**THE IMPACT OF HEALTHY AND SAFETY TO THE EMPLOYEES’ PERFORMANCE A CASE OF MANDERA COUNTY WATER SEWAREG COMPANY (KENYA)**

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**REG.NO: AIPMS/173/2018**

**A RESEARCH PROJECT SUBMITTED TO AFRICAN INSTITUTE FOR PROJECT MANAGENT COLLEGE IN PATIAL FULFILLMENT OF A DIPLOMA IN MONITORING AND EVALUATION.**

# JANUARY 2019

**DECLARATION**

I hereby declare that this project is my own original work. It is not a duplication of similarly published work of any scholar for academic purpose nor has it been submitted to any other institution for higher learning for award of certificate, diploma.

IBRAHIM MOHAMED DIRIYE

Signature……………………………………………………..

Date …23/01/2019……………………………………………………….

(i)

**DEDICATION**

This research study is dedicated to my family who encouraged me while carrying out the study.

(ii)

**ACKNOWLEDGEMENT**

First of all I wish to sincerely acknowledge my entire AIPMs staff for the dedication and commitment he put in to assist me in writing the project. Special thanks go to my parents who provided love, financial and moral support throughout the research.

(iii)

**ABSTRACT**

This report covers five chapters of which at the end gives a full analysis on health and safety on organization will have been discussed fully. In chapter one various scholars like Michael Armstrong looks at health and safety as programmes that are 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. Aswathappa also sees health and safety as freedom from the occurrence or risk of injury or loss to persons and property. It is also in chapter one that the origin of health and safety as the royal commission of 1972 reported on unnecessary large number of life are lost each year through industrial accidents.

In chapter two the report dwells on the historical background of the study as its geographical location. The different courses they offer the organization structure from the top to the bottom level of management.

The same chapter concentrates on the health and safety legislations, institutions and 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 also gives the health and safety measurement programmes.

Chapter three of the report gives some details about the area of study which is limited to Mandera water and sewerage company workers. It gives the sampling procedure and the data collection methods that included questionnaires. The inclusion of the details was found necessary because the spread of health and safety hazards is bound to be associated with lack of ventilation and fire extinguishers.

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**CHAPTER 1**

**INTRODUCTION**

Health and safety are programmes concerned with the protection against hazards and their aims and methods are clearly inter-linked. It is also a cross-disciplinary area concerned with protecting the safety, health and welfare of people engaged in work or employment.

Michael Armstrong (2010), defined health and safety as programmes which are concerned with protecting employees and other people affected by what the company produces and does against the hazards arising from their employment or the links with the company.

The way employers have responded to these tensions has changed over time. The treatment of workers in the early part of the industrial revolution in the western world is considered by modern standards. For many employers, workers were little more than a part of the physical machinery of production and as equally expendable. Hours were long and the work physically had legislation and social pressure resulted in significant improvements. The quality of life of workers is seen in its widest perspective by the provision of good health and safety services.

According to Bennet and Graham’s (Human Resource Management 1997) defines the Health and Safety is the maintenance of safe working conditions and prevention of accidents in an organization. Workplace occupation health and safety programmes are key elopements in preventing occupational injuries in general for promoting the quality of working life.

An accident is an unplanned and uncontrolled event in which an action or reaction of an object, substance, a person or a radiation result in personal injury. Health and safety are organized efforts and procedures’ for identifying workplace hazards and reducing accidents and exposure to harmful situations or substances. It also includes training of personnel in accident prevention, accident response, emergency preparedness and use of protective clothing and equipment as observed by (J. Corey)

Herbert G. Henmen IV, 2001 (Personnel Management III) therefore says that the employees’ performance in many organizations has not been impressive at all due to lack of health and safety. The required standards which have consequently resulted to employee’s 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 behavior 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).

According to Aswathappa fifth edition (2005), he defined safety as freedom from the occurrence or risk of injury or loss to persons and property. Industrial safety or employee safety refers to the protection of workers from the danger of industrial accident.

* 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 poising 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 treat of adverse publicity.

**1.2 HISTORICAL BACKGROUND**

County governments were established in 47 counties (largely based on the 1992 Districts of Kenya), after the scheduled general elections in March 2013. The counties' names are set out in the First Schedule of the Constitution of Kenya. County governments are responsible for county legislation (outlined in article 185 of the Constitution of Kenya), executive functions (outlined in article 183), functions outlined in the fourth schedule of the constitution of Kenya, functions transferred from the national government through article 187 of the constitution of Kenya, functions agreed upon with other counties under article 189(2) of the constitution of Kenya, and establishment and staffing of a public service (under article 235 of the Constitution of Kenya). 1. Revenue allocation the county government is expected to raise their own funds. Different counties find the formula adopted in allocating the funds unacceptable. Transfers of functions - some of the county government functions may overlap with those of the national government. Need for capacity building-The new structures demanded that there be training of new labor force since the existing one may not be familiar with the new system. Economies of scale- County governments face a challenge in developing a policy that will outline how services that cut a cross counties will be provided. Restructuring - The country structures presents a challenge of restructuring especially of certain institutions to be in line with the constitution.

