



**INFLUENCE OF OCCUPATIONAL HEALTH AND SAFETY ON EMPLOYEES' PERFORMANCE IN THE FLOWER
INDUSTRY IN KENYA: A CASE STUDY OF PENTA FLOWERS LIMITED, THIKA SUB-COUNTY**

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INFLUENCE OF OCCUPATIONAL HEALTH AND SAFETY ON EMPLOYEES' PERFORMANCE IN THE FLOWER INDUSTRY IN KENYA: A CASE STUDY OF PENTA FLOWERS LIMITED, THIKA SUB-COUNTY

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ABSTRACT

Human Resource is one of the most valuable assets that organizations have. Effective and efficient use of human resource foresees any organization at top level due to high human resource job performance. However, there have been instances of lack of occupational health and safety measures at workplace which has left employees exposed to various kinds of health hazards. The purpose of this study was to investigate the influence of occupational safety and health on employees' performance in Flower Industry in Kenya; A Case Study of Penta Flowers Limited in Thika Sub-county. The specific objectives included; to investigate the influence of OSHA training and employees' attitudes towards OSHA on employees' performance in Penta Flowers Limited, Thika Sub-county, Kiambu County, Kenya. The study adopted mixed methods approach and applied explanatory sequential design. The target population comprised of 20 management officers, 50 supervisors and 130 general workers all totaling to 200. Questionnaires were used to collect data from supervisors whereas interviews were used to collect data from management officers and general workers. The study established that training of employees and employees' attitudes influenced their performance. However, this was not the case in Penta Flowers Firm. There had not been frequent training and employees rarely manifested positive attitude towards OSHA. The study recommended that the Management of Penta Flowers should develop integrated training approach for all employees where employees could access effective training at different times convenient for them. Employees should be encouraged to develop positive attitude towards OSHA as a way of mitigating the injuries often incurred at workplaces.

Key Words: Training, Employees Attitudes, Employee Performance, Health and Safety

INTRODUCTION

Occupational health and safety is relatively a new concept as during the industrial revolution labor activities pointed out the problems of workplace or occupational health and safety showing interest in health and safety related problems of work force. Consistent with these assertions, Lamm, Massey, Perry (2006), in a study conducted in New Zealand, posited that there is increasing and compelling evidence that providing a healthy and safe working environment has the potential to increase labour productivity and in turn increase business profits. These findings attest to the fact that firms and businesses typically strive to become more productive and in doing so are driving their workers to work longer, harder and with higher utilization often in extremely hazardous conditions, and only implement health and safety measures to keep compensation costs down.

To corroborate these findings, Gemignani (2008), in a longitudinal study conducted in Czech Republic, observes that while exposure to risks associated with machinery and manual labour are being reduced, other risks related to the increase in labour productivity are on the rise. Gemignani (2008) also suggests efforts to increase productivity through occupational safety and health can have contradictory results and point out the gaps in literature that while there is evidence that occupational injuries and illnesses impact on productivity losses, it is not clear whether or not reducing injuries and illnesses will automatically influence productivity gains. These measures include; occupational Health and Safety training, employees' attitudes, compliance to OSHA certification requirements and OSHA audits.

In a study conducted in India, Leonard (2001) asserts that such measures are geared towards guaranteeing workplace wellness programs which typically address the underlying factors that contribute to a healthy and safe workplace. Leonard (2001) demonstrated that health and safety measures have a positive impact not only

on safety and health performance, but also on company productivity. However, identifying and quantifying these effects is not always straightforward. In addition, although experience shows that in many cases proof of profitability can be given, it might be rather difficult in a certain number of cases to develop solid evidence. On the contrary, in an observational study carried out in Ghana, Bill & Samuel (2012) reported that, although the literature survey was fairly limited, there is existence of an important link between a good working environment and the employees' performance of a company. Thus, the quality of a working environment has a strong influence on productivity and profitability. The study also suggests that poor OSH performance can lead to a competitive disadvantage impairing the firm's status among stakeholders. This is a positive and a motivating factor to company management to invest in OSH.

Consistent with these findings, Amweelo (2000), in a study conducted in Lesotho, indicated that there exists a link between health and safety and the employees' performance in a company. In other words, these findings affirm the fact that OSH should no longer be seen as purely a cost, but also as an instrument to improve the overall performance of a company. In Kenya, approximately one million employees suffer instances of occupational accidents and diseases, while some 500, 000 suffer serious non-fatal injuries and another 500,000 fall ill for shorter or longer periods from work-related causes (Muchiri, 2003).

In a study conducted in Kisumu County, Ojiem (2012) has estimated that about five percent of the burden of diseases and injury in established market economies can be attributed to work. These figures represent a considerable loss that has a negative impact on economic growth and puts a burden on society.

