

HEALTH AND SAFETY ON THE PERFORMANCE OF EMPLOYEES IN KENYA
CASE STUDY: NZOIA SUGAR COMPANY.

BY
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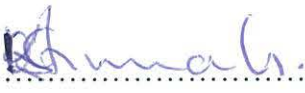
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DECLARATION

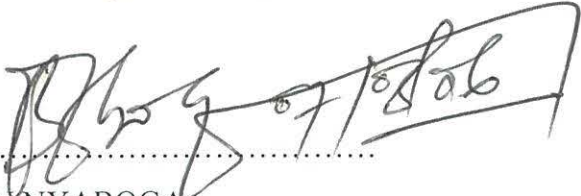
I **KHAMALA ROBERT SITUMA**, declare that to the best of my knowledge, this work is original and has not been submitted in any University for an award.

Signed 

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(STUDENT)

Date... 

Signed 

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DEDICATION

This work is dedicated to my father, Mr. Francis Mukhebi Situma and my mother, Virginia K. Situma.

ACKNOWLEDGEMENT

I thank God for the courage and spiritual support He bestowed on to me, strength, patience and ability while perusing my studies and the completion of this study has been possible due to invaluable assistance of a number of people to who am most grateful.

First and foremost, special thanks are accorded to the managing director of Kampala International University, Hajji Hassan Basajjabalaba for putting up a University that has enabled us to acquire education, glorious blessings on to KIU too.

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Thanks to brothers; James, Steven, Emanuel, Simon, Edwin, Joseph, Wilson and Albert My sisters; Evelyn, Immaculate, Imelda, Jane, Christine and Monica, Dinah, Mr. Harish Patel of Webuye Town Bakery, My grandfather Ibrahim Mukhebi and grandmother Prisca Namwenya, for financial assistance and courage they offered me during the course of my studies.

Special thanks go my supervisors Dr. Ben Nyaboga and Madam Susan Nanyange Kazibwe for the guidance they rendered tirelessly.

Special thanks go to all my lecturers who taught me and made me pass the exams.

Also my thanks go to my classmates and the entire community of KIU for being cooperative while we were in the academic struggle to achieve our goal.

Lastly, I thank madam patience, for the work she has done during the typing and editing course works and my research dissertation.

God Bless you all.

ABSTRACT

The report covers five chapters of which at the end, it gives a full analysis on healthy and safety in organization performance.

In chapter one the report dwells on the historical background of the study, the location of the study and where geographically located. The social setting of the people around the study area, in terms of the tribe and the language they speak. The Economical settings in terms of revenue and employment. The organizational structure as per the departments and also the organizational designation from the top management to the bottom. It's also indicated in chapter one that the origin of health and safety as the royal commission of 1972 reported on unnecessary large numbers of life are lost each year through industrial accidents. Environmental factors in health and safety like Atmospheric condition, noise, lighting, monitoring. Besides that the objective of the study and the importance of health and safety are also discussed together with the significance of the study on health and safety at Nzoia Sugar Company.

In chapter two: In here it's where various scholars like Michael Armstrong looks healthy and safety as "programs that concerned with protecting employees and other person affected by what the company produces and does against the hazards arising from the company. Bennet and Grahams also sees health and safety as the maintenance of safe working conditions and prevention of accidents in an organization. It also concentrates on the health and safety legislations, institutions and employment act. It also presents the extracts from the factory act, employment act and from the workers compensation act. It gives information on internal and international organization that concerned themselves with the health and safety of the employees. Stress as a whole defect on health of employees is discussed. Besides that it indicates the health and safety researches on accidents in the factory so far and ends by giving the health and safety measurement programs.

The three chapter of the report gives some details about the area of study which is limited to Nzoia Sugar Company in Bungoma. It gives the various departments of the organization, the sampling procedures and the data collection methods that included questionnaires, interviews, literature reviews, observation and some finding analysis on the research. The inclusion of the details was found necessary because the spread of health and safety hazards in the factory is bound to be associated with the variations of duties performed by the personnel in the various departments.

The fourth chapter has a report that attempts to indicate the general categories of health and safety hazards. It also points out the representation and percentage performance of health and safety in the company.

The fifth chapter is the last chapter that has the general summary and conclusions about the positive and negative reports about health and safety. It also has a general recommendation to the whole report together with limitations and suggestions of the study.

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CHAPTER ONE

1.0 INTRODUCTION

Nzoia Sugar Company is situated off-Webuye-Bungoma Main road, within Bungoma District of Western Province. It started its operation (Manufacture of sugar) in 1978 and was officially opened by the former president of Kenya Daniel Torotich Arap Moi.

It has an estimated number of about 10,000 employees, 8,500 subordinate workers working in various departments like Agriculture, production, purchasing, who work on indirect and casual and those on contracts. While 1500 are (direct employees) permanent employees on management staff that usually help the company to run its daily routines promptly.

Nzoia Sugar Company is located within the Luhya community under the Bukusu Sub-tribe who speak Bukusu as their language.

1.1 Origin of health and safety

In 1972, the royal commission on safety and health at work reported that unnecessary large numbers of days are lost each year through industrial accidents, injuries and diseases because of the attitudes, capabilities and performance of people and the efficiency of the organization systems within which they work. Since then, major organization has been brought into effect in the UK most notably.

- Safety representatives and safety committee regulations 1977 (under the authority of the 1974 Act).
- Health and safety at work Act 1974

Its arguable too, that since 1972, the society as a whole has become more aware of health and safety through

- The legislation that requires health warnings and description of content of goods.
- Experience of notable disasters such as chronology, the king cross fire.

- The raising of issues such as unsafe toys additive foods, highly flammable materials in furniture, asbestos poisoning etc.

However, legislation sets a bare minimum standards for (any levels of commitment to) health and safety. It does not represent satisfactory practice for socially responsible organizations.

Health and safety are still regarded with negative attitude by many managers. Provisions are lastly and have no immediate quantifiable benefits like other forms of risk management:

Insurance – They are perceived as a vegetable necessity which would be avoided if it was “safe” to do so give the constraints of legal obligation, trade union pressure and the threat of adverse publicity.

1.1.1 Elton Mayo

Elton Mayo 1880 – 1949 in the investigation of the Hawthorne works initial interests were fatigue accidents, and the effect on them rest pauses and physical conditions of work. Mayo argues that from a purely physical aspect, we are entitled to infer a steady state where organic processes are kept in balance with the required expenditure of energy in such a state, work could continue indefinitely.

1.1.2 Fatigue

A term to describe a variety of phenomena for instance the depletion of “fuel reserves” for example. blood sugar. Exhaustion increased heart rate etc from over heating and lack of oxygen in hot staff conditions.

The temporary disability resulting from the build up of lactic acid in the blood during short bursts of intense activity with insufficient oxygen. Studies of industrial fatigue more over have shown that fatigue is part of the conflict between the industrial and his environment performance is at its optimum when worker is in a steady state.

Interference may create a condition of dis-equilibrium which might render him/her temporary unable to continue at the same level of activity. Thus, there are many reasons

why management should be motivated to create a working environment that will facilitate employee health and safety.

The environment factors in health and safety

Even though the maintenance of a healthful and safe work environment is primarily dependent upon the attitudes and behavior of supervisors and their subordinates. Health and safety hazards that may be found in the work environment may be controlled in part through intelligent behavior, requires the installation of special protective devices, or other equipment, that management must provide for when planning the layout and design of the work area and its equipment. It should be noted that efficiency and morale are also influenced in most instances by these environmental factors.

Atmospheric conditions

The atmospheric properties of the work area may have an influence on the employees' behavior and thus affect the extent to which he is able to perform his work in a safe manner. Certain vapors, for example, create dizziness while others may cause drowsiness or visual disturbance. Besides that, Atmospheric properties are also likely to affect the employees' health unless adequate safeguards are provided. Such atmospheric contaminants as vapors, gases, dusts, fumes, mists, smokes, and radiant energy (other than heat).

Noise

Elusive but potentially meaningful sounds (which you strain to hear and make sense of) sharp intermittent noise or unexplained variations in noise level can however be irritating, distraction or hard on the nerves, concentrating can easily lapse if there is a sound competing with more relevant sensory information, mutual blinking i.e the shifting of attention from one sensory input to another can cause significance lapses.

Lighting

Lighting has probably received more attention than other aspects of the work environment. It has long been realized that the quality of illumination affects employee

efficiency, health and morale and is an important factor in the cause and prevention of lighting.

Monitoring

Is the experience of boredom is identified as another form of interference in workers performance.