Mandera County is one of the 47 counties in Kenya that was established in March 2013 following the promulgation of the Constitution of Kenya, 2010. It measures about 25,991 km2 and is located at the extreme end of North Eastern Kenya, bordering Somalia and Ethiopia. According to the Kenya census 2009, the county had an estimated population of 1,025,756 persons with 125,497 households and a density of 39 persons per km2. The population was projected to be 1,399,503 and 1,699,437 in 2017and 2022 respectively, with a corresponding density of 50 and 64 persons per km2.The main economic activity in Mandera County is pastoralism, contributing approximately to 72% of the total household income. Cross-border trade, artisanal mining, beekeeping and irrigation-aided agriculture are the other viable ventures. Beekeeping is gaining popularity in most parts of the county, while irrigated subsistence agriculture is practiced along the Daua River. The common breeds of livestock reared in this county are goats, cattle, camels, sheep, donkeys and chickens. Mandera Water and Sewerage Company (MAWASCO) serves little number of Mandera town with water. The company has made significant strides in its efforts to connect every house hold in Mandera town and its environs with piped water but this was not vein any fruitful as people still depend on water tanks from Daua River. Mandera water and sewerage company (MAWASCO) staff lack staff wellbeing and that is why this company is not performing well in the county.

**PROBLEM STATEMENT**

Desseler (2006) noted that neglecting health and safety at work place decreases job satisfaction, commitment, quality, quantity and innovation. Furthermore he notes that there will be decreased earnings potential for employees who are likely to say negative sentiments on their employer. This is clear that those institutions that have inadequate health and safety equipments and emergency doors increases tension where by incase of a fire outbreak, the occupants would have a difficulties to put out the fire due to inadequate fire extinguishers and emergency doors. At the end of the day the employees will be injured or death occurrences in the course of trying to put out the fire. Many employers have not taken health and safety seriously as part of their organizational culture by taking shortcuts for quick production while endangering their employees thus this study of how healthy and safety contributes the overall production. It’s evident with the way many organizations are set up starting from the entry and exit and the general physical layout call for a quick action to avoid disasters at workplace. Thus this survey study intends to highlight factors that need to be looked at to improve on health and safety to reach a more productive area at Mandera County.

**1.4 OBJECTIVES OF THE STUDY.**

Health and safety of persons at work is for protecting others against risks to health and safety in connection with the activities of persons at work for controlling the keeping and use, and preventing the unlawful acquisition, possession and use of dangerous substances and for controlling certain emissions into the atmosphere. It is important to protect co-workers family members, employees, customers, suppliers nearby communities and other members of the public who are impacted by the workplace environment

To provide and maintain a work environment that is safe and without risk to health for all employees contractors and others who may be affected by the activities or processes of the company or an organization. Good health and safety of an organization or a company assist in planning and managing activities so that hazards are assessed and risks eliminated in so far as is reasonably practicable by appropriate protection and prevention measures.

Good health and safety measurers enhance work to be performed effectively and efficiently by the employees, to establish effective facilities for employees, to make their contribution towards the achievement of the company’s health and safety.

**1.5 SIGNIFICANCE OF HEALTH AND SAFETY**

The achievement of the highest standards of health and safety in the workplace is important because the elimination or minimization of health and safety hazards and risks is the morale as well as the legal responsibility of employers. Close and continuous attention to health and injuries caused by systems of work or working conditions, causes suffering and loss to individuals and their dependants.

Health or injuries result in losses and damages for the organization since the workers injured are absent from their places of work. When an accident occurs in an organization or a company usually suffer the direct Cost in the form of compensation payable to the dependents of the victim if it is fatal, and medical expenses incurred in treating the patient if the accident is non-fatal. The second type of cost incurred to them is the indirect cost. Here the management does not incur the cost when the victim is insured unless when he or she is uninsured, compensation and medical expenses are the responsibility of the management. Good health and safety measures enhances cost saving since no one would be compensated since none of the employees would be injured or health deteriorates. Another thing is that good health and safety measures promote good productivity. Employees working in a safe and healthy environment, devote more time to improving the quality and quantity of their output. The employees have less time worrying about their safety and well-being.

The importance of health and safety is that there are legal reasons for undertaking safety measures. There are laws covering occupational health and safety, penalties for not following the legalities are quite severe, all the business possess a large number of official responsibilities to maintain the health and safety of its environment. It would not be fair just to stick with the legal documentation, but one must bring positive changes in the business that will eventually improve the profit and performance of employees.

Neglected health and safety conditions will increase chances of illness and accidents within the company. By avoiding these factors, one may save a lot of money, but it will eventually result in loss to the company or the organization. A good health and safety environment creates a good profit for a company. Maintenance of health and safety measures improves the reputation of any company gets more trust from consumers, employees and the community as a whole. A good

Name in the society will smooth the progress of the company and it will make it trouble free to draw and sustain a grasp that enables hiring of new employees to be easier. A good company reputation enables hiring of new employees to be easier. The company or organization to get more traders and more companies it will also need to get interested in coalition with the company.

**1.6 LIMITATIONS OF THE STUDY**

There was lack of good communication whereby the employees could not speak eloquently so it was hard for me to get information well. Some of the employees also feared to let out the information that I needed because they would be retrenched and great number avoided to answer questions because of safety and security issues exists in the area. A lot of cost incurred during the study.

**CHAPTER TWO**

**LITERATURE REVIEW**

**2.0 Introduction**

Michael Armstrong (2010) defined health and safety policies and a programme are concerned with protecting employees and other person affected by what the company produces and does against the hazards arising from their employment or their links with the company. Occupational health programmes deals with the prevention of ill- health arising from working conditions. They consist of two elements;

Occupational medicine, which is specialized branch of preventive medicine concerned with the diagnosis and prevention of health hazards at work and dealing with any ill health or stress that has occurred in spite of preventive actions;

Occupational hygiene which is the province of the chemist and the engineer or ergonomist engaged in the measurement and control of environmental hazards. Safety programmes deal with the prevention of accidents ( Bibbings, 2003) has made the following observation on accident prevention;

We fail to prevent accidents not just because of incomplete control of their circumstances which give rise to them, but because of our partial knowledge of how things really are and; of course, our inevitably incomplete knowledge of what will happen in the future. Human beings in this sense fail to bring order to an essentially chaotic and dangerous world, not just because it defies their efforts to control it but because they do not fully understand its complexity and random.