Thus, preventing occupational accidents and diseases should make economic sense for society

as well as being good business practice for companies. The Kenya Community Strategy 2007-2012 on health and safety at work, improving quality and productivity at work, states that guaranteeing quality and productivity at work play an important role in promoting economic growth and employment (Ojiem, 2012). This is due to the fact that the lack of effective protection to ensure health and safety at work can result in absenteeism, in the wake of workplace accidents and occupational illnesses and can lead to permanent occupational disability. This not only has a considerable human dimension but also has a major negative impact on the economy. The enormous economic costs of problems associated with health and safety at work inhibits economic growth and affects the competitiveness of businesses in Kenya.

Statement of the Problem

Human Resource is one of the most valuable assets an organization has and efficient use of human resource foresees any organization at top level due to high HR job performance and therefore it is vital for employers to have a healthy and secure workplace for employees. Investing in health and safety at work has to be looked upon as an investment rather a cost. However, in Penta Flowers Firm, there have been instances of lack of occupational health and safety measures at workplace which has left employees exposed to various kinds of health hazards (Mwaniki, 2008).

That is, while exposure to risks associated with machinery and manual labor are being reduced; other risks related to increase in productivity are on the rise. This has had negative influence on employees' health hence affecting their capability to perform. Ojiem (2012) reports that such a situation has led to a competitive disadvantage impairing the firms' status amongst stakeholders. Despite these observations, it is not known how influential occupational health and safety has been in enhancing employees' workplace performance. In other words, few empirical

studies have interrogated the influence of occupational safety and health on employees' performance characterized by improved efficiency, meeting of deadlines and enhanced productivity.

Objectives of the Study

The general objective of this study was to investigate the influence of occupational safety and health on employees' performance in the flower industry: A case study of Penta Flowers Limited in Kenya. The specific objectives were:-

- To determine the influence of Occupational Health and Safety training on employees' performance in Penta Flowers Limited in Kenya.
- To examine the influence of employees' attitudes towards OSHA on employees' performance in Penta Flowers Limited in Kenya.

LITERATURE REVIEW

Theoretical Framework

Occupational Safety and Health Theory

This study was guided by Occupational Health Safety Theory (Domino Theory) which was postulated by Herbert William Heinrich (1976). According to Heinrich (1976), in a workplace, for every accident that causes a major injury, there are 29 accidents that cause minor injuries and 300 accidents that cause no injuries. Because many accidents share common root causes, addressing more commonplace accidents that cause no injuries can prevent accidents that cause injuries. This theory holds that as many as 95 percent of all workplace accidents are caused by unsafe acts. Heinrich (1976) came to this conclusion after reviewing thousands of accident reports completed by supervisors, who generally blamed workers for causing accidents without conducting detailed investigations into the root causes. Heinrich (1976) did safety work across many industries, with published data, which gives guidelines of how to scale up from incidents and near misses to a good estimate of the probability

of real accidents. The rationale of using this theory is based on the fact that occupational injuries are a consequence of social relations at workplace generated errors, which lead to occupational injuries, increased auto control of workers and management involvement in safety as means of preventing occupational injuries.

Risk Compensation/ Risk Homeostasis Theory

Risk compensation or risk homeostasis theory explains why individuals take risks. According to this theory, people tend to take more risks when they feel a greater sense of security. Thus, individuals adjust their level of risk-taking behavior depending on the safety measures that are in place (Wilde, 1994). In some of the research on risk compensation theory focused on transportation safety, some researchers argue that adding safety features to cars, such as air bags, anti-lock brakes, seatbelts and warning systems, actually encourages people to abandon their defensive driving skills because they feel adequately protected by the vehicle. Transportation safety experiments have shown that presence of anti-lock brakes and wearing seatbelts encourages drivers to increase speed (Aschenbrenner & Biehl, 1994).

Support for risk compensation theory can also be found in non-transportation research. For example, children were observed to navigate an obstacle course more quickly and recklessly (tripping, falling, hitting objects) when wearing a helmet and wrist guards than when not wearing this safety equipment (Morrongiello *et al*, 2007). In the field of occupational research, Bridger & Freidberg (1999) found that workers wearing an abdominal belt and practicing a squat lifting technique often overestimated the amount of weight that was safe to lift because they believed they were better protected with these measures. Loggers also reported that they increased their work speed, anticipated fewer hazards, and become bolder and more careless when wearing personal protective gear (Klen, 1997).

