who did not require using such clothing during their work.

On further investigation it emerged that the clothing provided to employees depended on the kind of work an employee was involved in. workers in the lamp used reflecting jackets at night , heavy boots, dust coats, earphones, warm jackets for cold rooms, gloves and helmets in the hangers, engineering, workshop, spray and at the shops painting shop the employees were provided with goggles, painters mask overall rubber show, breathing apparatus, fire extinguishers, first aid kits and stretches. However the researcher established that although the protective clothing was provided, there were some employees who did not use them. This was attributed to lack of training, negligence to observe safety acts due to negative attitude toward work and poor supervision to employees did not use them. This was attributed to lack of training, negligence of observe safety acts

due to a negative attitude towards work and poor supervision.

#### **4.13 Review of Health and Safety Programme**

The respondents differed on the issue of reviewing Health and Safety Programme in their department / sections. 60% indicated, they do not review the programmes while 25% did do some review which was induced by an accident occurrence in the place of work 15% was not aware of the need to review the same.

From the findings in Table 10, it is apparent that the organization had a shortfall .in this area giving raise to challenges in the implementation of health and safety programmes. The policy statement is an intention by the organization to do everything to avert injuries at place of work. This intention should be followed by programmes that in turn should be reviewed periodically in line with the changing technology which certainly will pose new risks at place of work. This analysis is illustrated as shown below.

**Table 10: Review of Health and Safety Programme**

<b>Renew of health and safety programme</b>	<b>Percentage</b>
Agree	20%
Disagree	60%
Do not know	20%
TOTAL	100%

*Source: Research data 2016*

#### **4.14 Employee Involvement in Identification of Risk and Hazard at Place of Work**

The respondents indicated that employees are hardly involved in the identification of risks and hazards of place of work, despite being the immediate contact person to any eminent hazard or risk at place of work. This analysis is illustrated in the table below.

**Table 11: Employee Involvement in Identification of Risks and Hazards at Place of Work**

<b>Health and risk hazards</b>	<b>Percentage</b>
Yes	20%
No	80%
Do not know	0%
Not answered	0%
TOTAL	100

*Source: Research data 2016*

The inference that can be drawn from the above is that the organization did not involve employees in the identification of health risks and hazards. This demonstrates a challenge in the implementation of health and safety programmes as the user of the programme are not involved at determining their potential risks and hazards as they were at place of work since then being the immediate contact of any risk and hazards, they need to be consulted.

#### **4.15 Suggestions by Respondents on How to Improve Health and Safety Programme in the Organization**

About 80% of the respondent suggested, employees should be trained on Health and Safety programme especially those in accident prone job like air craft maintenance, aircraft workshop, spraying and painting shops, laundry and ramp warehouse. The training should include first Aid service and periodic seminars on health and safety to address their safety problems. 5% said the organization should have periodic checks of the fire extinguisher replacement of first Aid Kit which were empty in many sections.

15% were of the view that the organization should take care of their physical health especially in handling chemicals and gases and those injurious areas. Periodic medical checkups and supply of plenty of milk to counter the danger of inhaling chemicals and dust should be availed accordingly. Approximately 15% were mainly concerned with the availability of health and safety policy and programme at their place of work

#### **4.16 Discussion**

The research topic was chosen as a result of an accident that, the researcher had had in the organization's workshop while in accompany of an employee that he had visited. This triggered the need to understand challenges faced by the organization in its endeavor towards ensuring a safe working environment for its entire employee in various departments/ section in the organization. As much as the organization has a comprehensive policy statement on health and safety and subsequent implementation programmes in the department and sections, the staff detailed to implement this are

poorly trained on it as they were never involved and orientated at its drafting level and hence they are not emphatic to it. The immediate need the organization should do is, to currently review the policy statement and its subsequent programme while involving a wider stakeholder in it leading to an all-inclusive safety programme for individual department in the organization.