The result is a potentially dangerous tendency to deny that errors and disorder are permanent features of the natural world and all human undertakings in particular. We become complacent and fail to take preventive action. Good investigation of accidents, where it takes place, tends almost invariably to show that failures to prevent them are rooted either in weaknesses in risk assessment or in the implementation of control measure. 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 and safety automatically result from the creation of desirable physical working conditions.

There is an urgent need to maintain high standards of safety in offices and factories today. This is an obligation for both employers and employees. Kenyan legislation has various statutes which cater for the health, safety and welfare of persons employed in factories and other places. The laws also stipulate conditions under which women, young persons and children should be employed. In the same context, there are clearly stipulated legal provisions for compensation of workmen for injuries suffered in the course of their employment. The employment Act, cap 226, laws of Kenya, provides for the control of

**Employment and care of employees**

The preservation of worker’s health is a great concern of the laws as stipulated in the Factories Act, cap 514, laws of Kenya, which for instance, addresses the physical safety of workers against dangers from moving and dangerous machines, the general hygiene and well being of the workers, sanitary convenience, ventilation, lighting conditions, and general cleanliness in the factory and other places of work. Both the employer and the employee have rights and responsibilities to safeguard health and safety at work. The law, therefore, entitles everyone to a safe and healthy place of work and it thus the duty of the employer to provide such an environment. The employers also have a legal and binding duty to make certain that, as far as is practicable, the health, safety and welfare of employees are safeguarded.

Michael Armstrong (2008) argued that health and safety are more similar. It is estimated by the health and safety Executive (HSE) that in the UK about 500 people are killed at work every year and several hundred thousand more are injured or suffer ill health. It is also estimated that, apart from the pain and misery caused to those directly or indirectly concerned, the total cost to British employers of work-related injury and illness exceeds four billion a year. The achievement of a healthy and safe place of work and the elimination of the maximum extent possible of hazards to health are the responsibilities of everyone employed in an organization, as well as those working there under the contract.

2.1**IMPORTANCE OF CULTURE TO HEALTH AND SAFETY**

Culture is very important. Many organizations take health and safety seriously and it is part of their culture. However there is little doubt that many employees, with the acquiescence of managers, take short cuts, endangering themselves and others, because that makes their job easier and makes them more productive. In such an organization it is only an offence if one gets caught.

**2.2THE HEALTH AND SAFETY RESPONSIBILITY OF EMPLOYERS**

The way employers have responded to these tensions has changed over time. The treatment of workers in the early part of the Industrial Revolution in the western world is considered, by modern standards, barbaric. For many employers, workers were a little more than a part of physical machinery of production and as equally expandable Hours were long and physically hard. In Europe, most of the developments in health and safety are being driven by European legislation and the scope has widened to include minimum paid holiday and wages; the management of health and safety; stress; welfare; harassment, bullying and even employee consultation. The quality of life of workers is seen in its widest perspective (by Robert situma)

**2.2.1 Ways in which an employer would give safety training**

Induction- This can be done by setting the scene for an organization that is safety conscious on the job, via colleagues and managers at team meetings and in appraisals. Through specialists training for those moving into jobs which are particularly vulnerable (including management positions, where it should be a part of management development) and for those with special responsibilities, such as fire wardens or site safety coordination.

**2.2 ORGANIZATION INSTITUTIONS PROMOTING HEALTH.**

**2.2.2Internal 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**

Director OHSHD; responsible to P/S Ministry of labour

Deputy Chief of OHSND

5 Medical officers

4 Occupational Hygienists

3 Occupational Health

4 health inspectors

Service lab technician

Medical lab tech.

Science lab Assistant

Medical lab assistant

Subordinate staff

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 its head offices in Nairobi; however work up country is delegated to district labor officers, District medical officers and factory inspectors where they exist.

**2.3 OCCUPATION HEALTH AND SAFETY**

The act of parliament is to provide for the safety, health and welfare of workplaces, to provide for the establishment of the National council for occupational safety and health for connected purposes. In the occupation Health and safety act 2007 part (v) registration of workplaces, states that the director of workplaces in which he shall cause to be entered such particulars in relation of every workplace required to be registered under this Act as he may consider necessary.

Before any person occupies or uses any premises as a workplace, he or she shall apply for the registration of the premises by sending to the director a written notice containing the particulars set out in fourth schedule. Upon receipt of the notice referred to in subsection (1), the director shall take such steps as may be necessary to satisfy himself or herself that the premises are suitable for use as s workplace of the nature stated in the notice, and upon being so satisfied, shall cause the premises to be registered and shall issue to the applicant, upon payment of a prescribed. Fee, a certificate of registration in the form set out in the fifth schedule.

In the part (vi) of the occupation health and safety act 2007 on cleanliness states that every workplace shall be kept in a clean state, and free from effluvia arising from any drain, sanitary convenience or nuisance, and without prejudice to the generality of subsection (1) Accumulation of dirt and refuse shall be removed daily by a suitable method from the floors and benches of workrooms, and from the staircases and passages; On the floor of every workroom shall be cleaned at least at least once in every week by washing or, if it is effective and suitable, by sweeping or by any other method; all inside walls and partitions, and all ceilings or tops of rooms and all walls , sides of passages and staircase shall ;Where they have a smooth impervious surface, at least once in every period of twelve months, be washed with hot water and soap or cleaned by other suitable method;

Where they are kept painted with oil paint or varnished, be painted or varnished at least once in every period of five years, or such other period as the director may seem necessary, and at least once in every. Period of twelve months be washed with hot water and soap by any other suitable method; and In other cases, be kept whitewashed or colour washed and the white washing or color washing shall be repeated at least once in every period of twelve months. Any occupier who contravenes the provisions of this section commits an offence

1) On overcrowding the Act, states that an occupier shall ensure that his workplace shall not, while work is carried on, are so overcrowded as to cause risk of injury to the health of the persons employed therein.