Conceptual Framework

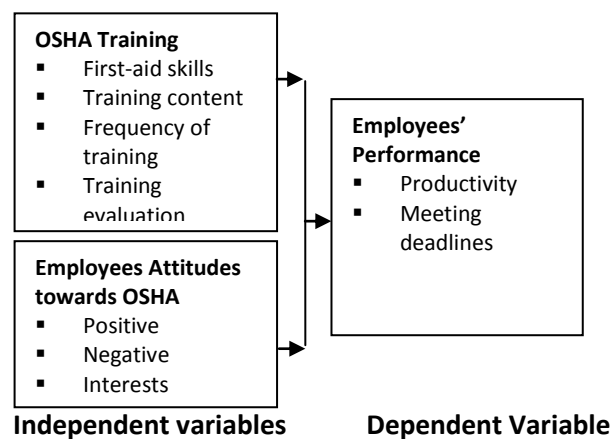


Figure 1: Conceptual Framework

Review of Literature on Variables

OSHA Training and Employees' Performance

Occupational safety training is likely the most practiced technique in safety management and employees who receive safety training suffer fewer work-related injuries than their untrained counterparts. As noted by Ostermann (2005), training allows employees to acquire greater competencies to control their work, leading to them performing their jobs more safely. Consistent with these views, Brandt-Rauf, Burton & McCunney (2001), in a study carried out amongst 16 cotton firms in Kuala Lumpur, argued from a human-capital perspective that training increases the problem-solving skills of employees. In other words, training also exerts indirect effects on safety as illustrated by Wood's (2009) study in Venezuela amongst naval trainees which established that the extent to which training was perceived to have met trainees' initial expectations, how satisfied trainees were with the training, and the learning of academic content all predicted subsequent organizational commitment. These results point to the fact that organizational commitment predicts work performance in general and safe working in particular.

In keeping with these findings, Parker & Wall (2008), in a study carried out in Mexico, posited that, to be maximally effective, employee training must extend beyond the mere provision of knowledge related to how to do one's job safely. Parker & wall (2009) further posited that an effective staff training program can reduce the number of injuries and deaths, property damage, legal liability, illnesses, workers' compensation claims, and missed time from work. Besides, an effective safety training program can also help a trainer keep the required OSHA-mandated safety training courses organized and up-to-date (Parker & Wall, 2009). These points to the fact that safety training classes help establish a safety culture in which employees themselves help promote proper safety procedures while on the job.

Thus, it is important that new employees be properly trained and embraces the importance of workplace safety as it is easy for seasoned workers to negatively influence the new hires. In other words, negative influence however, can be purged with the establishment of new, hands-on, innovative effective safety training which may ultimately lead to an effective safety culture. In most countries in Sub-Saharan Africa, Aiken, Clarke & Sloane (2001) noted that safety success requires leaders to strategically plan how they will equip employees with the knowledge to perform all parts of their job safely. According to Aiken *et al* (2001), compliance training is the baseline for educating employees about safety. The goal of this service is to deliver professional OSHA compliance training utilizing high quality instructors with firsthand knowledge of the subject. Employees learn the basics from experienced teachers, including training classes for OSHA. To lend credence to these assertions, Bill & Samuel (2012), in a study carried out in Ghana, indicated that an understanding of how best to implement worker safety and health training is a critical public need in light of the tragic events as well as ongoing efforts to prepare emergency responders and professionals in

related areas to do their jobs safely and effectively.

Bill & Samuel (2012) asserted that the need to gain a better understanding of the influence of safety and health training is also apparent in a broader context given that millions of injuries and illnesses are reported annually in private industry workplaces, and health and safety training is globally recognized as means of reducing the costs associated with such events. Therefore, the general conclusion from several narrative reviews has been that most training interventions lead to positive effects on safety knowledge, adoption of safe work behaviors and practices, and safety and health outcomes. Consistent with these assertions, Bell (2007), in a study carried out in KwaZulu Natal Province in South Africa, noted that occupational and safety training and enforcement have become an increasingly important part of every supervisor's job.

The government keeps passing new safety regulations and is stepping up its enforcement of both new and old regulations all the time (Bell, 2007). In keeping with these assertions, when an employee does a job, his or her activities involve him or her directly with objects which surround him or her and make up his or her environment. The job may require the employee to use tools or to operate equipment. In addition, the employee may have to handle materials or operate a machine. It is therefore very important that every employee understand the hazards inherent within his or her working environment and the safe job procedures that will help him or her avoid these hazards.

In Kenya, following the enactment of OSHA, employees who may be exposed to hazardous chemicals are required to be educated about those hazards. Muchiri (2003) asserts that, for employees who transfer chemicals from drums or bulk containers, proper training includes the need to use labeled containers, unless the chemical is to be used immediately by the person who

dispensed it. According to Muchiri (2003), training helps employees to be able to understand why the container needs to be labeled and either how to label it properly or whom to go to so the container does receive proper labeling. Penta Flowers is not exception and OSHA safety training for workers and enforcement of safety rules have been embraced and become an increasingly important part of every supervisor's job.

However, despite adherence and compliance to OSHA regulations, workplace accidents and injuries are still on the rise. Yet a study by Mwaniki (2008) is still speculative as to the specific factors that enhance the relative influence of safety and health training interventions in reducing or preventing worker injury or illness. Mwaniki (2008) has not articulated specific skills employees need to be trained on in order to minimize cases of ill-health and occupational safety.