(i) Specialization and breaking down of jobs into smaller tasks such as where advocated scientific management theories, created conditions that gave a worker no mental stimulation in attention day dreaming or social conversation were usually the results with accidents and errors following. The extent to which workers suffer boredom, or role “under load” depends on the mental capacity of individuals.

Orgonomics

Ergonomics is taken from the Greek word ergos meaning work and homos meaning natural laws. It is usually used to describe the scientific study of the relationship between man and his working environment. The sphere of scientific research explores the demand that can arise from a working environment and the capabilities of people to meet his demand.

Though this research, data is made available to establish machines and working conditions which apart from functioning well are best suited to the capacities and health requirements in the human body.

Heating and ventilation

In this field, three things are important; Temperature, humidity, Air movement, all these can affect performance and comfort at work.

(i) Temperature

In factories, the optimum air temperature for light work is 10°C (15°F) and the range in which most people feel comfortable is 15°C to 25°C (60°F to 70°F) in offices the comfort zone is (19° to 23°F).

(ii) Humidity

This is only important when conditions are extremely damp or extremely dry. In the first case employees complain of stiffness and in the second, they feel uncomfortable because of the dryness of the nose and throat.

(iii) Air movement

It's generally agreed that an air movement of about ten meters per minute should be aimed at. This level of movement is first perceptible if temperatures are above or below the ideal, then air movement should be greater or less respectively than ten meters per minute. Air movement may be improved by the use of fans or by an air conditioning system.

1.2 Importance of health and safety

Health and safety at work is important primarily to protect employees from pain and suffering.

It's also important because an employee has legal obligations for the health and safety at work. Besides that, since accidents cost the employer money (not with legal damages but operating costs as well).

In addition, the company image in the market place to which it sells goods and service (its from which it recruits labour and also buys in other resources) will suffer if its health and safety record is bad.

1.3 Problem statement

Since 1999 to date, Nzoia Sugar Firm has experienced a high increase in the rate of accidents at work place for example road accidents due to factory's dilapidated tractors as in the photo shown in (Appendix D page 3), injury cuts and many employees complain of health problems like chest pains. And since the organization depends on the performance

of employees to accomplish its objectives, lack of due care of employees on health and safety as constituted negatively on employees performance.

1.4 The purpose and objectives of the study

- 1) To find out whether the health and safety policies are in place and enforced in the organization.
- 2) To identify the health and safety measures in the organization and examine how they have been implemented by management to reduce accidents at work places.
- 3) To analyze the impact of health and safety on employees performance in the organization.

1.5 Significance of the study

The study enlightens the management of the organization as to why employees' performance is low due to poor health and safety.

The researcher was in turn to come up with recommendations that dwell on how such issues will also help the upcoming organizations to adopt the effective health and safety and have a good basis to review and correct the measures.

The management of the organization should have to consider ways and means of improving health and recommendations made in this report shall help managers to determine good health and safety that will stimulate employee's performance.

The report can also be used as the future reference for the students who will be on research on the same topic.

1.6 Assumptions of the study

1. Health and safety are vital in organization since they also determine employees' performance.
2. Health and safety measures contribute to the overall performance of employees.

1.7 Location of the study

The study was y carried out in Bungoma District Western Province of Kenya East Africa.

1.7.1 Objectives of the company

The company was established within the following objectives since its located in the densely populated region with the arable land.

1. To establish health facilities in the area for instance. Nzoia health centre.
2. To create employment for the local people thus improving their living of standards.
3. To manufacture high quality sugar for local and export consumption.
4. To Boost Kenya's economic status through the export of sugar and also the revenue paid by the employees.
5. To improve on social responsibilities for instance, building bridges, church and mosque.
6. To improve the educational standards in the area. For example Nzoia Sugar Company Primary school.
7. To improve on social amenities in the society for example Sudi stadium for both football and volleyball teams.

1.8 The organizational structure of Nzoia Sugar Company.

The organizational structure of Nzoia Sugar Company is a unique in it's own as the departments differ from other organization. The Agricultural department that has out growers and nucleus. Here it consists of sugar cane plantation management operation. All operations deal with cutting sugarcane and transport them.

Besides that maintenance of the Nucleus by avoiding stealing and fire burning the sugar cane.

1.8.1 Processing and Production.

In this department, it involves cane yard, chippers house, caustic chemicals, sugar mill, sugar handling, bagass, molasses, laboratory and quality control, sugar crystallization, glucose crystals. Here the cane stocks are prepared and crashed to process sugar.

1.8.2 Personal Service.

The department includes personal Administration manpower training development, occupational health and safety management, medical service, welfare services, housing, transport, security operation deals with welfare of the employees, their health, housing conditions and security of labor.

1.8.3 Engineering maintenance and general Administration.

This includes Mechanical Engineering and maintenance, electrical engineering and maintenance, instrument engineering, power house and utility fire safety services, project planning and development, technical and general services. This deals with the maintenance of electronics, mechanical instruments, fire safety, technical services in the engineering department.

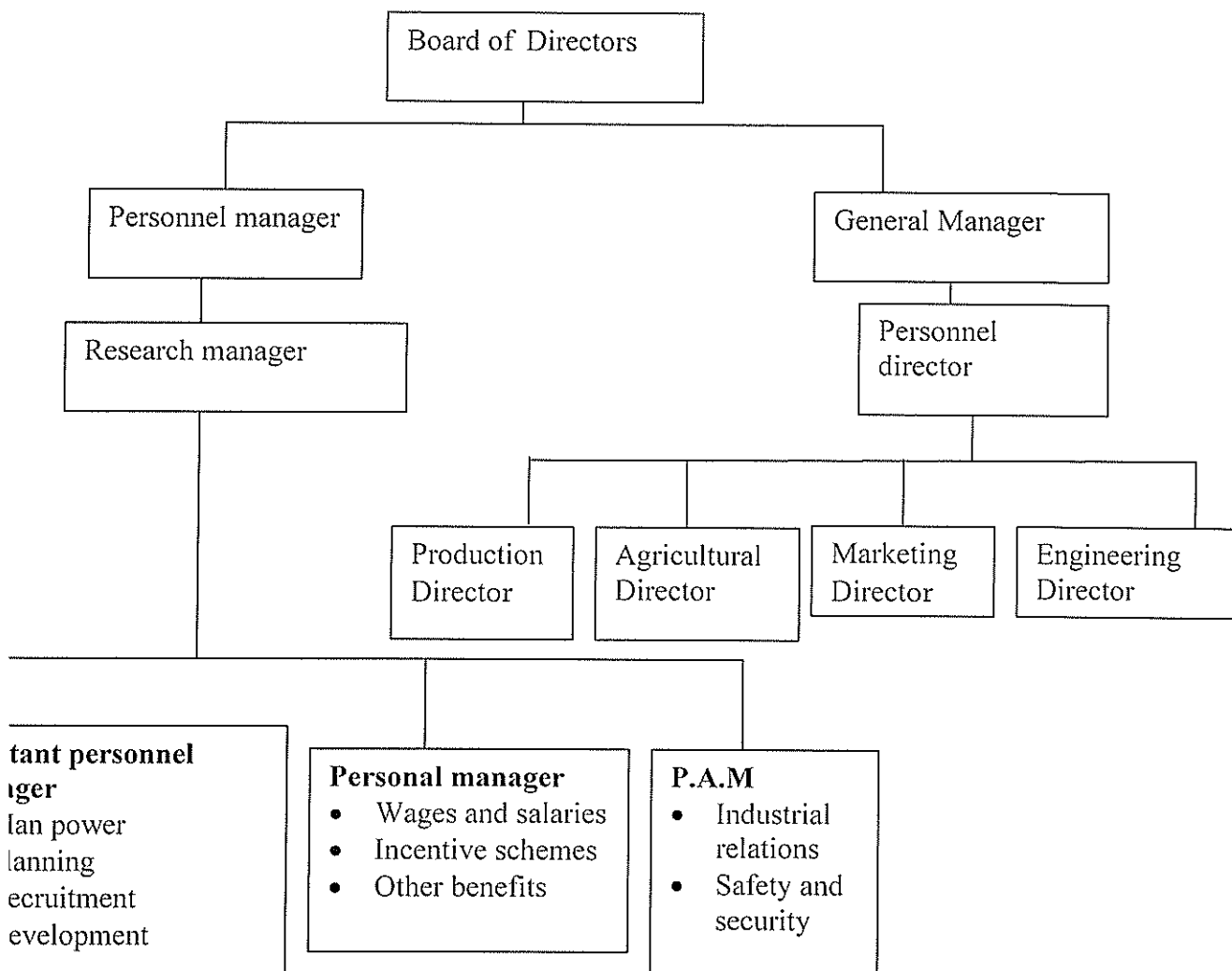
1.8.4 Commercial services

This includes accounts, purchasing store and suppliers, computer system, sales and marketing, internal auditing, financial control.

