

Effect of Employee Safety Training on Employee Performance in Almasi Beverage Company in UasinGishu County, Kenya

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Abstract

The work environment consists of various factors that introduce new dimensions to health, causing diseases and injuries, including workplace accidents and exposure to hazards. In the manufacturing companies, machines, plant and equipment, hand tools, and many other processes call for attention from relevant authorities, regulatory bodies, societies, scientists, professionals, and business people to establish safety and health management practices and laws governing the industry. This research aims to assess the effect of employee safety training on employee performance in Almasi Beverage Companies in UasinGishu County, Kenya. The study adopted a descriptive research design. A sample size of 60 employees was used for this study. Data was collected using questionnaires and analyzed using descriptive and inferential statistics with the help of SPSS version 24. Simple regression was conducted to determine the nature of the relationship that existed between the two variables. The research outcomes would improve future research and help companies determine the effectiveness of health and safety practices on employees. The research results would also be beneficial to companies trying to achieve positive employee performance.

Keywords: *Employee Safety Training, Employee Performance*

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I. Introduction

Today health and safety are a significant function of any organized human resources department. Health and Safety Programmes are concerned with protecting employees and other people affected by what the organization produces and does. It aims at protecting employees against the hazards arising from their employment or their links with the organization (Jinet, 2013). A health and Safety practice deals with the prevention of ill health arising from working conditions. They consist of two elements, medicine, a specialized branch of preventive medicine concerned with diagnosis and prevention of health hazards at work and dealing with any ill health or stress that has occurred despite the preventive actions. Hygiene is a province of chemists and the engineer or ergonomist engaged in measuring and controlling environmental hazards (Armstrong, 2011).

Background of the study

International Labour Organization (ILO, 2012) reported that every day, 6,300 people die due to occupational accidents of work-related diseases - more than 2.3 million deaths per year, 317 million accidents occur on the job annually; many of these resulting in extended absences from work. The human cost of this daily adversity is enormous, and the economic burden of poor occupational safety and health practices is estimated at 4 percent of the global Gross Domestic Product each year. "Most of these deaths and injuries occur particularly in developing countries where a large part of the population is engaged in hazardous activities taking a severe toll on these economics" (WHO, 2013).

Although effective H & S management benefits have been well documented (Pollitt, 2011), some organizations, especially those in developing countries like Kenya, still aim to maintain or increase productivity and profitability at the expense of employee health and safety, thereby reducing employee job performance. With increasing industrialization and its consequent increase in industrial accidents and exposure to dangerous chemicals with their accompanying health implications for employees and others, the issue of health and safety management has become more pressing than ever (Jelimo, 2013).

Employee safety and health have been a major area of concern in developing countries. According to Cole (2012), the safety and health of employees are issues that have been the subject of public debate since the turn of the century. He adds that this was illustrated by Parliament passing a variety of Acts and regulations to define employee protection and the occurrence of major accidents and disasters and their resultant costs.

Employers have also made deliberate attempts to enhance the level of policies and procedures to govern employee safety and health in their respective organizations.

In Kenya, the Occupational Safety and Health Act (H&S) came into force in 2007. The Act provides for the safety, health, and welfare of workers and all persons present at workplaces. It provides a foundation for all employers, including manufacturing, to promote employee safety and health in the workplace. The Authority's management, in its fourth corporate plan, identifies improvement of employees' working environment as an important initiative for developing a dedicated and professional team. This has led to the development and approval of a working environment standards policy that provides for employee health and safety. The H&SA Act, 2007 and Working Environment Standards policy facilitates sound employee safety and health conditions in the Authority. Despite the existence of the legal provisions and policy, past experience in the Authority depicts safety and health incidents during which employees have not strictly followed laid down guidelines in managing the incidents.

At Almasi beverage company UasinGishu there is a considerable need to address the importance of regular medical checkups among employees. The little documented information on this prompted the researcher to conduct a study on the effect of employee safety training and employee performance in Almasi Beverage Company in UasinGishu County, Kenya.

Research Objective

Effect of employee safety training and employee performance in Almasi Beverage Company in UasinGishu County, Kenya

II. Literature Review

The study was anchored on the following theories:-

Goal-Freedom Alertness Theory

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

Goal-Freedom Alertness Theory essentially states that management should let workers have well-defined goals and freedom to pursue those goals. The result is a higher level of alertness and a focus on the tasks at hand. The theory suggests that managers and supervisors should try and make work more rewarding for workers. They may use various managerial techniques, including positive reinforcements, goal setting, participative management, and clear work assignments.

