



INFLUENCE OF OCCUPATIONAL SAFETY PRACTICES ON ORGANISATIONAL PERFORMANCE OF PARASTATALS IN KENYA. A CASE STUDY OF NAIROBI CITY WATER AND SEWERAGE COMPANY

Adisa, A., & Juma, D.

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¹Adisa, A., & ²Juma, D.

¹Student, Department of Business Administration (Strategic Management), Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

² Doctor, Lecturer, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

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ABSTRACT

Every business has an obligation to ensure the safety of its work force and other stake holders such as customers and suppliers. No organization goes wrong by implementing sound occupational safety practices as they provide a source of competitive advantage. On the contrary, absence of adequate work related safety practices lead to injury of workers, lost time, damages to property, and increase in compensation among others which intern leads to reduced performance of the organization as employees are not motivated to do their best on the job. Therefore, the purpose of this study was to establish the relationship between occupational safety practices and organizational performance. In details the study established the influence of safety training, employee involvement, safety communication and management commitment on organizational performance of parastatals in Kenya. The study was grounded upon four theories namely; stakeholders theory, Systems theory, Human capital theory and organizational support theory. The study adopted a descriptive case study research design. The study population included all staff at Nairobi City Water and Sewerage Company. Stratified random sampling was used to arrive at a study sample of size of 355. Collection of primary data was conducted using questioners presented in Likert scale. Analysis of data collected was done using Statistical Package for Social Sciences version 21. Both descriptive and inferential statistics were used in analysis of data collected. Inferential statistics was used to determine the strength of relationship between the independent and dependent variables. The study results revealed that there is a positive and significant relationship between Safety Communication and organizational performance at ($\beta=0.684$, $sig=0.004$, employee involvement and organizational performance at ($\beta=0.234$, $sig=0.004$,) safety training and organization performance at ($\beta=0.84$, $sig=0.000$,) and management commitment and organization performance at ($\beta=0.255$, $sig=0.001$,). The study therefore concluded that an increase in each of the study's independent variables would lead to an increase in organization performance.

Key Words: Safety Training, Employee Involvement, Safety Communication, Management Commitment and Organizational Performance

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INTRODUCTION

Occupational safety refers to a science that is concerned with safety in its relation to work or working environment. Premier Occupational Healthcare (2010) defined Occupational Safety as practical strategies that intend to protect the safety of personnel at work. Occupational safety is defined as a science of identification, assessment and management of work place hazards that could possibly affect the health and wellbeing of workers. Occupational Safety as a discipline traces its roots to the industrial revolution, a time that marked the transition from cottage industries to mass production by machines in factories (Cowie, 2013). Despite its growth and development work place related accidents remains a challenge that many industries and firms grapple with.

According to Furnham (2012), the management of work based safety issues of employees has been an unrelenting problem in the recent past due to augmented industrialization. Lim (2012) argued that enlarged industrialization has resulted to increased industrial accidents and a rise in exposure of company employees to hazardous chemicals. In 2013 The international labour organization reported that more than 6,300 people die daily as a result of occupational accidents or diseases, a figure that translates to over 2.3 million death annually, while over 317 million job related accidents happen yearly . A research conducted by the European Union estimated that in the year 2000 the cost of work place accidents among the 15 European Union member states amounted to 55 billion Euros, a figure that places a great burden on the economy (ILO, 2006). The human cost of this day-to-day difficulty is massive (ILO 2013). The annual global economic drain associated with poor OHS practices is projected at 4 percent of global GDP.

African countries have continued to turn a blind eye on the importance of work related safety. This is credited to the lack of attention from authorities and organizations on issues of work related safety. According to Pollitt (2011), in spite of the existence

of documentation on the importance of safety management, many organizations in developing countries, including Kenya, focus at increasing production and reducing operation costs of the organization at the expense of employee safety thereby reducing their job performance. In Ghana, Agbola (2012) argued that ports and harbor authorities that had unsatisfactory safety practices of management such as poor safety trainings, and lacked information on dangerous chemicals performed poorly in terms of productivity and increased number of employees' injury and death. Increased safety trainings and creating more awareness on dangerous chemicals significantly improved the employee productivity at ports and harbor authority.