Employees' Attitude towards OSHA and Employees' Performance

Employees' attitudes toward the introduction of new OSHA determines to a great degree the extent to which implementation of OSHA will succeed or will not. Lee (2010) indicates that employees are human beings who have their values, personal needs, beliefs and generalizations that they hold to be true. Therefore, if employees have a negative attitude towards implementation of OSHA, these attitudes will inhibit efforts to effectively implement OSHA. In a longitudinal study conducted in the Netherlands, Reason (2009) revealed that attitudes may hinder or facilitate the willingness of the employees' attitudes to accept change. The new kinds of responsibilities associated with OSHA and assessment can either be seen as adding to the burden of the employee or as giving the attitudes greater possibilities for extending their role and therefore need to develop positive attitudes to embrace these changes. These findings thus attest to the fact that workplace

attitudes are a vital part of the safety and health management program. In other words, employees with positive employee attitude about the health and safety management program will accept responsibility for protecting themselves and will take the extra steps necessary to protect the health and safety of their coworkers as well.

To corroborate these assertions, Ridgeon (2011) conducted a study in Czech Republic which revealed that, in even more general terms, an overall positive attitude is good for the mental health in the workplace. On the other hand, negative attitudes in the workplace affect work performance, just as a positive attitude in the workplace improves workplace performance. Ridgeon (2011) further asserted that more preventable injuries and illnesses happen when employees are dreading going to work, when employees are negative about the contribution their job makes to the company's success, or when threatening behavior from supervisors or co-workers makes the workplace feel dangerous.

This is indicative of the fact that positive attitude is cultivated in two ways, that is, by the employees witnessing the supervisor's commitment to workplace safety and by the employees looking out for themselves and each other on the job. In other words, positive attitude is a result, in part, from employees and workers feeling valued.

In most countries in Sub-Saharan Africa, the success of OSHA depends on how it is interpreted by its implementers, that is, employees and their attitudes. In South Africa, Boles, Pelletier and Lynch (2012) suggest that the success of reforms critically depends on the extent to which they are compatible with employees' attitudes' belief about what is worthwhile in education. Employees' attitudes may resist to change and to implement changeable concepts of the OSHA in terms of the goals, content, evaluation and resources since change or reform can appear

threatening and therefore bring resistance (Boles *et al*, 2012). It can bring suspicion, fear and dissatisfaction. The study further indicates that employees' attitudes are considered to have a critical role for the actualization of the ideas in the OSHA. These findings hence affirm the fact that, no matter what the OSHA suggests, it is the employee who makes the ultimate decisions about what is going on in its implementation. It is indicative of the fact that employees' potential and attitude to learn and adapt to OSHA innovations lead that employee effectiveness has emerged as an important construct in employee performance, that is, employees' beliefs in their ability to actualize the desired outcomes of OSHA.

In Kenya and in Penta Flowers Limited in particular, Peterson (2011) concurs and argues that individual employees ought to comply and implement OSHA program in ways that are consistent with their own attitudes, beliefs and practice. Peterson (2011) posited that an organization's safety attitude consists of its shared working practices, its tendency to accept or tolerate risk, how it controls hazards and how it deals with accidents and near misses. However, a study by Peterson (2011) as did other empirical studies have not indicated which components of employees' attitude influence their productivity and how employees' attitudes' replaces the competency skills necessary for implementation of OSHA and this was a research gap which the study sought to fill.

Employees' Performance

Providing a healthy and safe working environment has the potential to increase labour productivity and in turn increase business profits. Consistent with these assertions, Lamm, Massey and Perry (2006) posit that productivity gains are often at the expense of workers' health and safety. In other words, businesses typically strive to become more productive and in doing so are driving their workers to work longer, harder and with higher utilization often in extremely hazardous

conditions, and only implement health and safety measures to keep compensation costs down (Lamm *et al*, 2006). As noted by Lamm *et al* (2006), James (2006) observes that while exposure to risks associated with machinery and manual labour are being reduced; other risks related to the increase in labour productivity are on the rise.

Lamm *et al* (2006) also suggest efforts to increase productivity through occupational safety and health can have contradictory results and point out the gaps in literature that while there is evidence that occupational injuries and illnesses impact on productivity losses, it is not clear whether or not reducing injuries and illnesses will automatically influence productivity gains. To corroborate these assertions, De Greef and Van den Broek (2004a), in a study conducted in the Netherlands, demonstrated that health and safety measures have a positive impact not only on safety and health performance, but also on company productivity. These findings affirm the fact that there exists an important link between a good working environment and the performance of a company. Thus, the quality of a working environment has a strong influence on productivity and profitability.