2) Without prejudice to the generality of subsection (1) a workplace shall be sufficient size of work to be carried out with ease and shall further have the necessary free space and having

regard to the nature of work, an adequate amount of air for each employee, the minimum permissible being ten cubic space in any room, no space more than four point five cubic meters from the floor shall be taken into account, and, where a room contains gallery, the gallery shall be treated for the purposes of this subsection as if it were partitioned off from the remainder of the room and formed a separate room.

3) Every workroom shall not be less than three meters in height, measured from the floor to the lowest point of the ceiling or, where there is no ceiling, to the lowest point of the roofing material; provided

that, if the director is satisfied that owing to the special conditions under which the work is carried on in any workroom the application of the provisions of this subsection to that workroom would be

In appropriate, he may by certificate in writing except the workroom from those provisions subjects to any conditions specified in the certificate. On ventilation of a workplace, an occupier shall ensure that effective and suitable provision is made for securing and maintaining by the circulation of fresh air in each workroom, the adequate ventilation of the room, the adequate ventilation of the room. The Act also states that an occupier shall ensure that effective provision is made for securing and maintaining sufficient and suitable lighting of workplace in which persons are working or passing.

All glazed windows and skylights used for the lighting of workrooms shall, so far as practicable be kept on both the inner and outer surface and free from obstruction, provided that this subsection shall not affect the whitewashing, shading, windows and skylights for the purpose of mitigating heat or glare. Nothing in subsections (2) and (3) or in any riles made there under, shall be considered as enabling direction to be prescribed or otherwise given as to whether any artificial lighting is to be produced by any particular source of lighting is to be produced by any particular source of light.

On drainage of the floors it states that where any process is carried on which renders the floor liable to be wet to such an extent that the wet is capable of being removed by drainage, effective means shall be provided and maintained for draining off the wet. Occupation health and safety Act, 2007 states that sufficient and suitable sanitary conveniences for the persons employed in the workplace shall be provided, maintained and kept clean, and effective provision shall be made for lighting conveniences; and Where persons of both sexes are or are intended to be employed (except in the case of workplaces where the only persons employed are members of the same family dwelling there), such convenience shall afford proper separate accommodation for persons of each sex. The minister may make rules for determining workplace or for any class and description of workplace what is sufficient and suitable provision for the purpose of this section. Where an occupational health and safety officer finds any act or default in relation to any drain, sanitary convenience, water supply, nuisance or other matter in a workplace which is liable to be default with by the local Authority under this part or under the law relating to public health, he shall give notice therefore in writing to the local authority.

**2.4 HEALTH AND SAFETY PROGRAMMES**

Health and safety programmes are concerned with protecting employees and other people by what the company procedures does against hazards arising to their employment.

**Types of programmes**

Occupational health programmes relate more to working environment than the system of work. Safety programmes are concerned with prevention of employees against accidents and minimize the resulting loss and damage to persons and property.

Health and safety performance must be based on an analysis of the facts about the organization of health and safety as it exists and concerning the procedures and results obtained. Occupational health and safety policies are required to demonstrate that top management is concerned about the protection of the organization employees from hazards at work and to indicate how the protection will be provided.

**2.5 VARIOUS TYPES IN HEALTH AND SAFETY**

According to Cole (2005) health and safety of employees are issues that have been the subject of public debate in Britain since the turn of the century. Where employer and employee relationships are Concerned they were once called ‘master-and-servant’. The common law of the land has set out the general duties owed to the other by the parties concerned. These general duties have not proved effective enough to provide reasonable protection for employees against the actions of their employees. Whilst a paternalistic regard for employees certainly motivated a number of Victorian employers, the Overall picture in the nineteenth century was one of massive disregard for the health and safety of employees. As a result of pressure from a number of well-known public figures, parliament was forced to define employee protection more specifically by passing a variety of Acts and regulations, enforced by an inspectorate. The current legislation on health and safety in Britain developed largely out of the Robens committee report of 1972, although there has been a growing European Union influence. The Robens committee was set up to examine the then state of the law and to make recommendations.

**2.6 THE RECOMMENDATIONS WERE AS FOLLOWING:**

Despite the existence of a wide range of legal control, accidents are still a major problem in British industry. The law on health and safety was often obscure, haphazard, and out of date. There were too many enforcement agencies involved, which caused Confusion. The main reason for the continuing of this unsatisfactory state of affairs was apathy.

**2.7 THE CHIEF PROPOSALS SUBMITTED BY THE COMMITTEE TO REMEDY THE SITUATION WERE THREEFOLD.**

A system should be devised to enable all employers and employees to become aware of their personal responsibility for the health and safety. There was a need to set up a unified framework of legislation to cover all work activity. A unified enforcement agency should be set up, and should be given stronger power of sanction.

**2.8 HEALTH AND SAFETY POLICIES**

Written health and safety policies are required to demonstrate that top is concerned about the protection of the organization’s employees from hazards at work and to indicate how this protection will be provided. The policy statement should consist of three parts; the general policy statement. The description of the organization for health and safety, details of arrangements for implementing the policy.

**2.9THE GENERAL POLICY STATEMENT**

It should be a declaration of the intention of the employee to safeguard the health and safety of employees. It should emphasis four fundamental points; that the safety of employees and the public is of paramount importance. That every effort will be made to involve all managers, team leaders and employees in the development and implementation of health and safety procedures, that health and safety legislation will be complied within the spirit as well as the letter of the law.