Heinrich et al. (2006) supports the theory by stating workers were safe in a positive work environment. They argue that safe performance is compromised by a climate that diverts the attention of workers. They confirm that hazards divert the workers' attention during work hours, and thus, the diversion increases susceptibility to injury. They further suggest that managers and supervisors can actively work to alleviate hazards in the work environment. The reaction of workers to unsafe conditions depends on whether the worker identifies the hazardous condition.

Distractions Theory

The proponent of the theory is Hinze (1997) and states that safety is situational. Because mental distractions vary, the responses to them may have to differ to maintain safe performance. Additionally, hazards or physical conditions with inherent qualities that can cause harm to a person may or may not be recognized by the worker and influence the safety of the task. The theory applies to a situation in which recognized safety hazards or mental distractions exist and a well-defined work task to perform. In the absence of threats, there is little to prevent workers from completing their tasks.

However, in the presence of hazards, work is immensely complicated. The theory has two proponents, first dealing with threats posed by unsafe physical conditions and the other dealing with a worker preoccupation with issues not directly related to the task being performed. The theory basically states that when a worker has a lower probability of injury and a higher level of task achievement. When a worker has a higher focus on a mental distraction, the worker has a higher likelihood of damage and a lower level of task achievement. To avoid damage and achieve high levels of productivity, workers must avoid mental distractions.

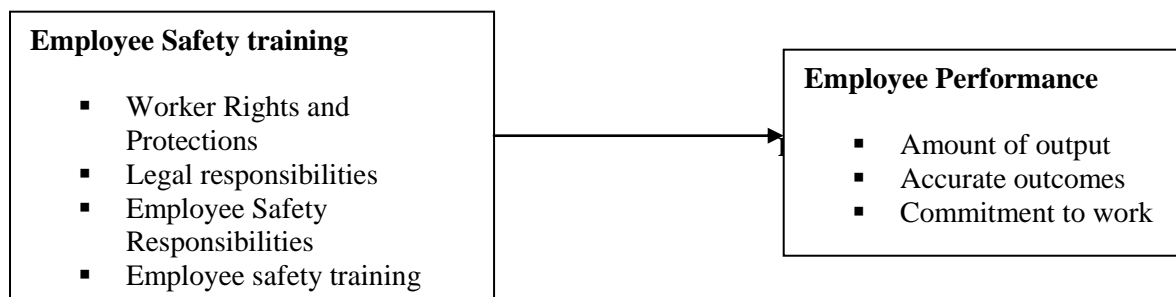
Petersen (2016), in his study, states that managers must consider human capabilities from a safety and health viewpoint when assigning tasks to their employees. He argues that accidents have identifiable socio-technical causes resulting in human performance. Employers should consider their capabilities and the level of

training, knowledge, and experience on safety and health in the workplaces. Petersen (2016) confirms that organizations should design human error-oriented accidents prevention programs without slowing productivity, or compromise performance since accidents and incidents in workplaces are unplanned and unwanted occurrences involving movement of persons, objects, or materials which may result in injury, damage, or loss to property or people.

Health and safety training is an integral part of the preventive program. Safety and health training is an essential element in maintaining a healthy and safe workplace and has been an integral component of occupational health and safety management. Training provides employees with the basic theoretical and practical knowledge for the successful exercise of their occupation and their integration into the working environment (Millmore et al., 2007).

Safety and health training should meet the needs of the workers. Safety training spells out the rules and provides information on potential hazards and how to avoid them. The need to give appropriate training in occupational health and safety to workers and their representatives should thus be stressed as a fundamental element of occupational safety and health policy. Managers, supervisory staff, and workers all need to be trained (Armstrong, 2012).

Grawitch et al. (2015) examined the affiliation between diverse workplace practices that comprised of safety and health training and satisfaction level in terms of commitment and turnover intention in universities and asserted that safety and health training is positively related to employee job satisfaction in terms of turnover intentions. Thus it is critical to identify and understand the needs of human capital to enhance performance and service delivery in the form of individual basis and the organization as a whole.



III. Methodology

The study adopted a descriptive causal research design to understand the relationship between the variables under study. The study population was the employees of Almasi Beverages Company for the calendar year 2018. A sample population of 60 was reached by taking 30% of 180. The proportion, 29%, chosen for the sample was guided by Mugenda and Mugenda (2008), which states that 10-30% of a target population was sufficient for concluding an entire population. The selection of the respondents was done through stratified random sampling, which classified the population into stratas and ensured all the departments, units, and sections were represented. The target population was stratified into senior (20 employees), middle (20 employees), and lower management (20 employees) who were non-unionisable and heads departments, sections, or units respectively. Questionnaires were used to collect primary data and were administered through the “drop and pick later” method. Data was then coded and analysed using descriptive analysis and simple linear regression and the results displayed in the form of tables.