The study also suggests that poor OSH performance can lead to a competitive disadvantage impairing the firm's status among stakeholders. This is a motivating factor to company management to invest in OSH. The findings of the literature survey (De Greef and Van den Broek, 2004a) were also supported by the collection of case studies. By making the link between health and safety and the performance of the company, the case studies demonstrate that OSH should no longer be seen as purely a cost, but also as an instrument to improve the overall performance of a company, meaning that OSH should be an integral parameter in general management. Therefore, investment in OSH becomes profitable. Investment of 1 euro in wellbeing at work produces 3-7 euros return

(Yrjänheikki, 2011). Turning to productivity, a number of researchers have been developing performance indicators to measure the impacts of a range of workplace practices on firm-level performance (Gunderson 2002). Examples include gross or net sales per worker, the ratio of physical input to output, and the scrap rate and uptime for production equipment.

In a study conducted in Austria, Black and Lynch (2000) assessed the net benefits of training investments, using a unique longitudinal data set that tracks firm-level training along with financial results. Black and Lynch (2000) posited that it is plausible that well-performing firms are the ones that can afford to invest in training and other progressive workplace practices. However, efficiency (input to output) and effectiveness (the process of getting a task done) do not necessarily equate with productivity, because the latter takes into account the end cost of the product or service. For example, working harder may not have the same productivity payoffs as working smarter, which may not require more time or effort.

Both kinds of effort may vary in their effects depending on the specific organizational context. In this sense, 'productivity' depends on an individual's job performance (Jex, 2008). In assessing how work environments contribute to worker well-being, it is important to distinguish between 'task' and 'contextual' performance (Parker and Wall, 2008). The latter refers to helpful coworkers, communication, 'intrapreneurship', innovative activities, initiative, adaptation to change, and flexibility. These reflect workplace social relationships and are critical as more organizations depend on teamwork for their success (Yeatts and Hyten, 2008). Although none of the above research is health-related, several fruitful connections between discussions of productivity and workplace health can be found. Supportive managers are a key ingredient of effective teams, just as they are crucial to employee well-being (Duxbury and Higgins, 2007).

The healthy organization model draws on the population health literature dealing with environmental influences. This mirrors organizational performance research which tries to situate individual workers in their workplace context. As Demming (1986) argues, most variance in worker performance is due to the attributes of work systems, not individuals. In most countries in Sub-Saharan Africa, an organization's physical environment and its design and layout can affect employee behavior in the workplace. In a study conducted in Ghana, Brill (1992) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity.

Empirical Review

A lot of research work has been carried out on occupational health and safety in many sectors and different parts of the world. Work gives financial gains, though the workers are exposed to many health hazards, which can be physical, chemical and psychological both the nature of work. In addition, workplace environment affects the employee health (Stavroula *et al*, 2010). High productivity, job performance and job satisfaction are the outcome of healthier workplaces and efforts are made to connect better Occupational health and safety with enhanced firm output and performance driven by state agencies, trade unions and employers (Felicity *et al*, 2009). The employee job performance can be negatively affected by Occupational health and safety.

According to a study conducted in the United States, Shannon, Robson & Sale (2001) indicated that many factors most likely to affect health and safety include, workplace itself, health hazards and safety hazards. Shannon *et al* (2001) noted that threats related to workplace can endanger the employee health and safety which could lead to negative impact on the employee health. Similarly, if there is existence of good health and safety measures at the workplace, this will positively affect the health and safety of employee.

Existence of workplace hazards is very common nowadays, both in manufacturing and non-manufacturing sectors. Shannon *et al* (2001) further noted that, at workplace health and safety plays an essential role and grants the right to a healthy, safe and legal workplace. Employees in healthy and secure workplace are psychologically strong which helps them to improve efficiency and job performance. In the same vein, Black & Lynch (2000), in a study carried out in the United Kingdom, posited that job performance or productivity of employees decrease due to health hazards at workplace. This could be attributed to noise that could cause headache, breathing problems or dread of contact to such things which can cause health problems in the long run. This means that developing a healthy and safe work environment benefits the employer due to increased employees' performance.

According to Black & Lynch (2000), a wide range of structures, skills, knowledge and analytical capacities are needed to coordinate and implement all of the "building blocks" that make up national OSH systems so that protection is extended to both workers and the environment. The scope of occupational safety and health has evolved gradually and continuously in response to social, political, technological and economic changes (Black & Lynch, 2000). In recent years, globalization of the world's economies and its repercussions have been perceived as the greatest force for change in the world of work, and consequently in the scope of occupational safety and health, in both positive and negative ways.