**2.10 FIRE HAZARD AND RISK PREVENTION MANAGEMENT**

It is the responsibility of all managers to ensure that their organization continually identify fire hazards, create employee awareness, besides employing human, materials and financial resources to prevent fire Occurrences. This is important because it entails training all staff at every duty station on general fire safety and emergency procedures, conducting control evaluations periodically and giving feedback to

Employee on the status, making all employees familiar with the use of fire fighting equipments, to use in case there is the need to do so. Depending on the type of business or organization, the keen attention of staff must be drawn to the “special fire prevention” at some work situations involving petrol, paints and solvents, registry and other storage areas with bulky paper, cloth or raw materials like cotton, compressed gases and piled rubbish. There are also some specific commercial or industrial security areas that must be addressed, as.

Storage:staff in storage area habits as must be advised against careless habits that can lead to fire hazards; for instance, they must keep items like cylinders, cylinder valves and regulators free from oil, grease or soap in order to avoid a mixture of oxygen and oil, which can quickly explode. They should also not transport, store or use acetylic cylinders on their side since this can lead to loss of acetone and thus cause explosion. Compressed gas cylinders;Employees must be advised to observe the following, not to drop or strike cylinder or allow them to hit each other forcefully.

To use approved regulators only on cylinders and never attempt to use modified settings or adaptors, store cylinders in a vertical position and securely chained, Never to store gas cylinders in the same compartment with cylinders of flammable gases, isolate gas cylinders from all energy sources and keep cylinders with their screw caps securely screwed on.

**Employers' health and safety responsibilities**

Employers have responsibilities for the health and safety of their employees. They are also responsible for any visitors to their premises such as customers, suppliers and the general public. Find out more about your employer's duty of care. The health and safety at work act,

The Health and Safety at Work etc Act 1974 is the primary piece of legislation covering work-related health and safety in the United Kingdom. It sets out a lot of your employer’s responsibilities for your health and safety at work. The Health and Safety Executive is responsible for enforcing health and safety at work. [Health and Safety Executive Opens new window](http://www.hse.gov.uk)

**Risk assessments**

Your employer has a 'duty of care' to look after, as far as possible, your health, safety and welfare while you are at work. They should start with a risk assessment to spot possible health and safety hazards. They have to appoint a 'competent person' with health and safety responsibilities. This is usually one of the owners in smaller firms, or a member of staff trained in health and safety in larger businesses.

**Businesses employing five or more people**

For businesses employing five or more people, there must also be:

An official record of what the assessment finds (your employer has to put plans in place to deal with the risks) A formal health and safety policy, including arrangements to protect your health and safety (you should be told what these are)

**The employer's duty of care in practice**

All employers, whatever the size of the business, must make the workplace safe prevent risks to health. Ensure that plant and machinery is safe to use, and that safe working practices are set up and followed make sure that all materials are handled, stored and used safely provide adequate first aid facilities tell you about any potential hazards from the work you do, chemicals and other substances used by the firm, and give you information, instructions, training and supervision as needed Set up emergency plans to make sure that ventilation, temperature, lighting, and toilet, washing and rest facilities all meet health, safety and welfare requirements. Check that the right work equipment is provided and is properly used and regularly maintained. Prevent or control exposure to substances that may damage your health. Take precautions against the risks caused by flammable or explosive hazards, electrical equipment, noise and radiation to avoid potentially dangerous work involving manual handling and if it can't be avoided, take precautions to reduce the risk of injury. Provide health supervision as needed to provide protective clothing or equipment free of charge if risks can't be removed or adequately controlled by any other means.

Ensure that the right warning signs are provided and looked after; report certain accidents, injuries, diseases and dangerous occurrences to either the Health and Safety Executive (HSE) or the local authority, depending on the type of business

**Making the workplace safe and healthy**

So that the work premises provide a safe and healthy place to work, your employer should:

Make sure that workplaces are properly ventilated, with clean and fresh air

Keep temperatures at a comfortable level - a minimum of 13 degrees C where the work involves physical activity or 16 degrees C for 'sedentary' workplaces eg offices but there's no maximum limit Light premises so that employees can work and move about safely Keep the workplace and equipment clean. Ensure that workrooms are big enough to allow easy movement with at least 11 cubic meters per person

**2.11 ACCIDENT PREVENTION**

The prevention of accidents is achieved by identifying the causes of accidents and the conditions under which they are most likely to occur.

Taking account of safety factors at the design stage building safety into the system, Designing safety equipment and protective devices and providing protective clothing for the all is essential. Carrying out regular risk assessment audits, inspections checks and taking action to eliminate risks. Conducting a continuous programme of education and training on safe working habits and methods of avoiding accidents is paramount. Maintaining records and statistics in order to identify problem areas and unsatisfactory trends and encourage methods of leadership and motivation that do not place excessive demands on people.

**2.12 STRESS**

Stress is an adaptive response to an external situation that results in physical, psychological and or behavioral deviations for organizational participants. The physical or psychological demands from the environment that causes stress are called stressors. They create stress or the potential for stress when an individual perceives them ads representing a demand that may exceed that person’s ability to respond. There are four main reasons why organization should take account of stress and do something about it. They have the social responsibility to provide a good quality of working life. Excessive stress causes illness. Stress can result in inability to cope with the demands of the job, which of course, creates more stress. Excessive stress can reduce employee effectiveness and therefore organizational performance as observed by (Robert Situma 2006) .

**2.9 CAUSES OF STRESS**

**Role overload-** Too much work causes stress to an employee. The story of Reddy, stated in the opening case, is illustrative of work overload causing stress. Excess workload has become the norm these days as more and more and more organizations have reduced their work force and restructured work, leaving the remaining employees with more tasks and fewer resources of time to complete them.