According to Taufek (2016) workplace accident in the manufacturing industry is an issue that cannot be avoided as it costs companies billions of cash each year. In Canada, the Canadian Centre for Occupational Safety which was created by an act of parliament is tasked to ensure the safety and health of all workers in order to eradicate work place injuries. The agency believes that all Canadians have basic right to a healthy and safe working environment (Benavides 2010). In Denmark, work place safety is regulated by the Danish Act on Working Environment and cooperation at the workplace. This agency ensures that companies are inspected and policies regarding safety are drawn and implemented.

In Kenya, the compensation for all injuries employees sustain at the workplaces is covered under the Work Injury Benefits Act 2007. This was an upgrade of the earlier Workman's Compensation Act that only covered workers that earned more than Ksh.400, 000 annually. Majority of the employers are reluctant on the execution of the Act since they say that the Act is labour costing. According to ministry of labour 2015 reports, more than half of industrial accidents and injuries in Kenyan industries are not reported. The report also estimated that the reported occupational fatalities

and injuries for the years 2000- 2014 were more than 150,000 people

In Mumias Sugar Company, Lukoko, Chege and Musiega (2014) argue that occupational hazards affects employees' job performance, this was attributed to high levels of employee ignorance on occupational hazards at the workplace.

Therefore, apart from adopting work place safety strategies for fulfilling the provision of basic rights to the employee and statutory regulations by the government, Organizations also have the advantage of benefiting from increased productivity and performance by virtue of implementing the same. McCunney, (2001) argued that better safety performance in a company leads to improved productivity, quality, and good corporate image. It is on this basis that this study sought to determine the influence of occupational safety practices on organization performance of parastatals in Kenya, a case of Nairobi City Water and Sewerage Company.

Statement of the Problem

Among the most valuable assets an organization can ever have is its human capital. Their protection from work place injury, accidents and diseases is therefore essential for improved and sustained performance. Antonsen (2009) argues that occupational safety practices have relentlessly remained a basis for competitive advantage in many organizations because the quality of the work place strongly influences productivity and profitability. Therefore there is serious need for concern about employees' physical and psychological wellbeing in order to enable organization to realize competitive advantage. If strategic human resource management means anything, it must encompass the promotion of safety policies to protect employees and to achieve better organization performance (Guldenmund 2009).

Despite the existing regulations on occupational safety, major safety issues have been experienced since the nineteenth century. The ILO (2012) report on global occupational safety issues estimates that

more than 6,300 people die daily due to work-related diseases and accidents, more than 2.3 million people die annually as a result of work related illness and injuries and 317 million accidents occur on the job annually. A calculation made by the Ministry of Social affairs and health in Finland indicated that the cost of work related diseases and accidents was close to 3 billion Euros in the year 2000. Close to half of these losses were attributed to reduced production emanating from disability. The calculations also indicated that the average cost of an accident that led to 3 days of absence was 6,900 Euros (Bjurstrom 2009).

Several studies, on the effect of occupational safety practices on organizational performance have been carried out however; they have presented conceptual and contextual research gaps. A study by Australian National Commission for Safety (2002) on the benefits of promoting safety programs in organizations, revealed that when employees are provided with safe working environment, it reduces employees absenteeism, and employee turnover and this has direct effect on increase in productivity, resulting to increase in profitability for the organization.

Lim and Hussein (2016) carried out a study to establish the impact of Safety and Health Practices on organization performance of the manufacturing sector in Malaysia. Yankson and Dontwi (2012) studied the effect of safety standards on productivity of Ghana rubber estates limited. Another study was conducted by Iheanacho and Ebitu, (2016) to investigate the effects of industrial safety and health on firm performance in Nigeria.

In Kenya, Makhmara and Simiyu (2016) conducted a research to examine the influence of occupational safety on performance of manufacturing firms sector in Kenya. Mwangi and Waiganjo (2017) undertook a study to establish the influence of occupational safety on performance of employees in the flower industry in Kenya. Makori et al (2012), studied the influence of occupational safety programs on performance of manufacturing firms in Western Province Kenya, while Wambulwa and

Namusonge, (2018) undertook a study to establish the effect of accident reduction on the performance of Nzoia water Services Company.