This is whereby the purchasing of sugar products takes place also marketing office country wide and including chaining office at Nairobi.

1.8.5 Structure of Organization of Designation.

These include the top management levels of the organization. They are executives, General managers, Human Resource manager, Production, marketing director, Deputy directors, Engineering Directors, Joint Engineering directors, Chief project Directors, departmental directors of quality control and environmental Managers, Chief Chemist, down to the subordinate staff.



Source: Primary data

1.9 Definition of Key terms

Health	–	This is the state of being well in the body and mind and free from Any disease.
Safety	–	The condition of being safe, that is freedom from any danger, harm Or risk.
Organization	–	A social unit deliberately and consciously established for the Purpose of attaining specific goals.
Employer	–	A person or a public body or private body which has extent into Contract of service to employ any individual.
Employee	–	individual employers for wages or salary and includes apprentices.
Performance	–	The effectiveness one has to achieve specific goals and objectives In an organization with the available resources.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

According to Bennet and Grahams' (Human Resource Management 1997) defines the Health and safety is the maintenance of safe working conditions and prevention of accidents in an organization. Work place occupation health and safety programs are key elopements in preventing occupational injuries in general for promoting the quality of working life.

Besides that Michael Armstrong, 8th Edition 2003, defines Health and safety as programs that are concerned with protecting employees and other person affected by what the company produces and does against the hazards arising from the company. In health and safety programs an organization coordinates its policies and procedures so that any disincentives to workplace are seen, health and safety programs are eliminated and even other places of work act positive incentive as provided to work and operate such systems.

Herbert G. Henmen IV, 2001 (Personnel Management III) therefore says that the employees' performance in many organisations has not been impressive at all due to lack of health and safety. The required standards which have consequently resulted to employees unrest making them to go on strike so that their employer improve on them.

It does not necessarily follow, however that the employee Health and safety automatically results from the creation of desirable physical condition at work. While physical environment is certainly an important factor, the maintenance of high standards of health and safety is even more dependent upon the attitude and behaviour of the personnel.

In selecting personnel an attempt should be made to hire only those individuals who will be able to meet the health and safety requirement of the job. Once employees are hired, it is desirable to provide them with the necessary training in safe work, procedure and to encourage them to adhere to the prescribed rules (Churden Henmen, Personnel Management 2001).

Safety programs deal with the prevention of accidents and with minimizing the resulting loss and damage to persons and property. They relate more to systems of work than the working environment, but both health and safety programs are concerned with protection against hazards, and their aims and methods are clearly interlinked.

Definition

Health and safety is the maintenance of safe working conditions and the prevention of accidents in an organization. It does not necessarily follow, however that employee health safety automatically result from the creation of desirable physical conditions at work. However there is a distinction between safety and health which is somewhat arbitrary.

Safety generally refers to hazards resulting in direct injury such as cuts broken limbs damaged vertebrae and lose of sight.

Health refers more to the role of working environment in producing diseases and illness such as respiratory problems and cancer.

The source of this literature review is mostly from administrative business books magazines, articles such as digest and several company magazines.

2.2 Health and Safety legislation & institution.

In Kenya, occupational health and safety is governed at the national level by three major legislation which comprise of the factory Act, Employment Act cap.226 and workers compensation Act cap.236.

For purpose of providing information, appropriate extract of the three legislation are given below:-

Factory Act Cap.514.

“An Act to make provision of the health and safety and welfare of persons employed in factories and other places.”

2.3 Health General Provision cleanness.

Every factory shall be kept in a clean state and free from effluvia arising from any drain, sanitary convenience to other nuisance.

(a) Accumulation and dirt and refuse shall be removed daily by a suitable method from the floors, benches of workrooms and from the staircases and passages.

(b) The floor of any workroom shall be cleaned at least once in every week by washing or if it is effective suitable, by sweeping is another method.

(c) all inside walls and partitions and ceilings or tops of rooms and all walls and tops of passages and staircases shall;

- i. Where they are kept painted with oil or vanished, be repainted or revanished at least once in every period of several years.
- ii. Where they have a smooth impervious surface, at least in every period of fifteen months be washed with hot water and soap or cleaned with other suitable methods.

2.3.1 Overcrowding

(1) a factory shall not, while work is carried be so overcrowded as to carry risk of injury to the heath of the persons employed therein.

(2) A factory shall be deemed to be so overcrowded as aforesaid of the number of the persons employed at a time in any workshop is such that the number of superficial feet allowed for every person employed is less than forty.

2.3.2 Ventilation

Effective and suitable provision shall be made for securing and maintaining by the circulation of fresh air in each workroom the adequate ventilation of the room.

2.3.3 Lighting

Effective provision shall be made for seeing and maintaining sufficient and suitable lighting, whether natural or artificial, in every part of a factory in which persons are working is passing.

All glazed windows and skylight used for the lighting of workrooms shall so far as practicable be clean on both the inner and outer surfaces and free from obstruction.

2.3.4 Safety (General provisions)

Safe means of access and safe place of employment.

All floors, steps, stairs, passages and gang ways shall be of sound constructions and property maintained and shall so far as is reasonably practicable, be kept free from any obstruction and from any substance likely to cause persons to slip.

2.3.5 Prevention of fire.

In every factory shall be provided and maintained so to be really accessible, means for extinguishing fire, shall be adequate and suitable having regard to the circumstances of each case.

All stock of highly inflammable substances shall be kept either in a fire- resisting store or in safe place outside any occupied building provided that no such store as a foreshore shall be so situated at danger the means of escape from the factory or from any part thereof of persons employed therein in the event of a fire occurring in the store.

2.3.6 Safety provision incase of fire.

Every factory shall be provided with adequate means of escape in case of fire for the persons employed therein. All the means of escape shall be properly maintained and kept from obstruction.

The contents of any room in which persons are employed shall be so arranged or disposed that there is a free passage way for all persons employed in the room to a means of escape incase of fire.

While any persons is within the factory for the purpose of employment or meals, the doors of the factory and of any room where the person is and any door which afford a means of exit for persons employed in the factory from any building or from any enclosure in which the factory is situated, shall not be locked or fastened in a such a manner that they can not easily and immediately be opened from the inside.

All doors affording means of exit from the factory for the persons employed therein shall except in the case of sliding doors be constructed to open outwards.

Every window, door or other exit affording means of escape in case of fire or giving access there to other than the means of exit in ordinary use, shall be distinctly and conspicuously marked by a notice printed in red letters of an adequate size.

In every factory, effective shall be taken to ensure that all the persons employed are familiar with the means of escape in case of fire and with the routine to be followed in case of fire.

2.3.7 Welfare(General provision)

Supply of drinking water. Organization is required to supply wholesome drinking water and maintained at suitable points conveniently accessible to all persons employed.

2.3.8 First Aid.

1. First Aid box or cupboard of prescribed standards is required for every 150 persons.
2. Such box or cupboard should contain nothing other than appliances requisites for first aid.
3. Each first aid box or cupboard to be placed under the charge of responsibilities persons one of whom shall always be readily available during working hours. (Not required if there is a clinic with arrangements to immediately treat all injuries occurring at place of work.)

2.4 Health, Safety & Welfare special Provisions and rules.

Miscellaneous.

General Registers

There shall be kept a general register and there shall be entered into it. The prescribed particulars as to every accidentals and case of occupational disease, occurring in the factory of which notice is to be sent at a labor office under the provisions of any law for the time being in force in Kenya.

2.5 Employment Act. Cap. 226.

The act was enacted to regulate the relation of employer and employees. Features of the act include;

2.5.1 Care of employees in the field of housing

During the period of service, the employer shall at all times at his own expenses cause every employee in his service to be properly housed in accordance with the provision of rules made under the Act or shall pay the rental of proper housing accommodation and shall observe all reasonable directions which may be given by an authorized officer in respect of sanitary arrangements.

2.5.2 Medicare and Medical attendance.

Every employer shall provide his employee with medical treatment in accordance with the provisions of rules under this Act. Some of the provisions and rules state that:-

Where an employer is employing from 40 up to 500 employees, the employer must keep some prescribed drugs and provide a trained person. But when the employees are less than 40 persons, the labor officer may require that a maximum requirement be met.

In the event of an epidemic, the employer is under duty to notify the medical officer whatsoever.

The employer is to notify the medical officer if any of the employees is suffering from infectious disease and if required to be in isolation thus be isolated and treated.