IV. Findings And Discussions

The study intended to find out the effect of employee safety training on employee performance of Almasi Beverage Company. A total of 60 questionnaires were administered and all were filled and returned for analysis. This represented a response rate of 100% indicating an excellent response rate (Mugenda and Mugenda, 2008). To measure employee safety training and employee performance, a set of five statements were formulated and the respondents asked the extent to which they agreed with the statements. The results are indicated in table 1 and table 2 respectively:-

Table 1: Descriptive Statistics for Employee Safety Training

Response	strongly agree	agree	Uncertain	disagree	strongly disagree	N (%)
There is regular and periodic examination of employees exposed to health hazards and illnesses	4(6.7%)	14(23.3%)	16(26.7%)	14(23.3%)	12(20%)	60(100%)
There is an assessment of working environment to identify factors that may affect workers health	11(18.3%)	9(15%)	20(33.3%)	11(18.3%)	9(15%)	60(100%)
Surveillance is carried out in accordance with the law	2(3.3%)	11(18.3%)	20(33.3%)	18(30.0%)	9(15.0%)	60(100%)
Surveillance is carried out by qualified trained and experienced people	5(8.3%)	10(16.7%)	24(40.0%)	12(20.0%)	9(15.0%)	60(100%)

Source: Field Data (2021)

Under the point that the company had a healthy and safety policy in place that aims at promoting safety culture 24(40.0%), 24(40.0%), 5(8.3%), 4(6.7%), and 3(5.0%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 1). Under the point that the policy defined the procedure for handling complaints on health and safety 18(30.0%), 25(41.7%), 10(16.7%), 5(8.3%), and 2(3.3%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 1). Regarding the fact that the policy had been made available to all employees for transparency purposes, 15(25.0%), 26(43.3%), 11(18.3%), 6(10.0%), and 2(3.3%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 1). Under the point that the roles and responsibilities of the employees and employer were defined in the policy 18(30.0%), 25(41.7%), 9(15.0%), 5(8.3%), and 3(5.0%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 1)

Table 2: Descriptive Statistics for Employee Performance

Response	strongly agree	Agree	uncertain	Disagree	strongly disagreed	N (%)
I have the ability to plan and be able to undertake work in an organized manner while identifying priorities	28(46.7%)	21(35.0%)	5(8.3%)	3(5.0%)	3(5.0%)	60(100%)
I communicate effectively with customers, superiors' peers and others	23(38.3%)	21(35.0%)	12(20.0%)	2(3.3%)	2(3.3%)	60(100%)
I am allowed to participate in evaluating my performance (self- evaluation)	26(43.3%)	25(41.7%)	6(10.0%)	2(3.3%)	1(1.7%)	60(100%)
I am always punctual in my duty	42(70.0%)	15(25.0%)	3(5.0%)	0(0.0%)	0(0.0%)	60(100%)
Ability to manage people, inspires others, delegate duties, direct, co- ordinate and develop (mentor) others (leadership)	36(60.0%)	21(35.0%)	2(3.3%)	1(1.7%)	0(0.0%)	60(100%)
I always meet my set work targets	23(38.3%)	35(58.3%)	1(1.7%)	1(1.7%)	0(0.0%)	60(100%)
I use my skills and knowledge to accomplish my tasks	17(28.3%)	33(55.0%)	5(8.3%)	3(5.0%)	2(3.3%)	60(100%)
Adherence to moral kprinciples, moral uprightness, honesty, decency, trustworthiness	17(28.3%)	26(43.3%)	12(20.0%)	3(5.0%)	2(3.3%)	60(100%)
I sometimes work in a group when need arise (team player)	23(38.3%)	27(45.0%)	5(8.3%)	3(5.0%)	2(3.3%)	60(100%)
I usually put extra effort to complete an assignment on time	20(33.3%)	30(50.0%)	5(8.3%)	3(5.0%)	2(3.3%)	60(100%)
I have necessary ability and experience on my job	21(35.0%)	26(43.3%)	8(13.3%)	3(5.0%)	2(3.3%)	60(100%)
My performance is evaluated relatively to the pre-established goals and objectives	33(55.0%)	21(35.0%)	3(5.0%)	2(3.3%)	1(1.7%)	60(100%)