Managers in various departments need to oftenly have joint meetings to address their challenges in ensuring health and safety of staff working in their respective areas of operation. Each area has different risks and hazard, but a joint address to this matter will ensure an all-inclusive safety programme whose budget will benefit from the economies of scale and, reduce the cost of implementing the programmes at the cooperate level. Employees on the other hand, are supposed to play safe at place of work this should be clearly put to them at their orientation upon being recruited to the organization. At the end of the day , as much as the back on safety fall to the organization, the employees have a burden to take it upon themselves and avoid reckless behavior, keep stress away and be alert and conscious of any impending risks and hazards and avoid them as much as practically possible.

The organization takes charge of taking injured staff to the hospital and pays the resultant medical bills depending on the severity of the accidents. Much as it is a noble idea the compensation bit of it need to be improved as some injured person get incapacitated to work. However, these should not be conceived to mean that the organization has too much money but, it should be the last result that any employee at the individual level would wish to get and a search emphasis should be to the employees to play safest possible in all the facilities of the organization.

It is prudent that the organization ensures that staff who are supposed to wear protective clothing do so without any compromise. Disciplinary action should be



taken to staff who do not adhere to this requirement. These will deter “the do not care attitude” of staff from not wearing protective clothing. The organization should in turn ensure availability of the protective clothing needed in the respective areas of operation and they be in the best standard as provided by law and compliant to hygiene and appreciative to the employee as a designed they can wear with pride and dignity. Intensive sensitization should periodically done to ensure continuity of wearing protective clothing at the appropriate place of work.

The challenge on the issue under research has led to a number of accidents at various departments and sections in the organization. This has been too costly to the organization in terms of medical bill, compensation and loss of many man hours at the place of work. The organization has the responsibility to address the emerging challenges comprehensively.

There is a need to review the programme periodically in line with technological changes at work that, dictate the emerging risk and hazards of work. In today's management some organizations do organize health and safety contest/ competition and reward department/sections and individuals who excel in that area. Portland Cement should buy a leaf from those organizations and prepare a calendar for health and safety contest and reward appropriately. This will go miles ahead towards addressing those challenges leading to enhanced effective health and safety programmes in each of department/section and at cooperate level to ensure safe working environment for all the staff in the organization.

The researcher established that Portland Cement has a well written formal statement of Health and Safety Policy and subsequent Programmmes to implement the conceptual frame work as structured by the management. There were accidents occurrences as collaborated by employees who were randomly asked a few

interrogative questions on the same, by the researcher as the crises crossed departments/ section within the organization in the course of doing the research.

These accidents were attributed to failure of the organization to implement the Safety Programmes to the later. The study further established that the organization flopped to educate and train workers in Health and Safety matters, flopped to educate and train workers in safety committee, failed to review safety programme and the employees were not involved in the identification of risks and hazards. The management did not participate in safety matters by way of educating their staff and safety contest or competitions. These factors contributed to the successful execution of Occupational Health and Safety Strategies at east African Portland Cement Company.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This part shows the summary of Key information Findings, conclusion drawn from the discoveries and suggestion made there-to. The Conclusions and suggestions drawn were centered around tending to the elements influencing the execution of Occupational Health and Safety Strategies at East African Portland Cement Company Limited.

### **5.2 Summary**

The study established that the success of the Occupational Health and Safety strategy in EAPCC, was rated as good. The strategy development was properly done and shared with the board and also driven by the OHSAS certification program. EAPCC is OHSAS 18001:2007 certified (Occupational Health and Safety Assessment Series), a mark of world class standards of safety at the workplace. However, the respondents revealed that there was a lot that still need to be done in order to conclusively say that there is successful execution of the identified strategy.

On the resources, the study established that there were no challenges in the execution of the strategy. The company had adequately allocated resources required to ensure successful execution of the occupational health and safety strategies which included financial resources, human capital and other technical enhancement required to realize a safe environment.

The study has established that there were other factors that affect the execution of occupational health and safety strategy. These included: lack of timely correction of

causes of incidences; repeat observations for issues of safety risk importance; lack of effectiveness in monitoring the quality of strategy execution and lack of effective supervision.