All the services are to be at the expense of the employer. Vaccination should be at the expense of the employer. If an employer fails and circumstances end up in employee falling very sick and had to be treated elsewhere, employer is to meet the expenses.

2.6 The workman's compensation Act.236

The workman's compensation Act provide for compensation to workmen for injuries suffered in the course of their employment. The features include;

2.6.1 Compensation for injuries.

The act stipulates the employer liabilities for compensation for death or incapacity of a workman resulting from accidents arising out of and in the course of employment; it spells out specific compensation to be paid in fatal cases, in the case of permanent fatal incapacity and compensation in the case of temporary incapacity.

The compensation is payable to or for the benefit of the workman or where the death results, from the injury to or the benefit of his dependants as provided by the Act.

2.6.2 Medical Aid.

Medical expenses employer is to defray the reassemble expenses incurred by a workman within Kenya or within the approval of the medical officer, outside Kenya as the result of an accident which would entitle the workman to compensation.

2.6.3 Occupational disease.

Where a medical practitioner grants a certificate:-

That a workman is suffering from a schedule disease causing disablement or that the death of a workman was due caused by an scheduled disease and

That such disease was due to the nature of the workman's employment and was contracted within the twenty four months previous to that date of such disablement or death, the workman or if he/she is deceased the dependants shall be entitled to claim compensation under the Act as if such disablement or death had been caused by an accident (need to examine employee before employment).

Compensation shall be payable by the employer who last employed the workman during the period of twenty four months referred to in section 35 of the Act unless the employer proves that the disease was not contracted while the workman was in such employment.(Need for post employment medical examination).

If a workman who becomes disabled by or dies of any disease mentioned in the 3rd schedule of the Act was immediately proceeding the disablement or death employed in any occupation mentioned in such schedule opposite such disease, it shall be presumed unless or until the contrary is proved, that the disease was due to nature of such

employment compensation including medical aid will be recovered from the employer who employed the workman during the 24 months referred to above.

2.7 Organizations institution promoting Health.

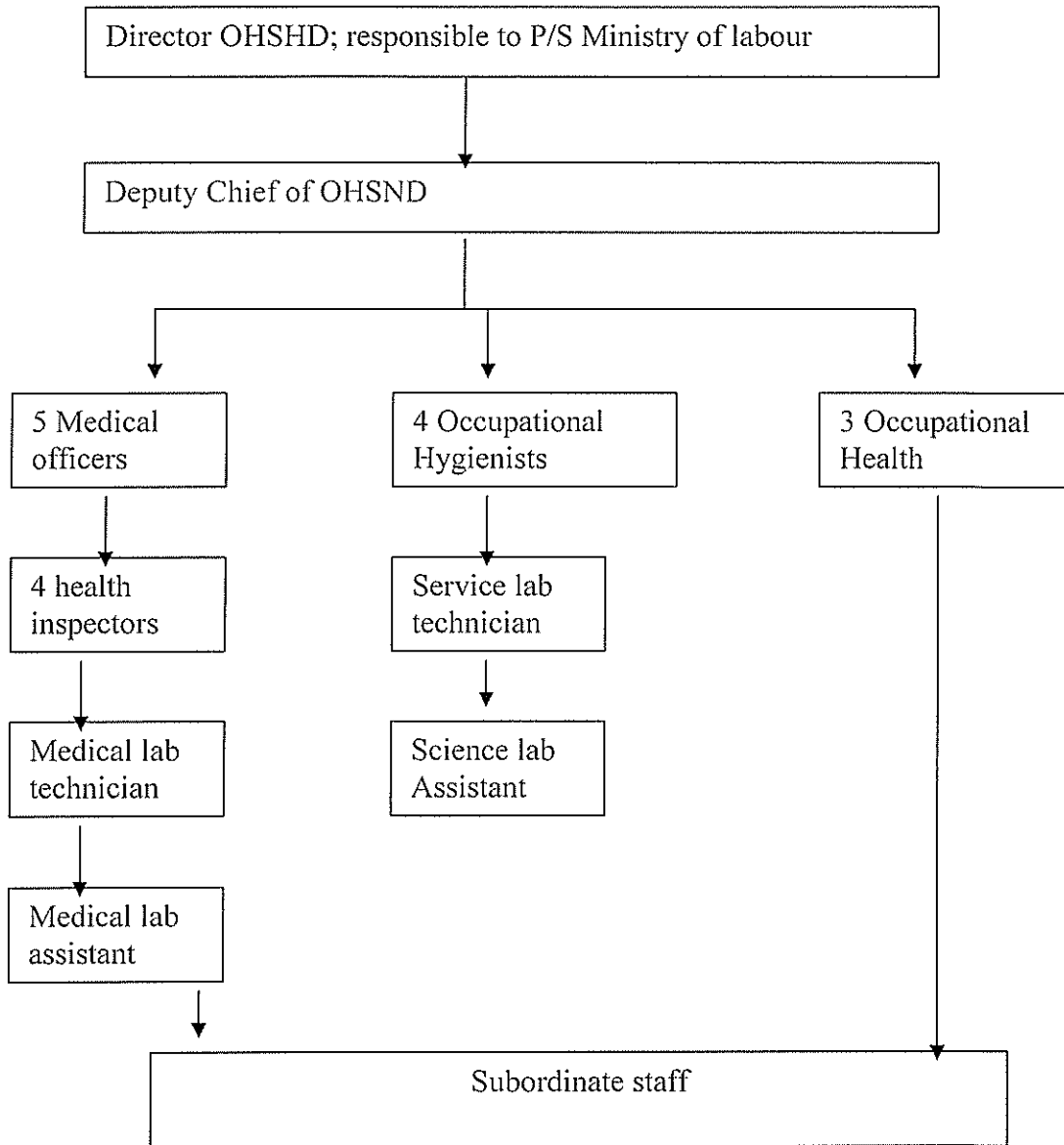
2.7.1 Internal Organization

To ensure that the provisions for Health and Safety of employees are adhered to the government has set up a department of occupational health and safety hygiene under the ministry of labor and human Resource.

The department which was formed in 1966, (the second in East Africa after the 1965 of Uganda) is headed by Doctors.

The structure of occupational health and safety hygiene department is given below:-

STRUCTURE OF OCCUPATIONAL HEALTH AND SAFETY DEPARTMENT IN KENYA



Source: Primary data

The department's ultimate objective and responsibility is that of ensuring "workers" in whichever sector of the economy they may be, remain healthy and that the work does not harm their health but instead it should promote health.

The department functions include the following:-

1. To monitor the health of workers in all occupations in Kenya by collecting and analyzing workers health returns carrying out epidemiological studies on workers health problems.
2. To supervise health schemes for workers by monitoring all health facilities for workers and by registering and checking on all work places.
3. Educating and advising all concerned about occupational health and all matters related to workers health, i.e. the government and government and government departments, Employer, Workers and the general public.
4. Monitoring the workers working (and some time general environment).
5. When necessary advise on the effect of work on the health of the community and the environment.
6. Carrying out relevant occupational health and hygiene research. The department has it's head offices in Nairobi, however work up country is delegated to district labor officers. District medical officers and factory inspectors where they exist.

Areas Concerned.

Traditionally, the department like the rest of the Ministry of labor, has been concerned with workers in large industries, plantation and mines. However the department has in addition to those areas, identified the following areas of special concern.

1. The workers in the rural agricultural sector.
2. The workers in small scale industries construction and transport sectors.
3. The workers in the services sector and the informal sector.
4. Vegetable dust diseases, coffee, Tea and cotton.
5. Chemical safety, effects of tropical disease on the workers.
6. To encourage and conduct management of health services in Kenya.
7. To contribute to the development of health policies that are relevant to Kenya health needs and resources.

*Proposed Constitution for Kenya Occupational and health.

2.8 International Organizations.

At international level, the activities of occupational health and hygiene are spearheaded by international Organizations such as international commission on occupational health founded in 1906, International labor Organization (ILO) founded in 1919, World health Organization (WHO) founded in 1946, the International program for the improvement of working conditions and environment founded in 1976 and primary health care 1978.

Basically the international, the international organization aim at coordinating activities in the field of health and safety at international level. International labor organization for example aims at the improvement of conditions of labor by among other things, recreating hours of work as well as protecting workers against sickness and industrial injury. WHO while among at, “the attainment by all people of the highest level of health” their activities also encompass the workers.

All the international organizations stated above also concern themselves with rendering assistance to government, promoting research and publishing findings, and undertaking of studies, disseminating relevant information of health and safety to all who need it and provide platforms for meetings of experts.