Of the studies mentioned, none elaborated the influence of occupational safety practices on organizational performance of parastatals in Kenya. This study therefore seeks to fill these conceptual and contextual knowledge gaps by focusing on the influence of employee involvement, safety trainings, safety communication and management commitment on organization performance of Parastatals in Kenya, a case study of Nairobi City water and Sewerage Company.

Study Objectives

The main objective of the study was to establish the influence of occupational safety practices on organizational performance of parastatals in Kenya, a case study of NCWSC. The study was guided by the following specific objectives;

- To determine the influence of safety communication on organizational performance of Nairobi City Water and Sewerage Company
- To find out the influence of employees' involvement on organisational performance of Nairobi City Water and Sewerage Company
- To examine the influence of safety training on organisational performance of Nairobi City Water and Sewerage Company
- To examine the influence of management commitment on organisational performance of Nairobi City Water and Sewerage Company

LITERATURE REVIEW

Stakeholder Theory

The Stakeholder theory was first proposed by Edward Freeman in the year 1984. The theory is an organizational management and business ethics theory that address both morals and values to manage a business. As argued by Freeman, (1984), a firm should generate value for all its stakeholders and not just shareholders only. The theory discusses the unified relationships between a business and those that have a stake in the organization which includes the investors, customers, suppliers, and

employees (Key, 1999). The theory suggests that adoption of a unified relationship between a business and the affected groups and individuals gives a firm a better chance of dealing with its problems effectively (Jones, Felps, & Bigley, 2007).

The theory helps to understand how business customers, employees, communities and managers jointly interact to create and trade value (Freeman, Harrison, Wicks, Parmar, & De Colle, 2010). According to Harrison, Bosse, & Phillips, (2010), the duty of business executives is to manage and shape the business relationships so as to increase the stakeholders' value as much as possible. Freeman, and Velamuri, (2006) argue that communication between management and co-workers is of importance as it allows employees within an organization to give their suggestion, or comment on safety matters.

The theory can be linked to employees' involvement an independent variable of this study. It is important for workers to be involved in the development of the system in order to create ownership as well as help a better fit with the culture of the organization (Hosseini, & Brenner, 1992). The involvement of employee in safety decisions making process helps to reduces work related injuries effectively (Garrett & Perry (1996).

Human Capital Theory

Human capital theory was proposed by Becker (1962). The theory advocates that education or training given workers increases their productivity by imparting useful knowledge and skills, hence raising workers' future income by increasing their lifetime output. Education increases the productivity and efficiency of workers by increasing the level of cognitive stock of economically productive human capability, which is a product of innate abilities and investment in human beings (Schmidt 2007, Jones 2012, and Bapna 2013). An organization is often said to be as good as its staff. Directors, leaders and employees that make up an organization's workers' capital are critical to its success. The theory regards people as assets and proposes that investment by organizations in

people will generate positive returns. It proposes that sustainable competitive advantage is attained when the firm has a human resource pool that cannot be imitated or substituted by its rivals (Barney 1991). This theory is relevant to this study as it can be linked to safety training one of the independent variables of this study. Safety training allows workers to gain self-efficacy when reacting in an emergency; it also prevents misfortunes from becoming fatal and in other cases it increases the chances of survival of co-workers (Shumbanhete, 2016). The skills learned by workers can be advantageous in their operational environment.

Safety Communication and Organisational Performance

Safety communication is a process that involves the exchange of information about safety-related issues among people within their workplace (Siu, Phillips, & Leung, 2004). Safety communication allows systems, individuals, and processes to interact deliberately and supportively in achieving health, and safety environmental goals. Safety communication has a significant influence on employees' accident ascriptions, safety behaviour, safety commitment, and safety performance. As argued by Vecchio-Sadus, (2007), operational safety communication entails clear communication and open discussion regarding safety issues with all employees from different levels within one or more organizations. Safety communication also involves different levels within one or more organizations, reassuring safe behaviour by providing safety feedbacks to workers and lastly it also involves ensuring that the lesson-learned programme on safety is implemented (Lin, Tang, Miao, Wang, & Wang, 2008). According to Rashid, Nordin, and Salleh, (2014) effective communication instruments are essential in engaging employees in safety activities, gaining cooperation and support among staffs, and it also helps maintaining a positive culture within an organization.