Liberalization of world trade, rapid technological progress, significant developments in transport and communication, shifting patterns of employment, changes in work organization practices, the different employment patterns of men and women, and the size, structure and life cycles of enterprises and of new technologies can all generate new types and patterns of hazards, exposures and risks. Demographic changes and

population movements, and the consequent pressures on the global environment, can also affect safety and health in the world of work. Bertera (2003) indicated that, it is no coincidence that the protection of workers against sickness, disease and injury related to the working environment. The most effective strategy for managing health and safety in the health services, and for providing health care is to incorporate occupational health and safety into an institution's managerial objectives. It is management's responsibility to ensure that the health care facility under its responsibility establishes adequate policies and programs supplied with sufficient human and financial resources to provide a healthy and safe workplace (Shannon *et al*, 2001). Although work provides many economic and other benefits, a wide array of workplace hazards also present risks to the health and safety of people at work. These include but are not limited to, chemicals, biological agents, physical factors, adverse ergonomic conditions, allergens, a complex network of safety risks, and a broad range of psychosocial risk factors. Personal protective equipment can help protect against many of these hazards.

In most countries in Sub-Saharan Africa, occupational safety and health is a key element in achieving sustained decent working conditions and strong preventive safety cultures. Close to 80 per cent of all ILO standards and instruments are either wholly or partly concerned with issues related to occupational safety and health. A large number of areas of ILO activity include an OSH or OSH-related component, among them employment, child labour, the informal economy, gender mainstreaming, labour statistics, labour inspection and maritime safety, HIV/AIDS and the world of work, and international migration (Bertera, 2003). This breadth of penetration gives a clear indication of the continued importance of occupational safety and health as a core element of ILO activity and of the Decent Work Agenda in particular (Bertera, 2003).

The ILO adopted conclusions defining the main elements of a global strategy to bring about measurable improvements in safety and health in the world of work and recommending the development of a new instrument aimed at establishing a promotional framework for occupational safety and health. As a result, the ILO adopted at its 94th Session in June 2006, a Convention (No. 187) concerning the promotional framework for occupational safety and health and its accompanying Recommendation (No. 197). The main purposes of the Convention are to ensure that a higher priority is given to occupational safety and health in national agendas and to foster political commitments in a tripartite context for the improvement of occupational safety and health (Black & Lynch, 2000). Its content is promotional rather than prescriptive, and it is based on two fundamental concepts: the development and maintenance of a preventive safety and health culture, and the application at the national level of a systems management approach to occupational safety and health.

RESEARCH METHODOLOGY

The study applied case study research design since it involved studying variables existing in a specific time and place. The target population for this study comprised of 20 management officers, 50 supervisors and 130 general workers all totaling to 200. Purposive sampling was used to select 6 management officers and 15 supervisors. A sample of 39 general workers was selected using simple random sampling. Questionnaires were used to collect data from supervisors. The researcher used structured interviews to gather information from management officers and general workers. Qualitative data was analyzed thematically along the study objectives and presented in narrative forms whereas quantitative data was analyzed descriptively using frequencies, percentages, mean and standard deviation in Statistical Package for Social Science (SPSS 23).

RESEARCH FINDINGS AND DISCUSSION

The researcher administered 15 questionnaires to Supervisors and interviewed 6 Management Officers and 39 General Workers. 14 questionnaires were returned whereas 4 Management Officers and 35 General Workers turned up for the interviews. The total questionnaire return rate was 88.3% affirming the fact that the questionnaire return rate was sufficient and above 75% of the acceptable levels which according to Creswell (2009), enables generalization of the results to the target population. 75.0% of the Management Officers were male with a quarter 25.0% being female. In the same vein, fair majority 60.0% of the supervisors were male with 45.0% being female. At the same time, a fair proportion 60.0% of the sampled general workers was male whereas female general workers constituted 40.0%. On the same breath, majority 71.4% of the supervisors were male whereas 28.6% were female. This information revealed that there was adequate gender disparity at all levels of the study and that the influence of occupational health and safety on employees' performance concerns both male and female stakeholders, that is, Management Officers, general workers and supervisors. 50.0% of the sampled Management Officers had Diplomas, a quarter 25.0% had Bachelors' degrees as did a quarter 25.0% who had had postgraduate qualifications. A fair proportion 48.6% of the general workers had primary education, 37.1% had secondary education, and 8.6% had no formal education whereas a paltry 5.7% had certificate qualifications. A fair proportion (42.9%) of the supervisors had Diplomas, 28.6% had certificate qualifications, and 14.3% had secondary education whereas a paltry 7.1% had Bachelors' degrees as did those who had postgraduate qualifications. This information revealed that the respondents in the study locale met were expected to be competent to answer questions on how occupational health and safety had

influenced employees' performance in Penta Flowers.