**Role conflict-** Role conflict occurs where people face competing demands. We have inter role conflict whereby an employee has two roles that are in conflict with each other.

**Role ambiguity-** Occurs when an employee is uncertain about their responsibilities, functions, performance expectations and levels of authority. It occurs when people enter new situations, such as joining the organization or taking foreign assignment because they are uncertain about tasks and social expectations.

**Group level stressors-** They are cause by group dynamics and managerial behavior. Managers create stress for employees by exhibiting inconsistent behaviors, failing to provide support, showing lack of concern, providing inadequate direction and focusing on the negatives and ignoring good performance.

**WAYS OF MANAGING STRESS**

One of the ways of managing stress is through job design which includes clarifying roles, reducing the danger of role ambiguity and conflict and giving people more autonomy within a defined structure manage their responsibilities. Setting reasonable and achievable targets which may stretch people but do not place impossible burdens on them, Planning careers and promoting staff in accordance with their capabilities taking care not to over-or-under promote, Performance management processes which allow a dialogue to take place between managers and individuals about the letters work, problems and ambitions. Management training in performance review and counseling techniques and in what managers can does alleviate their own stress and reduce it in others. Work life balance policies which take account of the pressures on employees who have responsibilities as parents, partners or careers, which can include such provisions as special leave and flexible working hours.

**WHAT TRAINING IS REQUIRED?**

Under the Health and Safety at Work etc Act 1974 (HSW Act) and the Management of

Health and Safety at Work Regulations all employees, including supervisors and

Managers, need to receive training to ensure competence in health and safety aspects of their job. There are specific requirements under individual pieces of legislation (see appendix 2).Training needs at all levels are likely to be greater on recruitment. All new employees should receive basic induction training covering such things as company rules, individual responsibilities, and first-aid, fire and emergency procedures. Beyond this, training needs to be tailored to the job and responsibilities of employees concerned. Supervision, practice and development of skills are also important. All health and safety training and assessment Sessions are to be documented and included in the employees training records.

In small firms training may have to take the form of individual tuition. The extent of such training will vary between individuals depending upon existing competence. The training need should always be assessed. This is particularly important with young people and others new to the sector. It should never be assumed that appropriate or effective training has been given e.g. by previous employers. It is equally important to assess the outcomes of training to ensure competence.

Where safety representatives have been appointed by trade unions under the 1977 Safety

Representative and Safety Committee Regulations or elected under the 1996 Health and Safety Regulations, there is a duty to consult with them in good time on the arrangements for health and safety training. The views of the safety Representatives will help in assessing the adequacy and effectiveness of the training provided.

**Senior Managers**

Senior managers (this includes partners or directors of small firms) need to know enough about health and safety matters to determine priorities and assess the performance of people further down the management line. They need to make sure that a responsible and professional attitude is exhibited throughout, by themselves, by departmental managers and, via supervisors, and all other employees. They should make clear that failure by employees at any level to obey safety rules will be taken as seriously as failure to obey other company rules such as those, which govern hygiene, production, etc. This commitment to health and safety, together with a commitment to training, should be given in the company safety policy.

**Managers and Supervisors**

Health and safety training for managers and supervisors is essential. They have a key responsibility for maintaining a safe working environment. They need to be aware of hazards within their area of responsibility, company standards and the procedures for ensuring standards are maintained and used when necessary, e.g. Wearing of protective gloves during knife work or emergency evacuation and rescue procedures in the event of an ammonia leak.

**Employees**

For employees, training is most needed to ensure competence and safe performance in their work tasks.

**TRAINING OUTLINE FOR SUPERVISORS AND MANAGERS**

**Responsibilities**

Explanation of supervisors' and managers' responsibilities for the health and safety of those under their role as defined in the company's safety policy and job description, Encouragement of employees by personal example.

Consultation with safety representatives, where they have been elected, and organizing paid release for their training and for carrying out their functions Identification of training needs of workers Company commitment not to tolerate the breaking of safety rules.

**Hazard identification and risk assessment**

Significant hazards and risks in their area of responsibility

**Precautions**

The precautions necessary to avoid hazards and control risks

**Monitoring of Health and Safety Standards**

* Regular preventive inspections
* Preparation of safety check lists
* Occupational health provision
* Initiation of remedial action

**Accident Investigation**

Typical causes of accidents, relationship between near misses, minor and serious accidents.

Reporting of accidents and identification of actions needed to prevent recurrence.

**CHAPTER THREE:**

**RESEARCH METHODOLOGY**

**3.1INTRODUCTION**

This chapter sought to describe the methods and procedures used to carry out the research. The chapter dealt with research design description of the study area, target population, sampling procedures, sample size, research instruments validity and reliability of the instruments as well as the data analysis.

**3.3 SAMPLING PROCEDURE**

The sampling method used was simple random sampling procedure out of many organizations in the area. 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. I 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 other workers and researcher failed to take place.

**3.4 RESEARCH DESIGN**

The main sampling methods used to determine the sample size was the simple random sampling result method. The population was grouped into two statuses depending on gender. This was important as it. Offered the most representational sample from whose result were generalized to the rest of the population, the sample constituted a total of 250 employees selected from all the departments in the Mandera town. Stratification was required to ensure that all the departments are included in the sample. The sample made the study easier to conduct considering the time period and the limited resources available, Research instruments. The study relied on questionnaire and interviews from the institutions to collect the relevant data

**QUESTIONNAIRES**

The questionnaires was composed of both open and close ended question which required the respondents to divulge some information or reaction in regard to a given issue or situation. In open ended questions the respondents had the freedom to respond depending on personal viewpoint shared perception as well as divulging suggestive desired course of action. On the other hand, in close ended questionnaires, the respondent was limited to a yes or no in response to structured inquiry. I used the questionnaire since it permitted great depth of response. The questionnaires also stimulated a person’s thinking and they were easier to analyze and also get the target population is literate and were able to read and answer the questions appropriately.