Employees' involvement and Organisational Performance

Employees' involvement refers to is a behavioural based technique that requires individuals or groups within an organization to rise up in communication flow and decision-making procedure. Vinodkumar, and Bhasi, (2010) argue that communication between management and co-workers is of importance as it allows employees within an organization to give their suggestion, or comment on safety matters. It is important for employees to be involved in the development of the system in order to create ownership as well as help a better fit with the culture of the organization. Employee involvement is a vital factor in the organization safety program as it reduces injuries and accidents. Vinodkumar and Bhasi, (2010) argue that employee involvement and safety participation are significantly related. Based on this argument, this study was carried out to examine the influence of employees' involvement on organisational performance of Nairobi City Water and Sewerage Company.

Safety training and Organisational Performance

Safety training is defined as instruction given to workforces in an organization concerning the risks and dangers associated with industrial activities. All government safety regulating bodies for instance the Occupational Safety and Health Administration (OSHA) requires that all employers to periodically instruct their employees about their safety issues. Cooper, (2000) argued that safety training provides employees with knowledge on safety practice and compliance thus minimizing work related accidents. According to Robson, Stephenson, & Peters, (2012), training is defined as instructions and practices given to individuals to acquire skills and knowledge, attitudes necessary required to perform a specified task. Cohen, (1998) defined safety training as instructions in hazard recognition and control measures, learning of safe work practices and proper use of personal protective equipment, and acquiring knowledge of emergency procedures and preventive actions. Sterne,

Hernán, Reeves, & Carpenter, (2016) argue that safety training helps to maintain and change workers attitude toward safety. Tetric, (2013) argued that in order for organization to improve employees safety behaviour, they should increase safety awareness practices through workshops and trainings on the job.

Management commitment and Organisational Performance

Management commitment refers to direct participation of the highest level executives in a specific and critically key aspect of an organization. Management commitment and support to policy is among the basic factors that ensure policy inside the company is lived and taken seriously by everyone (Vinodkumar & Bhasi, 2010). The daily practical supervisory is as essential as observable commitment to the high priority of safety within the organization. Management commitment plays a very critical duty in reducing occupational accidents at work within organization. It reflects the importance of the management on safety-related issues and on attention and support given to the implementation of safety-related programs and projects organization (Hsu, Lee, Wu, & Takano, 2008). When management is committed toward safety, they become proactive in identifying, managing, and controlling hazards that might result in accidents. When the management is perceived by employees to be committed to their safety, they take safety matters seriously, thus reducing the overall accident and injury rates at workplace. Some of the safety activities that companies can implement without making losses include prioritizing safety over production, safety managers by walking around during working hours, and ensuring that safety is as an important agenda in the organization.

Organizational Performance

According to Griffin, (2006) organizational performance is defined as the ability of the organization to obtain and exploit its limited resources and treasures in the search of its operational aims. Wright, (2005), argued that the

performance of the organization is reflected on how effective and efficient the company achieves its objectives. The performance of a company can be enriched by relating its performance to human resource practices such as employee motivation, attraction and retention of top performers. According to Kirkpatrick, (2006), effective management of employee performance leads to positive outcomes such as increased profit margins, employee satisfaction, and increased market share

Empirical Literature Review

Kines, Andersen, Spangenberg, Mikkelsen, Dyreborg, and Zohar, (2010) carried a study on how to improve the safety at construction site through verbal safety communication. The study used focused group discussion. The study respondents included both foremen and subordinates staffs. The study findings revealed that daily verbal exchange between the foremen and subordinates significantly increases employees' safety performance and physical safety level of the work site. Smith, Eldridge, and DeJoy, (2016) study examined the relationships between safety passive leadership and safety behavior outcomes in a sample of firefighters. The study used primary data that were collected from firefighters in United States. The study results showed that safety leadership has a positive relationship with workers safety behavior.