Data was collected from supervisors and results are indicated in Table 1:

Descriptive analysis

OSHA Training and Employees' Performance

Table 1: Supervisors' Views on the Influence of OSHA Training on Employees' Performance

Summary of Test Items	SA %	A %	U %	D %	SD %	Mean	Std. Dev.
The first-aid training employees have undergone has not enhanced their productivity, ability to meet deadlines, and efficiency	71	12.3	1.3	10.1	5.3	4.324	0.936
Training content has not enhanced their productivity, ability to meet deadlines, and efficiency	66.9	13.2	2.4	12.7	4.8	4.206	1.278
Employees' frequent training has not enhanced their productivity, ability to meet deadlines, and efficiency	80.5	12.4	1.6	3.3	2.2	4.618	0.908
Evaluation of employees' training has not enhanced their productivity, ability to meet deadlines, and efficiency	67.4	19.7	3.5	5.3	4.1	4.441	1.006

Table 1 revealed that majority (71%) of the sampled supervisors strongly agreed with the view that the first-aid training employees have undergone has not enhanced their productivity, ability to meet deadlines, and efficiency. At the same time, 12.3% agreed. However, only a paltry 1.3% of the supervisors were undecided, 10.1% disagreed whereas 5.3% strongly disagreed. On average, these findings generated a mean of $M = 4.324$, Std. Deviation = 0.936. The study also revealed that a fair majority (66.9%) of the supervisors strongly agreed with the view that training content has not enhanced their productivity, ability to meet deadlines and efficiency as did 13.2% of the general workers. At the same time, 2.4% of the supervisors were undecided, 12.7% disagreed whereas 4.8% strongly disagreed. On average, these findings generated a mean of $M = 4.206$, Std. Deviation = 1.278.

These findings corroborated the assertions of Ostermann (2005) that training allows employees to acquire greater competencies to control their work, leading to them performing their jobs more safely.

A fair majority (67.4%) of the sampled supervisors strongly agreed with the view that evaluation of employees' training has not enhanced their productivity, ability to meet deadlines, and efficiency. 19.7% agreed. However, 3.5% of the supervisors were undecided, 5.3% disagreed whereas 4.1% strongly disagreed. On average, these findings generated a mean of $M = 4.441$, Std. Deviation = 1.006.

These results point to the fact that organizational commitment predicts work performance in general and safe working in particular. Thus, it is important that new employees be properly

trained and embraces the importance of workplace safety as it is easy for seasoned workers to negatively influence the new hires. In other words, negative influence however, can be purged with the establishment of new, hands-on, innovative effective safety training which will ultimately lead to an effective safety culture. This is indicative of the fact that training is the baseline for educating employees about safety.

In other words, the goal of this service is to deliver professional OSHA compliance training utilizing high quality instructors with firsthand knowledge of the subject. Employees learn the basics from experienced teachers, including training classes for OSHA. Therefore, the general conclusion from several narrative reviews has been that most training interventions lead to positive effects on safety knowledge, adoption of safe work behaviors and practices, and safety and health outcomes.

These findings were consistent with the findings of a study carried out in Venezuela in which Wood (2009) established that the extent to which training was perceived to have met trainees' initial expectations, how satisfied trainees were with the training, and the learning of academic content all predicted subsequent organizational commitment.

Management Officers and general workers were also interviewed. The interviewees also indicated that the first-aid training employees undergone had not enhanced their productivity, ability to meet deadlines, and efficiency. These views further lend credence to the qualitative findings of a study in Kuala Lumpur in which Brandt-Rauf, Burton and McCunney (2001) argued from a human-capital perspective that training increases the problem-solving skills of employees. These

views were thus consistent with the findings of a study carried out in Venezuela in which Wood (2009) established that the extent to which training was perceived to have met trainees' initial expectations, how satisfied trainees were with the training, and the learning of academic content all predicted subsequent organizational commitment. Just like in quantitative findings, these views were indicative of the fact that organizational commitment predicted work performance in general and safe working in particular.

Thus, it is important that new employees be properly trained and embrace the importance of workplace safety as it is easy for seasoned workers to negatively influence the new hires. In other words, negative influence however, can be purged with the establishment of new, hands-on, innovative effective safety training which will ultimately lead to an effective safety culture. These views further point to the fact that training is the baseline for educating employees about safety. In other words, the goal of this service is to deliver professional OSHA compliance training utilizing high quality instructors with firsthand knowledge of the subject. Employees learn the basics from experienced teachers, including training classes for OSHA. Thus, training interventions lead to positive effects on safety knowledge, adoption of safe work behaviors and practices, and safety and health outcomes.

Employees' Attitudes towards OSHA and Employees' Performance

Data was collected from supervisors and organized into specific thoughts and results are indicated in Table 2;

Table 2: Supervisors' Views on the Influence of Employees' Attitudes towards OSHA on Employees' Performance

Summary of Test Items	SA	A	U	D	SD	Mean	Std.
	%	%	%	%	%		Dev.