Kenya is one of the nations which benefit from the activities of the five international organizations stated above, (D. W Bowett, The law of International Institution, Methuen and company limited, (London 1967, pg. 98.)

2.9 Indicators of health and safety

2.9.1 Occupational health and safety programs

An occupational health and safety program is a specific plan of action to prevent work place accidents, injuries and occupational diseases. The program is a framework for all occupational health and safety activities plans and procedures at the place of employment.

Its objectives are to integrate health and safety into the design of all work place practices and all work place conditions.

There are many good reasons to make safety and health a top priority. The primary reason is to improve the protection of workers health and safety and dramatically reduce the costs of accidents, injuries and occupational illness.

Employers in high hazard work place must develop and put in place an occupational health and safety program. The employer must consult with the occupational health committee, or the occupational health and safety representative, or the workers when setting up the program.

2.9.2 Program content requirements

The program must include;

A statement of the employer's policy on the protection and maintenance of the health and safety of the workers. This is a statement of principles and general rules that serve as a guide for action, senior management must make sure the policy is carried out with no exceptions. The policy should have the same importance as the other policies of the organization.

- A system for the identification of the hazards and the measures to control those hazards.
- Identification of all resources that may be needed in the event of an emergency, emergency procedures are plans for dealing with emergencies, such as fires, explosions, major releases of hazardous materials, incidents of violence or natural hazards, when such events occur, the urgent need for rapid decisions, shortage of time, lack of resources, and lack of trained personnel can lead to chaos, injury and death.
- A statement of the responsibilities of the employers, the supervisors and the workers. Everyone in the work place is legally responsible for health and safety. These responsibilities are not transferable.
- A schedule for regular inspections of the work place and work processes and procedures. Work place inspecting identifying existing hazards and help find corrective action. Such actions are a proactive approach to ensure workplace health and health.

A plan to control chemical and biological subsistence and to monitor the work environment. The objective of the plan is to ensure that hazard information about biological and chemical substances in on hand and used in setting control measures, educating workers, and monitoring the work environment.

A plan for training workers and supervisors. Training links health and safety policies with specific job practices and raise awareness and skill levels to a acceptable standard. Training sessions must ensure that the employee understands and can apply the information provided. Do not assume that an employee is aware of a hazard or work practice just because its “common sense”.

A procedure to investigate accidents, dangerous occurrences and refusal to work. Accidents and incidents are investigated so steps can be taken to prevent them from happening again.

A strategy for worker participation in occupational health and safety activities. Once the program has been put in place and is running smoothly, work is still required to maintain enthusiasm and interest studies have shown that the effectiveness of the program depends on how much importance management places on health and safety. In addition, the occupational health committee can play an important role in activities designed to promote the program and the participation of all employees.

A procedure to review and revise the program. Audits seem to be the best method. The review ensures that the program adequately addresses its objectives and that it deals with known and potential risks.

Program time framework for prescribed employers. Employer with 100 or more workers must have an occupational health and safety program in place now. Employers with 21 to 99 workers must have an occupational health and safety program in place. Employers with 10 to 21 workers must have an occupational health and safety in place by January 1, 2000.

Where required

Occupational health and safety programs are required in the following;

Mental factories

Processing mills

2.9.3 Workers compensation

State programs of workers compensation date back to the early part of the twentieth century and form a complementary random with the occupational safety and health Act. (OSHA).

Two methods of providing for workers compensation risks are commonly used. One method is for the state to operate an insurance system that employers may join or in some states are required to join.

Another method is for the states to permit companies and in some states employers may be certified by the commission handling workmen's compensation to handle their own risks without any type of insurance.

Under most state and private insurance plans the employer and the employee gain by maintaining good safety records. Employers are rated according to accident experience, and their causality. Insurance costs are figured on this basis. The accident frequency rate and severity rate are used as the basis of such costs. Until an employer has had time to accumulate experience data and is given an "experience rating" as it is sometimes called, the casually premiums are based on the experience of the industry as a whole (manual rating) or on the basis of an examination of the safeguards used in the individual plant (schedule rating). Using the experience rating on merit rating for determining the insurance rate for an employer is the fairest method since it is based on actual experience in that particular company.

Under many compensation plans employees are encouraged to follow safe practices. In some states an employee benefits under the law are reduced by a specific percentage. If he is found to have willfully failed to use safely devices provided by the employer, willfully failed to obey safety rules or if the injuries resulted from intoxication of the

employee. A method that provides the workers with reasonable compensation for injury but at the same time penalizes his/her for being willfully negligent in the observance of safety practices should help to promote safe practices. Since the employer also loses in the event of an accident, his continuing attention to fostering safety likewise pays dividends to him.

2.9.4 Stress

Occupational stress may produce overt psychological and physiological disability, however it may also have subtle manifestation that can affect personal well being and affect outcomes of organizational importance such as productivity. (Steward, 1997, Betts, 2000). According to Lloyd and Leslie 2000 the potential for stress exists when an environmental situation presents a demand threatening to exceed a persons capabilities and resources for meeting it. People's worries and the resulting stress may arise from work schedules, pace of work, job security and their concerns about money, health and relationships with others, continued exposure to stress can cause extreme tiredness, irritability, physical upset such as headaches and rashes insomnia and even aggression towards fellow employees, (Bhambra, 1999, Michael Armstrong 1999, and Dessler 2000).

Factors that may cause vulnerability to stress include age, gender, working and living in harsh social-economical conditions without social support, and the interaction between work and family life. Feeling of persona; inadequacy and insecurity, lack of communication with supervisors and personal relationship with others. (Bhambra 1999, ILO 2001, Rosemberg 2002).

Prolonged hours of work may also endanger the health and safety of workers. It has been established that there's an absolute ceiling to the energy, which an individual can convert for the tasks of production after which the counter productive effects of stress set in international labor organization and Bhambra 1999. this is supported by WHO 1994 (ILO) 1995 who add that factors like monotonous work, work that requires constant concentration, irregular working hours, isolated work or excessive responsibility for

human or economic concern can also have a diverse psychological effects, monotony of work tasks, night work and irregular working hours may affect the ability to maintain high levels of vigilance.

The effects of stress on the health of the worker depending on the level of stress could be anything from lack of interest in the job. Poor quality of work, to more serious problems like hyper tension peptic ulcers violence, depression, sleep disturbances, mental illness and drug abuse. (Armstong 1999, Lloyd and Leslie 2000 and WHO 1994).

From what has been discussed it is clear that stress may result from the work, working conditions and the work environment. Problems of the home and work interference may also aggregate the effects of stress.

The effects of stress may also vary significantly for each individual because humans have different levels of coping with the factors that cause stress. The potential for stress can therefore be established by looking at the significance of other occupational hazards at work where the hazards are overwhelming, the worker will definitely be at risk of stress or may already be stressed.

2.9.5 Safety programmes

Safety programmes concentrate as far as possible on ensuring that the employee is suitable for the job and that in work s conducted in a safe environment.

The following are often included in safety programme.

- a) Careful selection of new employees to eliminate those who are physically and mentally unsuitable.
- b) Thorough investigation of all accidents:- To try to permit the same accident occurring again. Therefore a system of reporting all accidents is required in some companies as well as actual accidents have to be reported.
- c) Training which includes safety as an integral part rather than as an after thought.
- d) Continuous review of accidents prevention measures being tm up to data particularly when there is a change in process or materials and ensuring that machines are guarded, gangways kept clear, electrical equipment insulated.

- e) Safety device and clothing's which are acceptable to employees if they hinder the performance of the job or make the wearer feel clumsy and conspicuous, they will be worn.
- f) Provision of adequate first aid and medical services to mitigate the effects of any accidents which occurs.
- g) Propaganda campaigns for instance posters, safety suggestions weeks etc are sometimes used but there is a general agreement that their effect are short lived.

2.9.6 Safety officers

Some employers have appointed a safety officer, but safety officers are compulsory on construction sites above certain size. The effectiveness of a safety officer depends on the following;

The speed and the completeness of the accident reporting system, the relations with shop floor workers and supervisors.

His/her electrical knowledge and earning, the extent to which he/she is supported by and can influence the senior management of the company.

2.9.8 Management of health and safety

The management of health and safety at work regulation 1992 in particular required that the risk assessment be completed by competent people (who may be outside consultants) and for firms with five or more workers, permanent work of the service be maintained. In addition the firm is obliged to;

- a) Draw up and implement specific procedure for dealing with a plan putting into effect preventive and protective.
- b) Draw up a plan putting into effect preventive and protective.
- c) Train employees in safety matter and ensure that workers are capable of avoiding risks. Management (including temporary workers) must be informed of risks in languages they can understand well for example. Kiswahili, English, Luganda, Luhya and Iteso.
- d) Take into account working conditions and local work place hazards when selecting equipment.