Hughes (2007) conducted a study on the impact of safety practices on organizations and staff performance of mining industries. The specific objective of the study was to determine the influence of safety education and training on organizations and staff performance. The study used descriptive research design. The study also used primary data that was collected by use of a questionnaire. The study findings revealed that routine safety training had positive effect on organizations performance of mining industries. Akinyele, (2007), study on safe employee work environment revealed that provision of safe work environment by employers creates favourable environment that ensures the well-being of

workforces. The study results also revealed that safe work environment enables workers to perform their duties vigorously translating to higher firm productivity. Another study conducted by American Society of Safety Engineers, (2012) on safety promotion interventions and productivity revealed that a positive and significance relation between safety promotion activities and productivity of individuals, and organization.

METHODOLOGY

The study used a descriptive research design to help in indicating trends in attitudes and behaviors and enable generalization of the findings of the research study to be done. Cooper & Schindler, (2011) argue that descriptive research design is used to describe characteristics of phenomenon being studied. The study target population included all the seven Nairobi city water and Sewerage Company regional centers and the five treatment plants in Nairobi County licensed by AWSB. The unit of observation was senior managers, middle level managers,

supervisors and support staff. Hence, the study target population was all 3126 employees cutting across all cadres of senior managers, middle level managers, supervisors and support staff (NCWSC Human resource department 2019).

This study used Yamane (1967) formula that was also used by Israel (1992) as indicated below.

$$n = N / (1 + N (e)^2)$$

Where:

n = sample size,

N = Population size

e = margin of error set at 5%

For this study: N=3126,

e =5%.

Therefore replacing the values in the formula gives a sample size of

$$n = (3126 / (1 + 3126 (0.05)^2))$$

$$= 354.62$$

= 355 respondents. The sample was stratified by cadres as in table 1.

Table 1: NCWSC employees stratified by cadre

	No. of employees	Percent (%)	Sample size
Senior managers	108	3.5	12
Middle level managers	225	7.2	26
Supervisors	815	26.1	93
Support staff	1978	63.3	225
Total	3126	100	355

Source: Author 2022

The study used a questionnaire with both open and close-ended questions as data collection instrument. A questionnaire is an essential research instrument that allows a researcher to collect data directly from people (Ogula (2009). Likert scale was adopted for the quantitative questions for which 5= Strongly Agree, 4 = Agree, 3 =Neutral 2 = Disagree 1 = Strongly Disagree. The primary data was collected using questionnaires that were distributed to the respondents at seven Nairobi city water and Sewerage Company regional centers, the head office and the five treatment plants and collected later by research assistants.

The study used quantitative techniques in analyzing the data. Descriptive analysis employed included mean standard deviations and percentages. The following study multiple linear regression model was tested;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where:

Y = Organizational Performance at Nairobi city water and Sewerage Company, X_1 = Safety Communication, X_2 = Employee Involvement, X_3 = Safety Training and X_4 = Management Commitment. The ϵ is error term, β_0 represents the constant while $\beta_1, \beta_2, \beta_3, \beta_4$ are regression coefficients. The

analyzed data result was presented using figures and tables to enhance easier interpretation and understanding of the research findings.

RESULTS

The total number of questionnaires that were administered was 355. The number of the questionnaires filled and returned was 254

questionnaires; hence 71.5% successful response rate as shown in figure 4.1. As argued by Babbie, (2004) the response rate of above 50% are acceptable to analyze and publish, 60% is good, 70% is very good while above 80% is excellent. The higher return rate was achieved through prior arrangements, reminders and follow-ups.

Table 2: Respondent Demographic Information

Demographic Characteristic	Category	Percentage
Respondents gender	Male	55.8%
	Female	44.2%
Respondent's age	19 to 30 years	15%
	31 to 40 years	30.7%
	41 to 50 years	38.5% (majority)
	Above 50 years	17.3%
Respondent's level of education	Diploma	17.3%
	Undergraduates	36.5%
	Post graduates	46.2% (majority)
Respondents' Duration at NCWSC	3 to 6 years	28.8%
	6-8 years	19.2%
	8- 9years	38.5%
	More than 10 years	13.5%

Descriptive analysis: Safety Communication and Organisational Performance

This section presents the respondents views on various aspects of safety communication. The study

adopted indicators presented in table 3 as measures of safety communication.