Employees rarely manifest positive attitude towards OSHA which has not enhanced their productivity, ability to meet deadlines and efficiency	55.9	15.1	2.8	16.8	9.4	3.618	1.472
Employees' interest in OSHA requirements has not enhanced their productivity, ability to meet deadlines and efficiency	59.1	23.5	2.7	5.9	8.8	4.176	1.271
Employees have negative attitude towards OSHA which has not enhanced their productivity, ability to meet deadlines and efficiency	58.9	17.2	2.0	19.3	2.6	4.118	1.255

Table 2 revealed that slightly more than half 55.9% of the sampled supervisors strongly agreed with the view that employees rarely manifest positive attitude towards OSHA which has not enhanced their productivity, ability to meet deadlines and efficiency. At the same time, 15.1% agreed. On the contrary, only a small proportion of 2.8% of the supervisors were undecided, 16.8% disagreed whereas 9.4% strongly disagreed. On average, these findings generated a mean of M = 3.618, Std. Deviation = 1.472.

These findings corroborate the findings of a study carried out in Czech Republic in which Ridgeon (2011) revealed that, in even more general terms, an overall positive attitude is good for the mental health in the workplace since it improves workplace performance. These findings thus affirm the fact that employees with positive attitude about the health and safety management program will accept responsibility for protecting themselves and will take the extra steps necessary to protect the health and safety of their coworkers as well.

Besides, this is indicative of the fact that positive attitude is cultivated in two ways, that is, by the employees witnessing the supervisor's commitment to workplace safety and by the employees looking out for themselves and each other on the job. In other words, positive attitude is a result, in part, from employees and workers

feeling valued. The study also revealed that slightly more than half (59.1%) of the supervisors strongly agreed with the view that employees' interest in OSHA requirements has not enhanced their productivity, ability to meet deadlines and efficiency as did 23.5% of the general workers. However, 2.7% of the supervisors were undecided, 5.9% disagreed whereas 8.8% strongly disagreed. On average, these findings generated a mean of M = 4.176, Std. Deviation = 1.271.

Similarly, slightly more than half (58.9%) of the supervisors strongly agreed with the view that employees have negative attitude towards OSHA which has not enhanced their productivity, ability to meet deadlines and efficiency as did 17.2% of the supervisors. However, 2.0% of the supervisors were undecided, 19.3% disagreed whereas 2.6% strongly disagreed. On average, these findings generated a mean of M = 4.118, Std. Deviation = 1.255. These findings lend credence to the findings of a study conducted in the Netherlands in which Reason (2009) revealed that attitudes may hinder or facilitate the willingness of the employees' attitudes to accept change.

The new kinds of responsibilities associated with OSHA and assessment can either be seen as adding to the burden of the employee or as giving the attitudes greater possibilities for extending their role and therefore need to develop positive attitudes to embrace these changes. Hence, these

findings attest to the fact that workplace attitudes are a vital part of the safety and health management program. Therefore, if employees have a negative attitude towards implementation of OSHA, these attitudes will inhibit efforts to effectively implement OSHA.

These findings hence affirm the fact that it is the employee who makes the ultimate decisions about what is going on in its implementation. These findings are indicative of the fact that employees' potential, attitude to learn and adapt to OSHA innovations has emerged as an important construct in employee performance. That is, employees' beliefs in their ability to actualize the desired outcomes of OSHA.

The Management Officers and general workers who were interviewed echoed similar sentiments. The Management Officers indicated that employees rarely manifest positive attitude towards OSHA which has not enhanced their productivity, ability to meet deadlines and efficiency. However, general workers held the view that they had positive attitude towards OSHA. Just like quantitative findings, these views further lend credence to the assertions of Ridgeon (2011) revealed that an overall positive attitude was good for the mental health in the workplace since it improves workplace performance. These views thus further attest to the fact that employees with positive attitude about the health and safety management program will accept responsibility for protecting themselves and will take the extra steps necessary to protect the health and safety of their coworkers as well.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The study established that training of employees on the requirements of occupational health and safety act had influenced their performance.

The study also established that employees' attitude towards OSHA had influenced employees' performance.

Conclusion

It was evident that training of employees on the requirements of occupational health and safety act had influenced their performance. However, this was not the case with most employees alluding to the fact that there had not been frequent training on implementation of OSHA.

It was evident that employees rarely manifested positive attitude towards OSHA which had not enhanced their productivity, ability to meet deadlines and efficiency. This implied that positive attitude was good for the mental health in the workplace since it improved workplace performance.

Recommendations

The study recommends that Management of Penta Flowers should develop integrated training approach for all employees where employees can access effective training sessions at different times which is convenient form them. Training should be relevant to them. The study recommends that employees should be encouraged to develop positive attitude towards OSHA as a way of mitigating the injuries often incurred at workplaces. This should go a long way in sensitizing them on the need to embrace OSHA for their own safety and wellness at their workplaces.

Areas for Further Research

From the study findings, it is evident that training was critical in implementation of OSHA Act. However, the kind of training employees undergo was still wanting. Thus, a study could be conducted to assess the influence of the OSHA training process on employees' performance. Management plays a critical role in the implementation of OSHA Act. However, this needs further interrogation. Thus, a study could be conducted to examine the influence of management support on the implementation of OSHA Act.

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