- e) Identifying unavoidable risks in relation to handling operations, having regard to the shape, size and weight of the load and the ergonomic characteristics of the work place (humidity) space available etc.

Other major regulations in 1993 package were;

- a) The manual handling operation regulations 1992.

This requires employees to identify unavoidable handling risks in terms of the shape, size and weight of the load, the posture while performing operations and the ergonomic characteristics of the work place (space availability humidity etc) by law, hazardous manual handling operations must be avoided whenever possible.

- b) The pension and use of work equipment regulations 1992. Employees are obliged to make sure that the equipment is suitable for its intended use and that it is only used for appropriate purpose. When selecting equipment, employees must take into account working conditions and the hazards of the work place. Proper training and information relating to the equipment must be given to the workers.

- c) The work place (Health, safety and welfare regulations 1992 and personal protective equipment at work regulations 1992. The purpose of these two sets of regulations is to tie... up and consolidate a large number of existing pieces of legislation currently spread over several different statutes. They concern such matters as the working environment (lighting, ventilation, room space per worker and so on) facilities, toilets, rental areas, drinking water etc, removal of waste material cleaning and maintenance of protective and the design and approval of new personal protective equipment.

2.9.8 Accident Reports

There are government regulations which compile employers to report all serious accidents (and other accidents involving more than three days absent from work) within

seven days. Records of accidents dangerous occurrence and out breaks of certain specified industries diseases have to be kept for at least three years.

Advantages

To identify and prevent the occurrence of dangerous activities. For investigation subsequent and claims for compensation for injured employees. Every firm employing more than nine persons or less than nine if the firm is covered by factories Act, it is legally obliged to keep an accident book. Reports should be completed as quickly as possible after the incident. (Before memories fade) and give full details of the victim (age, sex, occupation) and of the accident (time, date, circumstances).

It should list witnesses, describe the injuries sustained, first aid administered and not whether (and if so when) an ambulance was called and when it arrived and departed. The cause of the accident should be stated with details of whether safety rules were followed, whether protective clothing was actually worn, machinery properly guarded etc. copies of report should be circulated to the worker and his or her union to safety representatives and to the personnel department.

Collectively, accident reports should be analyzed to identify recovering causes and the effects of changes in machinery working methods, paces of production, shift work pattern etc on the frequent of accidents.

2.10 Health and safety legislations

Health and safety legislation grew out of a genuine perceived need to protect employees from working conditions that were proving hazards to their health and well being. In 1972, a royal commission on safety and health at work reported that unnecessary large numbers of days are lost each year through industrial accidents, injuries and diseases, because of the “attitudes, capabilities and performance of people and the efficiency of the organizational systems within which they work”.

Health and safety provisions are typically considered to be a cost of the organization with no direct benefits like insurance, it is a regrettable which organizations would avoid if it were “safe” to do so given the constraints of legal obligations, trade unions, pressure and the threat of advance publicity.

Never the less legislation does provide above minimum standard below which organizations cannot go and this at times protect employee from unsafe building and machinery, unsanitary conditions, excessive crowding heat and coin, fire risks etc. Such minimum standards are kept:-

- (i) To protect employees from illness, pain, discomfort and injury
- (ii) Insecure, nervous or resentful and miserable employees (who do not feel safe or feel that management cares, whether they are safe or not) will not perform to the best of their ability.
- (iii) Accidents and ill-health may be more costly to the employer thus preventive measures.

2.10.1 Need for legislation

(i) Five prevention

The fire prevention Act 1975 provides that there be adequate and maintained means of escape from any buildings that fire drills should be communicated to all employees, that these be working fire arms and fire fighting equipments.

(ii) Control of health risks

The health and safety work Act 1974 covers areas such as lighting, heating, (minimum and maximum temperatures) ventilation, provision of toilets and washing facilities, control of noise and pollution.

(iii) Control of Hazards

The health and safety workers Act requires employing to ensure the safe use, handling storing and transporting of all materials and dangerous substances and where necessary to provide protective clothing free of charge.

Dangerous machinery must have protective guards over it.

(iv) Employee representatives on safety issues

Regulations safety representatives to be appointed by a recognized trade union to help management provide a safe and healthy environment and to represent employees on safety issues if required.

(v) Provision of information, instruction, training and supervision. In order to minimize risks from everyday operations. In condition, safety policies and training in first aid should be given.

2.11 The health and safety executives' policies

An employee may appeal directly to the fail to comply with the provisions of the Act. However the employee should give his supervisors a chance to rectify the situation, perhaps they do not realize that they are breaking the law. This may be possible, especially since it is possible for them to have been complying with the act prior to some change in the circumstances for example. The safety guard on a machine breaks down. Somebody breaks the company's safety roles and (unknown to management) stores boxes on the fire escapes.

A department has grown and become more crowded without any one thinking to measures the space per person to comply with the statutory minimum.

The industry employees should therefore report non-compliance to his immediate boss. He should also report it to the company officer or to his union representative. They can then take the matter perhaps via safety representative to the inspectorate of the health and safety executive, who will check out the allegation and take appropriate action shutting down the machinery if required and demanding improvement with the threat of fire, closure or even imprisonment for persistent offenders.

2.12 Health and safety measures in an organization

An employer owes a duty to his employee to provide a safe system of work if this duty is because by the employee and he has no defense available, he will be liable in damages to the injured employee. If an employee is injured by the negligent of a fellow employee, then the employee may be liable on the basis of vicarious liability.

2.12.1 Competent staff

An employer should employ competent staff of men who are specialized in the tasks allocated to them hence if an incompetent employee ensure a fellow workmate, an employer has failed to meet the duty to provide a competent staff and he will be liable to the injuries the employees gets irrespective of a question of vicarious liability.

2.11.2 Proper system of working

The employer needs to ensure that the method of work is safe. Thus he is normally regarded as being under obligation to give adequate training in the work to be done, warning as to potential risks and danger. However if an operation is simple or if the particular employee has done job on a number of occasions.

2.12.2 Safe work premises

An employer must take all reasonable steps to ensure that the working premises are safe as possible.

2.12.3 Safe working equipment

An employer should provide safe working equipment to his employees. Where an employee suffers personal injury in the work to his employment as a result of a defect in equipment provided by his employee for the purpose of employee business and the defect is attributable wholly or partly to the third party (manufacture) the employee is liable to the employer.

2.12.4 Adequate fire fighting equipment

In providing such equipment, the management is expected to keep up with latest developments. Fire prevention is the best insurance against fire accidents (ILO 1999). Every organisation should therefore put in place measures to mitigate the possibilities and effects of fire by putting in place adequate fire fighting equipments. The equipments should also be well maintained to ensure that it is functional when required for use, (Dessler 2000).

Every organization should ensure that all staff knows what action to take in case of fire, but the most satisfactory way to ensure that

2.12.5 Compulsory insurance

Under the employees liability (compulsory insurance) Act 1969; every employee carrying on business must maintain an approval insurance policy against bodily injury, diseases sustained by an employee in circumstances where such injury in disease is deemed to arise out of and in the course of employment.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The research was carried out on the relationship between health and safety measures and employees performance. This chapter shows the methods and procedures used in collecting information that is contained in the report.

Methodology includes discussion on the report for instance sample population and analysis.

3.2 Location of the study

The study was carried out in Bungoma District; Western province (Kenya) Data collection centre was at Bungoma town.

3.3 Population of the study

The main target population of the study included;

The departmental manager of Nzoia Sugar Company.

The section manager of the organization.

The employee of the organization in various departments for instance Agriculture and operation.

3.4 Sampling procedure

The sampling method used was simple random sampling procedure out of many organizations in Bungoma District. Only one was chosen. This was done by the researcher folding many pieces of paper and the organizations had an equal chance of being selected and therefore he picked one piece of paper randomly and came out with representative sample.

The method was quite advantageous in that results were obtained quickly because the data was obtained rapidly and analyzed more quickly, costs were also minimized and lowered.

3.5 Data collection procedures

The researcher used the following methods in collecting data.

3.5.1 Questionnaires

The questionnaires were prepared in a structured form and the respondents were assisted by the researcher himself / herself where they could not understand.

The questionnaires were given to administrative managers in Human Resource management and employees in various departments of the organization.

The questionnaires were structured into two main parts for instance personal information part and the general information of the organization.

The questions asked included, to state the designation, department, name, age and to answer question on health and safety performance of employees in the organization.

The method was chosen as it was less expensive and convenient to the researcher since most and relevant data were to be gathered.