**CHAPTER FOUR:**

**DATA PRESENTATION AND ANALYSIS**

**INTRODUCTION.**

This chapter provides the analysis of the data and presented the summaries in tables of frequencies in tables of frequencies and percentages. The chapter presents results on the background information of the respondents where it covered the age, education level, gender, years in service, highest level of education and the position held in the institution.

The response rate was 80% out of the 250 questionnaires that were given out 200 were returned and used for the analysis.

**BACKGROUND INFORMATION**

This section was important for the study as it helped to establish if factors had an effect on health and safety, on the performance of the employees. This section presented the response of the employees pertaining to their age, gender, and years of service and educational level.

**Age**

This was an important factor to the study as it has a direct bearing on the way the people react to situation. Young people have a different way of reacting to health and safety than older people. The study assumed that people who are mature will have a way of dealing with matters of health and safety than those who were not mature. The result s from the study are presented in table 4.1

**Table 4.1: Age distribution of the respondents**

|  |  |  |
| --- | --- | --- |
| **Age distribution** | **Frequency** | **Percentage** |
| 20-30 years | 55 | 27.5 % |
| 31-40 years | 125 | 62.5 % |
| 41-50 years | 10 | 5 % |
| Above 50 years | 10 | 5 % |
| Total | 200 | 100 % |

**Source: survey December, 2018**

It is clear that most of the employees who responded to the questionnaires were in a age bracket of 31-40 years; 125 (62.5%), this was followed by 55 (27.5%) in the age bracket of 20-30 years, 10(5%) and 10(5) of the respondents were in the age bracket of above 41-50 years and above 50 years. From this statistics, it is clear that majority of the respondents seem to be mature enough and so they understood about health and safety and how it should be handled.

**Gender**

This was also an important consideration when working with this county the way people react to the effects of health and safety. Women have a different approach and react differently while men also have a different approach and react differently. This put into consideration that the distribution of men and women and the response was put into consideration. Table 4.2 gave the summary of the response.

**Table 4.2: GENDER OF THE RESPONDENTS**

|  |  |  |
| --- | --- | --- |
| **Gender** | **Frequency** | **Percentage** |
| Males | 110 | 55 |
| Females | 90 | 45 |
| Totals | 200 | 100 |

**Source: Survey December, 2018**

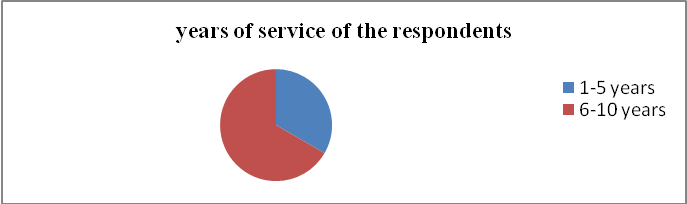
The majority of the respondents 110(55%) were male while 90(45%) were female. This showed that there were more male than female in the county as employees.

**Years of service**

This was also important as it assumed that people who were in employment for longer time were able to understand and deal with health and safety in a mature manner than those who had shorter years of service, this was because of the experience they have had overtime in the institution environment.

**Table 4.3: YEARS OF SERVICE OF THE RESPONDENTS**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percentage** |
| 1-5 years | 82 | 41 % |
| 6-10 years | 118 | 82 % |
| 10-15 years | 0 | 0 % |
| Above 15 years | 0 | 0 % |
| Total | 200 | 100 % |

****

**Source: survey December, 2018**

It was established that the majority of the respondents 118 (82%) had worked for 6-10 years, 82 (41%) had worked for between 1-5 years and none had worked for more than ten years.

**Educational level**

Although it is assumed that lecturers in the institution are supposed to be graduates but it was still important for the study to still establish if the majority of the lecturers had a graduate qualifications. This forms an important personal factor that affects the health and safety of the employees. The results were represented in the table below.

**Table 4.4: Educational level of the respondents**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percentage** |
| Diploma | 108 | 54 % |
| Degrees | 90 | 45 % |
| Masters | 2 | 1 % |
| Total | 200 | 100 % |

**Source: Survey December, 2018**

The results indicated that majority of the workers were diploma holders; 108(54%), 90(45%) were degree holders while only 2(1%) have master. The results show that there is no difference in the way worker or any other person to react to health and safety may not be as a result of education as most of them had similar qualifications.

**Evidences of accidents in the organization**

This section sought to establish if there was evidence of accident in the institution among the employees.

**Table 4.5: Evidence of accidents in the organization**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percentage** |
| Yes | 163 | 81.5 % |
| No | 37 | 18.5 % |
| Total | 200 | 100.0 % |

**Source : Survey December,2018**

These results indicate that there was less evidence of accidents within the organization from which the employees were sample.

**4.3 Rise of accidents due to poor management**

The respondents were required to rate whether accidents in the organization was cause by the poor management of the organization.

**Table 4.7: EVIDENCE OF ACCIDENTS DUE TO POOR MANAGEMENT**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percentage** |
| Disagree | 65 | 32.5 % |
| Undecided | 35 | 17.5 % |
| Agree | 100 | 50 % |
| Totals | 200 | 100 % |

**Source: Primary Data**

These results show that majority 100(50%) of the respondents agreed with the statement that, accidents in the institution arise due to management .35(17.5%) were undecided on this question and only 35(17.5%) disagreed with the statement. This means that most of the accidents in the organization originated from poor management.