### **5.3 Conclusion**

This concludes that organization culture, structure and resistance were the major factors affecting the successful execution of occupational health and safety Strategies at East African Portland Cement Company Limited. Organization culture was initially found to be a challenge in both the management and the general staff; however, the management had started to embrace the new strategy. On the part of the general staff, the motivation that enables the employees to pull in one direction was lacking. Thus it should be encouraged because it determines the potential and force for a significant change within the organization. The study also established that the structure of EAPCC was also a challenge in the implementation of the strategy. Organization structure aids in decision making and deploys accountabilities so that the organization can achieve its objectives and goals hence it's a critical factor in the success of any strategy in the organization. Moreover, lack of timely correction of causes of incidences, lack of effectiveness in monitoring the quality of strategy execution and lack of effective supervision also posed a challenge in the successful implementation of the Occupational Health and Safety strategy. Execution of strategies requires cooperation and competencies of the organization and technical and managerial support.

#### **5.4 Recommendations**

The researcher recommends that the management should encourage team work among its employees since this measure would determine the potential and forces of a significant change within the organization. Moreover, the company should have safety and health awareness through sensitization programmes to enhance good safety culture. Institutional culture (data sharing, amiable to change, proprietorship) and resistance are pivotal variables which decides how rapidly or how promptly the general population can adjust to the new demands that positioning of approach may make on them. Responsibility of the considerable number of workers can be guaranteed through clear correspondence of methodology and individual part in satisfaction of the same. Institutional culture of trust and strengthening are minimum essentials for successful performance of the system through educated and brisk choices. The study additionally prescribes on auspicious and successful correspondence on the system targets to all workers and shares the development. Communication is likewise a critical variable as usage includes numerous more individuals working for apparently random procedures however with a similar ultimate objective. Tactic deployment is by and large observed as an element of procedures and structures however the truth of the matter is that it is as much a component of willful institution and soul of the general population in the institution. It is this part of strategy positioning that separates two organizations seeking after comparable strategy. Essence of the general population is something that can't be imitated by the contenders and is an unequivocal element between achievement disappointments of execution.

The management should dependably stress the significance of the strategy all through the execution stage and follow up through thorough surveys, so that the directors realize that they are adding to an essential undertaking. Execution is something which is underestimated. All the more so there is requirement for the firm to successfully screen the execution of the procedure for restorative moves to be made proactively.

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

In the pursuit for information, the researcher encountered a number of challenges. One of the challenges was the tight schedule of the management staff, directors who were respondents to the study. This limited the information that was given out. Another limitation was that, this study relied on primary data from the directors. However, there was also need to collect data from other staff who could also give their own views on the challenges of execution of the strategies. For instance, it would be difficult to solve the challenges of organization culture and resistance without involving other staff. This would help form a formidable conclusion on the subject matter under research.

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

This study relied on primary data from the directors and senior managers. However, the success of any strategy is dependent on both the management and the general staff. Therefore, the researcher suggests that a future study should involve the general staff as the respondents to the study so as to get their opinion on the factors that would enhance successful execution.

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## **INTERVIEW GUIDE**

### **SECTION A: PERSONAL INFORMATION**

1. How long have you served in this post?
2. What do you understand by occupational health and safety?
  - a) Employees' safety & welfare at the work place
  - b) Employers' safety & welfare at the work place
  - c) Both employers and employees safety & welfare at the work place
  - d) Employees, employers and third party safety & welfare at the work place
  - e) Any other please explain

### **SECTION B: OCCUPATIONAL HEALTH AND SAFETY STRATEGIES**

3. Please state any Occupational Health and Safety related changes/strategies that have be implemented recently?
4. a) With regards to the above mentioned strategies do you think the company is taking the necessary measures to ensure their successful execution at EAPCC? Justify your answer.
  - b) How supportive to the corporate strategy are the occupational health and safety strategies? Please specify

### **SECTION C: FACTORS CONTRIBUTING TO STRATEGY EXECUTION**

5. a) What are the factors contributing to implementation of the occupational health and safety strategies at EAPCC?
  - b) Which are the most dominant constraints or challenges experienced in the execution of Occupational Health and Safety Strategies?
6. a) How would you describe the Occupational Health and Safety Strategy execution process?
  - b) What suggestions do you propose to improve Occupational Health and Safety strategy execution Process?