The disadvantage was that some questionnaires were not answered and even not brought back.

3.5.2 Interviewing

The researcher prepared interview schedules directed to managers and others to employees.

Interviews were done on face to face basis so that the researcher could get the real and correct data from the human resource manager on health and safety issues in the organization. Items included on managers' schedules dwelled on health and safety measures, work man's compensation, legislation's accident reports, safety programs and how they affect employee's performance.

While on the employees interview schedule it dwelt on working condition, importance of safety ware system at work and how they affect employees' performance.

The researcher used this method to get first hand information and clear elaborations and clarifications directly from the respondents.

The information obtained through this method is accurate and reliable thus satisfactory results.

However interview as a method was a problem since interview appointment dates between the manager and researcher failed to take place.

3.5.3 Literature review

The researcher visited the organizations health and safety department from the stored records of the organization he was able to gather the information for instance, personal information part and the general information from the files and records kept on health and safety cases and measures taken.

The method was used because it was less expensive for instance it does not need face to face contact. Sometimes data was wrongly recorded and also lost or misplaced.

Besides that the information might have been hard for the researcher to understand and interpret thus, they needed somebody to give some explanation that led to time wasting.

3.5.4 Observation

This retrieved the information needed for a successful research report by watching carefully and getting to prove something right or wrong through physical visits to the beneficiaries in the organization and understanding employees' standards of living.

I saw what workers undergo than what they say; they do towards the available situation.

From this, the workers at Nzoia Sugar Company have decided to undertake even more risky jobs hence improving their standards of performance.

Scope and limitations of the study

3.6 The limitations encountered during the study were as follows;

1. Inadequate and inaccurate information.

The managers and employees were so suspicious about the information they were to provide, hence could not give full information even if the researcher had assured them that the information given is for academic purposes only.

2. Communication barriers

Due to illiteracy some employees could not communicate effectively. Some found it hard to fill the questionnaire and had to seek assistance from the researcher.

3. Financial limitations

Being a student with no source of income, finance was a limitation when it came to traveling to the organization, accommodation expenses and typing materials. This was a major problem to the researcher making the study not so smooth all the way. Since the university could not provide.

4. Location of sample

The managers and employees do not stay together, the researcher had to make several trips to trace and find them.

5. Time limitation

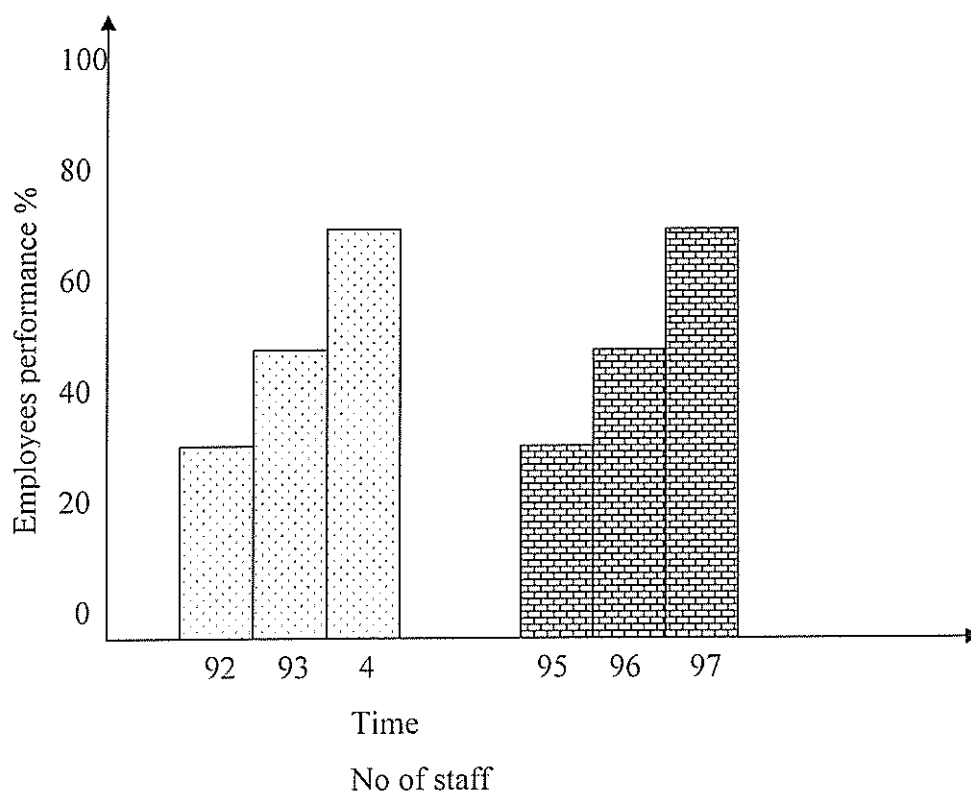
Time allocated to the project was limited. It was not easy to trace all the respondents as they would not settle in their offices.

Time allocated for research was short before putting and reaching all the respondents.

c) Employees

ten employees from the organization were taken as a sample population for the research. They were from different departments of the organization. They were aged between 24-55 years. They were treated with questionnaires and interviews which were picked in for days time.

Comparative data on the health and safety of employees in Kenya. A case study Nzoia Sugar company 1992-1997



Health and safety improvement for the consecutive year



Slight increase in performance



Great increase in performance

From the graph above it can be seen that when there is an improvement in health and safety, then leads to an increase in the employees performance standards. In 1992 the standard of employee stood at 30%, in 1994 it was at 50%.

Table 2: Possible causes of reduced employee performance

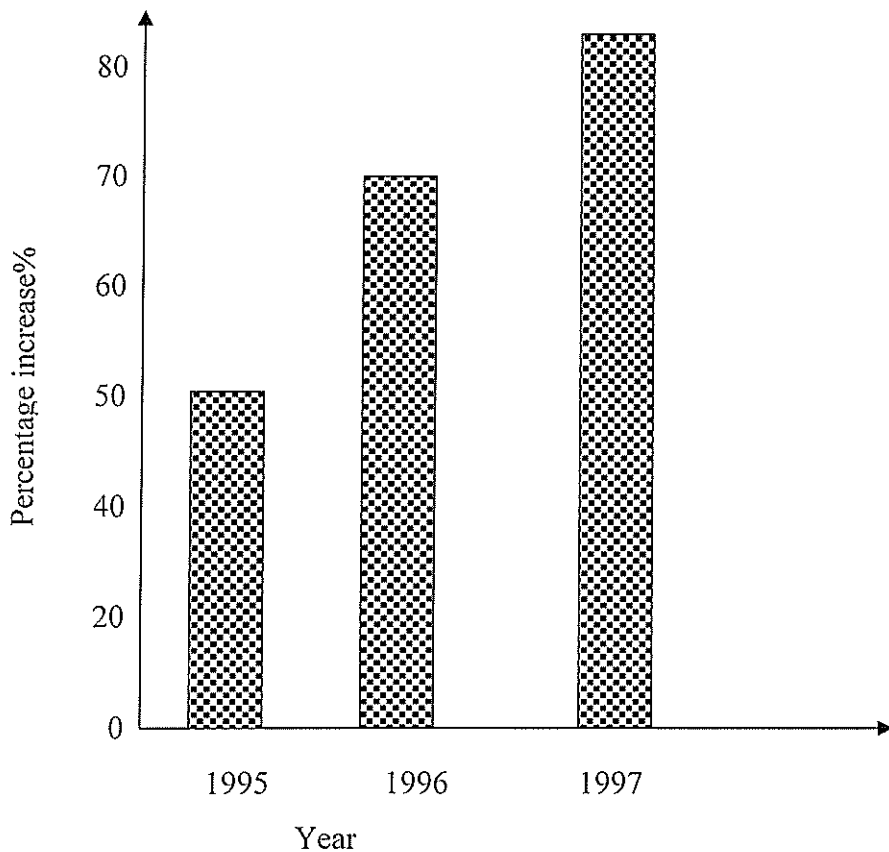
cause	Number of respondents	Percentage response	Major cause
Accidents	25	25%	✓
Poor working condition	21	21%	✓
Inadequate welfare facilities	2	2%	X
Lack of adequate safety wear	1	1%	X
Long hours of work	11	11%	✓
Unfair compensation procedure	15	15%	✓
Inadequate safety programs	10	10%	X
Lack of health and safety training	10	0%	X
Insufficient security	5	5%	X
Total	100	100%	

Source: Primary data

The above table shows possible cause of reduced employees performance. A sample of 100 employees was exposed to the questionnaire and the data given was presented above.