Table 3: Safety Communication

	Mean	Std Dev
The safety signs are clear, easy to read and understand, and placed in conspicuous places	3.62	1.41
Safety procedures are easily accessible, i.e. placed on noticeboards and internet sites	4.20	0.75
There are frequent toolbox meetings on safe work procedure	3.94	0.70
The post emergency procedures and emergency office contact numbers are in highly visible and accessible areas	4.43	0.56
The company encourages workers to share safety knowledge and experiences among each other	3.49	1.14
Our employees report incidents and injuries	3.51	1.30
Average	3.87	0.98

The mean average concerning the indicators used to measure safety communication as shown in table 3 was 3.87. This implies that majority of the respondents agreed with the statements used to measure safety communication. Therefore we can

conclude that safety communication significantly influences organisational performance. These study findings are in agreement with Vecchio-Sadus, (2007), who argued that interaction amongst peoples defines their understanding and

participation in the process of safety. Communication on safety related issues allows individuals and processes to interact deliberately and supportively in achieving health, and safety environmental goals.

Employees' involvement and Organisational Performance

This section presents the findings on respondents' opinions concerning the statements on employees' involvement. The study results are as presented in table 4 show respondents' opinions on indicators' used to measure employees' involvement.

Table 4: Employees' involvement

	Mean	Std Dev
The organization values staff contributions and involve them in decisions	3.92	0.84
There is a safety and health committee or a worker representative	3.39	1.51
Our employees encourage each other to act in a healthy and safe way	3.79	0.96
The workers participate in safety training	4.12	0.91
The employees help review and improve the safety program	2.54	1.15
Average	3.55	1.07

The overall mean of respondents' opinions concerning the influence of employees' involvement on organisational performance of NCWSC was 3.55. From this results it can be concluded that the majority of the respondents slightly agreed with the statements concerning the influence of employees' involvement on organisational performance. These results are consistent with Keffane, and Delhomme, (2013) study results that revealed a positive relationship between employees' involvement in safety decision making process and workers' safety job behavior.

Safety Training and Organisational Performance

The third objective of the study was to examine the influence of safety training on organisational

performance of NCWSC. The study results on the indicators used to measures safety training are as shown in table 5. On average, this result implies that majority of the respondents agreed with the statement used to measure safety training as shown by a mean average of 3.67. The study concluded that safety training significantly affects organisational performance at NCWSC. These findings are consistent with the study findings of Lim and Hussein, (2016) that revealed safety training helps to reduce the accident that happen in workplace thus a positive effect on organizations performance.

Table 5: Safety Training

	Mean	Std Dev
There is adequate first aid supplies at every workplace from offices and warehouses to outdoor occupations	4.51	0.53
There is proper first aid training to all level of employees	2.74	1.68
There is safety orientation for new employees and employees starting new jobs	4.49	0.58
There is one designated person trained in first-aid at every workplace	4.17	0.93
The organization conducts safety emergency drills	3.39	1.33
All workers are trained in safe work procedures	2.69	1.68
Average	3.67	1.12

Management Commitment and Organisational Performance

The last objective of the study sought to determine the influence of management commitment on organisational performance of NCWSC. The survey

further sought the views of respondents on then indicators used to measure management commitment. The summarized results are as presented in table 6.

Table 6: Management Commitment

	Mean	Std Dev
The management act on safety reports by providing safety feedback to staffs	3.13	1.01
The organization provides personal protective equipment such as safety glasses, ear muffs	3.95	0.87
The management ensures that all equipment maintained and repaired	3.64	1.17
The organization has committed adequate resources i.e. time, money, personnel needed to protect your employees	3.43	1.33
The workers' compensation insurance policy is accurate and up-to-date	3.88	1.61
The organization provides ongoing training to enhance workers skills	4.41	0.96
Average	3.74	1.16

The implication of the results is that majority of the respondents agreed with the statements concerning the effect influence of management commitment on organisational performance of

NCWSC as shown by average mean value of 3.74. According to Henderson, (2010) management commitment plays a very critical duty in reducing occupational accidents at work within organization.