Source: Field Data (2021)

Based on the fact that they had the ability to plan and be able to undertake work in an organized manner while identifying priorities, 28(46.7%), 21(35.0%), 5(8.3%), 3(5.0%), and 3(5.0%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 2). Under the point that the employees could communicate effectively with customers, superiors' peers and others 23(38.3%), 21(35.0%), 12(20.0%), 2(3.3%), and 2(3.3%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 2). Regarding the point that employees were allowed to participate in evaluating their performance, 26(43.3%), 25(41.7%), 6(10.0%), 2(3.3%) and 1(1.7%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 2). Under the fact that employees were always punctual in their work 42(70.0%), 15(25.0%), 3(5.0%), 0(0.0%) and 0(0.0%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 2). Under the fact that employees have the ability to manage people, inspire others, delegate duties, direct, coordinate and develop others 36(60.0%), 21(35.0%), 2(3.3%), 1(1.7%) and 0(0.0%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 2). Regarding the fact that employees were able to meet their set work targets, 23(38.3%), 35(58.3%), 1(1.7%), 1(1.7%) and 0(0.0%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 2). Under the point that employees used their skills and knowledge to accomplish their tasks, 17(28.3%), 33(55.0%), 5(8.3%), 3(5.0%), and 2(3.3%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 2). Regarding the fact that employees adhered to moral principles, moral uprightness, honesty, decency, and trustworthiness 17(28.3%), 26(43.3%), 12(20.0%), 3(5.0%), and 2(3.3%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 2). Regarding whether the employees worked with groups when the need arose, 23(38.3%), 27(45.0%), 5(8.3%), 3(5.0%), and 2(3.3%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 2). According to the point that employees gave extra effort to completing assignments on time, 20(33.3%), 30(50.0%), 5(8.3%), 3(5.0%), and 2(3.3%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 2). Regarding the point that employees had the necessary ability and experience on their job, 21(35.0%), 26(43.3%), 8(13.3%), 3(5.0%), and 2(3.3%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 2). Regarding the point that employees' performance was evaluated relative to the preestablished goals and objectives, 33(55.0%), 21(35.0%), 3(5.0%), 2(3.3%), and 1(1.7%) of the respondents claimed that they strongly agree, agree, uncertain, disagree, and strongly disagree, respectively, with this fact (Table 2).

Regression Analysis

Regression analysis was used to tell the amount of variance accounted for by one variable in predicting another variable. Regression analysis was conducted to find the proportion in the dependent variable (Employee Performance) which can be predicted by the independent variable (Employee Safety Training). Table 4.3 shows the analysis results: -

Table 4.3
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.691 ^a	.477	.468	.46746	.477	52.876	1	58	.000	.897

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.555	1	11.555	52.876	.000 ^b
	Residual	12.674	58	.219		
	Total	24.229	59			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.634	.172		3.682	.001
	ESTAV	.546	.075	.691	7.272	.000

a. Predictors: (Constant), ESTAV

a. Dependent Variable: PMAV

The results revealed a coefficient of determination (R^2) of 0.477. This illustrates that Employee Safety Training could explain the 47.7% of the variance in Employee performance in Almasi Beverage Company, UasinGishu, Kenya. The F test gave a value of $(1, 59) = 52.876, P < 0.01$, which supports the goodness of fit of the model in explaining the variation in the dependent variable. It also means that employee safety training is a useful predictor of employee performance Almasi Beverage Company, UasinGishu, Kenya. The regression equation to estimate the Employee Performance in Almasi Beverage Company as a result of employee safety training was stated as:

$$\text{Employee Performance} = 0.358 + 0.817 \text{Employee Safety Training} + e$$

The findings of this study are in agreement with Abualrejal (2016), who conducted a study in Malaysia, seeking to examine the safety and health practices that apply to the manufacturing industry and evaluated the importance of Occupational Safety and Health Practices. The study's findings revealed that the industry undertook the Safety and Health Practices to lower the occurrences of accidents in the workplace.

V. Conclusions And Recommendations

Correlation analysis findings show that the correlation coefficient of employee health and safety policy is 0.691 and a p-value = 0.000 < 0.05. This implies that there is a significant and robust relationship between employee health and safety policy and employee performance. Further, the coefficient of determination was .477 indicating that employee safety training could account for 47.7% changes in Employee performance. The study further recommends that Organizations' management should consider enacting health-related programs that are compulsory for employees.

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