From the table 2 above, it can be stated that accidents 25%, poor working conditions 21%; long hours of work 11%, and unfair compensation procedures 15% are the major causes of reduced employee performance (✓). The rest are minor causes (X), even though, the management need not to overlook them as they also make contribution as far as employees performance is concerned.

Comparative data on the effects of adequate safety wear on employee performance between 1995-1997



From the graph it can be seen that safety wear have a part to play as far as employees performance is concerned. Adequate safety has contributed a lot of performance standards of employees at Nzoia Sugar Company.

For instance with the provision of adequate safety wear the performance standard at Nzoia sugar company increases from 50 in 1995 to 70 in 1996, then to 81 in 1997.

Therefore, it can be concluded that performance standards at Nzoia Sugar Company improved well when the adequate safety wear were provided in that period of the conservative years.

However it can still be noted that the performance standards increased at Nzoia Sugar Company yearly despite minimum provision of the safety wear. Hence, however little or

in adequate they are, the safety wear they still motivate the employees to work better even though the degree varies depending on the provision.

According to the questionnaire number two, employees accepted that health and safety thus representing 70% while 30% did not know whether the health and safety service are offered in the organization for example a worker in the harvesting department said he does not know anything about health and safety services in the company and that's why some accidents occur in the organization.

It was revealed that the company experiences many cases of health and safety hazards from the employees. Therefore the company usually take note of the accidents caused like snake bits, injuries by being taken to the company clinic and referrals to other bigger hospitals in case of complications from the accidents.

It was also revealed that the employees were compensated by the company after accidents as par the compensation act under the factory Act.

4.1 Effect of prevailing health and safety measures on employee performance.

From the research that was carried out at Nzoia sugar company both positive and negative effects were noted.

1. Good physical working conditions increases employees' performance that is ventilations, furniture's, cleanness.
2. the reasonable working hours do not result to stress among employees hence performance remains steady and impressive
3. Adequate welfare facilities help in the relation of employees, mind, team work and participation, motivation, hence increases in the performance.
4. Fair compensation schemes motivates the employees to take up the most risk jobs in the organization.

5. Provision of safety wear that is clothing uniforms, gloves, gum boots, helmets, boost employees morale to greater performance as they feel protected when at work.

4.1.2 Negative effects

Lack of training leads to more accidents, since the employees may not have the skills and knowledge to operate the machines, use of tools and equipment especially where chemical are used.

Inadequate welfare facilities results to low morale among employees towards work hence the organizational goals are not achieved since performance has gone down.

Unfair compensation channel demoralize employees in the organization and hence no one can volunteer to take up risk jobs, hence they are afraid to loose at the expense of the organization. Even sometimes this might led to labour turnovers and demonstrations in the organization.

Long working hours kill employees morale because it results to stress and fatigue which leads to decrease in performance as most employees can have more absenteeism records in the organization.

Poor working conditions disrupt employees morale that is a poor ventilator, dirt environment, old and broken furniture, gives and employees discomfort time at work hence performance standards goes down as a result.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Summary

This chapter presents a brief summary of the main findings of the study and conclusions which were drawn from the findings. Limitations of the study, recommendations and suggestions for further research are also drawn.

The study was carried out at Nzoia Sugar Company in Bungoma District Western part of Kenya.

The main objective of the study was to know why there was high rate of accidents and many complaints of health problems from employees at Nzoia Company.

Three groups in the company were taken to questionnaires by the researcher to give information about health and safety of employees in the company.

The ten departmental managers, sectional managers, five supervisors and ten employees from the organization assisted the researcher to get information from the organization.

Besides that, the research has established the factors that contributes to health and safety on employees performance includes, working condition, physical, welfare services / facilities, provision of safety near and security of occupational health.

In addition to that the research has also established the possible causes of reduced employees performance in the organization that include, accidents, poor working conditions, lack of adequate welfare facility, lack of health and safety training among others.

5.1 Conclusions

It was observed that the organizations need to improve on health and safety measures. Several reasons were cited as to why health and safety measures contribute to low standards of performance among employees.

Poor working conditions dismiss employees' health and this affects the performance of employees.

Inadequate welfare facilities reduce to boredom among employees hence their performance become low.

Long working hours also kill employee morale and workers perform their duties under stress which results to low performance.

Unfair compensation scheme reduces performance of employees since they fear taking risky jobs at their own expense.

Lack of enough training on how tools and equipments ought to be used leads to more accidents occurring hence reducing the performance standards and incurring costs.

Lack of inadequate safety wear disrupts employees morale, it leads to many accidents frequently hence reducing the performance standards of the employees.

5.2 Recommendations

From the researcher's findings and conclusions the researcher recommended that:-

Management of any organization should come up with ways of providing adequate working conditions for the purpose of providing a comfortable environment for the employees hence motivating them to work harder.

The management also need to fix reasonable working hours so that employees do not perform their work under stress as it leads to low performance.

The management should provide adequate protective safety wear to protect the employees from harmful environment, chemicals such that they are comfortable while at work or on duty.

The management should be more specific to the training being offered on health and safety. This will assist in proper use of tools and equipment materials used; hence it will help reduce the number of accidents in the organization.

The organization should also in a position to provide medical services to its employees and their families. This takes care of the health hazards that may occur and also motivate the employees for they feel that the organization is deeply concerned with their well being.

The management should also provide sick leave and maternity leave for its employees and time off for antenatal care so that the employee attend to their medical problems in time.

The organization should provide welfare facilities activities such as sports recreational facilities where its employee can relax their mind after a days work. This helps in reducing stress and hence improving the performance standards of employees.

The management need also to have organization counselor who guides and brings hope to the affected employees from stress and accidents that they can have morale and feel part of the organization while at work.

Management should have a better and reasonable compensation scheme so that the affected employee and their dependants can benefit from it before they get their own personal assistances when incurred problems in the organization.

5.2.1 Limitations of the study

The study was carried out with small sample size of respondents where ten departmental and sectional managers were picked, five supervisors, ten employees. This is relatively small compared to the number of the managers and employees in the organization. Small frequencies tended to make bigger percentages, thus they were sometimes, less representative:

Due to lack of enough resources especially time and money, the study did not cover a wider area. The study covered only a handful research of twenty five people in the company compared to 10,000 employees.

The study did not establish the responses of the respondents while on research as par the health and safety in the company. The study only concentrated on only health and safety but other factors like motivation, training, and welfare services could have been reflected in also.

5.2.2 Suggestions for future research

In light of the short coming of this study suggestions have been put forward for future researchers to consider while contemplating research on health and safety of employees in the organization.

There is need to have a lump sum of resources of money and adequate time for thorough research and get a detailed report from the employees about the topic on research.

Besides the responses from the respondents need to be established and reflect the employees need for them to achieve the objectives and goals of the organization.

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Appendix B

A section of Nzoia Sugar Factory





Appendix C

A photograph of Nzoia Sugar Plantation





Appendix D

A tractor transporting Sugar cane from the plantation to the factory





AUTOBIOGRAPHY

The writer was born to Mr. Francis Situmah Mukhebi and Mrs. Virginia Khisa Situmah. of miendo sub – location, Bokoli location , webuye division and Bungoma district of western part of Kenya. He is the last born in the family of nine.

He joined K.I.U. in 2003 to pursue his first bachelor's degree in Human Resource management. This was after he successfully attained two principle passes in Uganda advanced level certificate of education (U.A.C.E) in 2002 at Manjasi high school in Tororo (Uganda). It was in 2000, when the writer completed his Kenya Certificate Secondary of Education (KCSE) at Salvation Army Kolanya boys' high school in Teso district and completed his primary certificate of education at Namawanga primary school in 1995.

The writer was active in campus student affairs and politics. The writer served as electoral commissioner in 2005/06 in Guild university elections. In 2004/ 06 student union government, he rose up as representative of Kampala International university Kenya students union (KIKESU) He was also a speaker to the Abaluhya students union at KIU. Among friends he is respected for being the founder member group of the Human resource management club in the school of business management. He was also a member of revolutionary alliance of African university students and rotary club.

Besides that the writer was a die hard of his culture as he led the Abaluhya cultural group in university cultural festivals of 2004 and 2005 as a trainer.

Above all, the writer was a sports man of which .he was in the university volleyball team that participated in local and international competitions like inter- university games of 2003 at Namboole stadium and 2005 at Ndejje University. East and central Africa University games at Kenyatta University in 2004.Nairobi. He has also played in the Uganda volleyball federation league in various clubs. Like sports' volleyball team and mobile police patrol unit volleyball team Kampala to present. In summary the writer wishes to play professional volleyball in United States as he ventures in master's degree studies.