Multivariate Regression Analysis

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.753	0.568	0.524	0.62

Predictors: (Constant), Safety Training , Safety Communication, Management Commitment, Employees' involvement

The results in table 7 showed a strong positive association between management commitment, safety training, safety communication and employees' involvement and organisational performance as shown by an R value of 0.753. The coefficient of determination that is R-squared value of 0.568 indicated that 56.8% of variation in

organisational performance at NCWSC is explained by management commitment, safety training, safety communication and employees' involvement. The remaining 43.2% is explained by other factors other than management commitment, safety training, safety communication and employees' involvement.

Table 8: Analysis of Variance (Model Significance)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	49.994	4	12.498	29.928	0.000
Residual	81.204	249	1.144		
Total	131.197	253			

Dependent Variable: Organisational Performance

Predictors: (Constant), Safety Training , Safety Communication, Employees' involvement, Management Commitment

The results of ANOVA test in table 8 showed that the F value was 29.928 with a significance of p value = 0.000 which was less than 0.05, meaning that there is a significant relationship between by management commitment, safety training, safety communication and employees' involvement and organisational performance at NCWSC. The ANOVA

statistics at 5% level of significance also show that the value of F computed is 29.928 and the value of F critical at 4 degrees of freedom and 249 degree of freedom at 5% level of significance is 2.408. Thus the F computed is greater than the F critical (29.928>2.408), this showed that the overall model was statistically significant at 5% significance level.

Table 9: Regression coefficients

	B	Std. Error	t	Sig.
(Constant)	2.905	0.323	8.994	0.000
Safety Communication	0.684	0.228	2.995	0.004
Employees' involvement	0.234	0.279	0.84	0.001
Safety Training	0.84	0.157	5.350	0.000
Management Commitment	0.255	0.166	1.536	0.009

Dependent Variable: Organisational Performance

The study results in table 9 provided the following regression model as shown below;

$$\text{Organisational performance of NCWSC} = 2.905 + 0.84 (\text{safety training}) + 0.684 (\text{safety communication}) + 0.255 (\text{management commitment}) + 0.234 (\text{employees' involvement}) + \epsilon$$

The above regression model indicates that the most significant determinant of customer experience among commercial banks in Kisumu City, Kenya was their safety training followed by online safety communication.

CONCLUSION AND RECOMMENDATIONS

Based on the study findings, it was concluded that there exists significant and positive relationship between employees' involvement and organisational performance at NCWSC. An increase in employees' involvement practices such as the organization valuing staff contributions and involving them in decisions making process, organizations ensuring the existence of active and representative

Further, the study concluded that association between safety training and organisational performance at NCWSC is positive and significant. An increase in safety training practices such as the

organization ensuring that there are adequate first aid supplies at every workplace from offices and warehouses to outdoor occupations, ensuring there is proper first aid training to all level of employees, conducting safety orientation for new employees and employees starting new jobs, also ensuring at least one designated person trained in first-aid at every workplace and also ensuring periodic conducting safety emergency drills leads to positive improvement in organisational performance at NCWSC.

The study recommended that in order for improved organisational performance to be achieved at NCWSC and other parastatals there is need to ensure that there are fewer accidents and breakages reported and minimal claims for compensation and damages, there is a need to consider improving safety communication practices by encouraging workers to share safety knowledge and experiences among each other, also encourage employees to report incidents and injuries and also ensure that safety signs are clear, easy to read and understand, and placed in conspicuous places. Another recommendation by the study is that, for NCWSC and other parastatals to improve their performance, there is a need to focus more on enhancing safety training practices such as ensuring

proper first aid training to all level of employees, conducting safety emergency drills, ensuring safety orientation for new employees and employees starting new jobs and ensure that all workers are trained in safe work procedures.

Conflict of Interest

No potential conflict of interest was reported by the authors.

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