**ATTITUDE OF THE MANAGEMENT**

It was important to consider the attitude of the management on accidents and if it assists the employees in accident prevention. The findings were presented in table 4.8

**Table 4.8 ATTITUDE OF MANAGEMENT**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percentage** |
| Negative | 56 | 28 % |
| Positive | 96 | 48 % |
| Don’t know | 48 | 24 % |
| Total | 200 | 100 % |

**Source survey: December, 2018**

The results of this study further indicate that majority of the respondents 96(48%) indicated that the management of the institution had a positive attitude in assisting those employees who are involved in accidents in the organization.

**POLICIES AND EQUAL OPPORTUNITIES ON HEALTH AND SAFETY**

**TABLE 4.9 POLICIES AND EQUAL OPPORTUNITIES.**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percentage** |
| Disagree | 142 | 71 % |
| Agree | 35 | 17.5 % |
| Don’t know | 23 | 11.5 % |
| Total | 200 | 100.0 % |

**Source survey: December, 2018**

As pertaining to the policies and opportunities in the institution, the respondents were asked to agree with a statement that focused on the issue. In conclusion the employees were required to give their opinions on how they felt the school should handle health and safety matters. Among the opinions given, the majority said that, poor management, poor equipments and lack of involvement in setting of the right policies on how to manage health and safety in the institution.

**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 Nairobi Aviation College. The main objective of the study was to show why there was high rate of accidents and many complaints of health problems from the employees at Nairobi Aviation College. Besides that, the research has established the factors that contribute to the health and safety of employee’s performance including Working conditions, health and safety equipment and welfare services. In addition, the research has published the possible causes of reduced employee’s performance in the organization that includes accidents, poor working conditions, lack of adequate welfare facilities, lack of health and safety training among others.

**5.1 CONCLUSIONS**

It was observed that the organizations needed to improve on health and safety measures. Several reasons were cited as to why health and safety measures contribute to low performance among employees. Negligence of health and safety conditions, Poor working conditions, dismiss the employees’ hence low performance and long working hours kills employee’s morale and workers perform their duties under stress.

**5.2 RECOMMENDATIONS:**

From my research findings and conclusions it was recommended that; management of any organization should come up with ways of providing adequate working conditions for the purpose of issuing a comfortable environment for the employees, hence motivating them to work harder.

**5.3 Limitations of the study**

The study was carried out relatively small sample size of respondents. Due to lack of enough resources especially time and money the study did not establish the response of the respondents while on research as per the health and safety in the organization. The study only concentrated on only health and safety but other factors like motivation, training and welfare services could have been reflected.

**5.4 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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**QUESTIONNAIRES**

**EFFECT OF HEALTH AND SAFETY ON EMPLOYEE PERFORMANCE**

Introduction letter

Dear respondent

I am a student at **African institute of project management study College**, undertaking a diploma course in Monitoring and Evaluation.

You are requested to kindly fill in the attached questionnaire which is aimed at collecting data for a research on the effects of health and safety on employee performance in the organization. I will highly appreciate to receive it back for the purpose analysis. The information you shall give will be treated with confidence and will be used specifically for the purpose of the study.

Thank you in advance

Yours faithfully

Ibrahim Mohamed Diriye.

**INSTRUCTIONS**

i) Do not indicate your name in this document

ii) please tick the most appropriate box

**PART ONE: PERSONAL INFORMATION**

**What is your age?**

20-30 years [ ] 31-40 years [ ]

40-50 years [ ]above 50 years [ ]

1. What is your gender?

Male [ ]

Female [ ]

**How long have you worked in this institution?**

1-5 years [ ] 6-10 years [ ]

10-15 years [ ] above 15 years [ ]

**What is your highest level of education?**

Certificate [ ] Diploma [ ]

Degree [ ] Master [ ]

**What position do you hold in this institution?**

Principal [ ] Deputy Principal [ ]

Clerical officer [ ] Head of department [ ]

Lecturer [ ]

**PART TWO: CAUSES OF ACCIDENT**

**Are there evidences of accidents in the organization?**

Yes [ ] No [ ]

**Accidents may arise due to poor management?**

Strongly agree [ ] Agree [ ]

Strongly disagree [ ] Disagree [ ]

**How do you rate the management attitude towards helping employees who are involved in accidents in the organization?**

Very negative [ ] positive [ ]

Very positive [ ] negative [ ]

Don’t know [ ]

**The organization has a clear policy on equal opportunities on health and safety?**

Strongly agree [ ] agree [ ]

Strongly disagree [ ] disagree [ ]

No option [ ]

**PART THREE: STRATEGIES USED BY ORGANISATIONS TO HANDLE ACCIDENTS**

**Does the organization have policies on how to handle accidents when they occur?**

Yes [ ] No [ ]

**What role do you play as an employee in solving accidents that may occur in the organization?**

Active role [ ] none [ ]

**Does the organization involve you when designing the strategies?**

Yes [ ] no [ ]

**PART FOUR**

**Accidents have negative effects on the performance of the employee?**

Strongly agree [ ]

Agree [ ]

Have no idea [ ]

Disagree [ ]

Strongly disagree [ ]

**Bad health and safety measures leads to increased low morale hence law performance?**

Strongly agree [ ]

Agree [ ]

Have no idea [ ]

Disagree [ ]

Strongly disagree [ ]

**Accidents forces management to set out realistic strategies to meet employer goals**

Strongly agree [ ]

Agree [ ]

Agree have no idea [ ]

Disagree [ ]

Strongly disagree [ ]

If employees can be involved in setting out policies on the management of good health and safety, then the accidents can be reduced?

Strongly agree [ ]

Agree [ ]

Have no idea [ ]

Disagree strongly disagree [ ]