

ASSESSMENT OF SUCCESS FACTORS IN THE IMPLEMENTATION OF OCCUPATIONAL HEALTH AND SAFETY PROGRAMS IN TEA FIRMS IN KENYA: A CASE OF KAISUGU TEA FACTORY

L. C. Rotich 

School of Human Resource Development

Jomo Kenyatta University of Agriculture and Technology, Kenya

moraakimberly@gmail.com

J. Kwasira

School of Human Resource Development

Jomo Kenyatta University of Agriculture and Technology, Kenya

jkwasira7@gmail.com

Abstract

The level of regulation and enforcement of occupational safety and health (OSH) regulations in Kenya is inadequate especially when compared to developed countries. It is unclear how effectively OSH programs are being implemented in Kenya's tea firms. The study aimed at identifying strategies that can be put in place to ensure effective implementation of OSH programs. The study was conducted at Kaisugu Tea Factory, Kenya. A descriptive research design was adopted. The target population comprised of the 606 employees of the Factory from which a sample of 86 respondents was drawn. A structured questionnaire was used to collect data. A pilot test aimed at determining both reliability and validity of the research instrument was conducted prior to the main study. Frequencies, percentages, means, standard deviations and Pearson's correlation coefficient were used in data analyses. The study established that there exists a positive, strong and statistically significant relationship between employee training on OHS programs and effective implementation of OHS programs in Kaisugu Tea Factory ($r = 0.682$; $p < 0.01$). It is recommended that the training of employees on OHS programs should consider both the indoors and outdoors workplace conditions.

Keywords: Training, occupational health, safety, psychosocial safety climate, tea sector

INTRODUCTION

Occupational health and safety is posited to be an area that is concerned with the health, safety and welfare of employees. It is further asserted that one of the objects of occupational health and safety programs is to foster a safe and healthy working environment. The aforementioned programs may reach out to protect other stakeholders in the concerned sector (Fanning, 2003). Occupational safety and health is argued to be important from moral, legal, and financial perspectives. It is exemplified that employers have moral obligation to reasonably care for their employees. Furthermore, the Government formulates statutory laws to regulate health and safety at the workplaces. In the same light, appropriate occupational safety and health programs can go a long way to minimize costs associated with employee injuries and illnesses, medical care, sick leave, and indeed disability benefit costs.

It is alleged (EU-OSHA, 2007) that, employers of most OECD countries are under obligation not only to protect their employees' physical health, but more so their psychological health. Psychological health hazards are said to be associated with the way work is designed, organized, and managed, as well as the economic and social contexts of work. In short, occupational health is argued to be linked to psychological risks such as occupational stress, and violence at the workplaces. These are internationally recognized as grave challenges to occupational health and safety. A survey by the European Agency for Safety and Health at Work (EASHW) observed that the most vital emerging psychological risks include among others, precarious work contracts, enhanced worker vulnerability, job insecurity, and work intensification (EU-OSHA, 2007).

According to International Labour Organization's (ILO, 2012) annual report, agriculture is one of the three most dangerous sectors in terms of occupational health and safety regardless of the age of workers. ILO Safety and Health in Agriculture Recommendation, No. 192 advocates for prevention of children from engaging in hazardous activities, and for health surveillance measures for young workers where appropriate. This was occasioned by among others, increased use of agricultural chemicals and motorized agricultural machinery in the recent past, particularly by farmers in the developing countries, which has led to increased rates of injuries and poisoning among workers. It is further argued that countries that lack requisite infrastructure to monitor the import and use of the aforementioned chemicals are in particular vulnerable.

In South Africa, in spite of excellent regulations regarding occupational health and safety, the level of compliance to the same is alleged not to be encouraging (Joubert, 2002). In line with the foregoing, there are other forms of Government intervention that are argued to indirectly enhance working conditions. Such include workers' compensation regulations and

stipulations that employers of certain sizes must engage professionals such as nurses in health and safety. It is also averred that occupational safety and health in Africa has brought on board partners across diverse ministries and broadly within and outside Africa with the object of working together in order to assist countries, workers, and employers in the formal and informal sectors (ILO, 2012).

In a case of Kenya, Mbakaya et al (1999) noted that there is a general impression among those working in the country that the level of regulation and enforcement of occupational health and safety regulations is grossly inadequate especially when compared to developed countries. Chullen (2012) delved into occupational health and safety in the sugar industry of Kenya. He observed that occupational health and safety (OHS) is one crucial area of trade union work that incorporates several aspects. It is said to be a worker's right to work in a safe environment, devoid of hazards and conducive to increasing productivity. Moreover, coming up with a safer workplace is asserted to be a continuous task that calls for both management and employees' participation, in a bipartite model based on knowledge and effective actions to get rid of hazardous and/or reduce risks.

According to the Tea Board of Kenya (2014), there is compliance in quality and safety. It is important for so in order to assure the local and international markets of sustained safety and quality of the Kenyan tea, the Board conducts continuous tea factories compliance audits on tea regulations and guidelines as well as on aspects of good agricultural practices (GAPS). In line with the foregoing, the Board ensures that tea factories have Certificate of Registration of Work Place as stipulated by Occupational Safety and Health Act (OSHA) 2007. In light of the aforementioned issues, this study sought to analyze the factors that influence effective implementation of occupational safety and health programs in the Kenya's tea sector.

Statement of the Problem

Health and safety of employees at the workplace cannot be underestimated. Organizations are duty bound to ensure that the aforementioned safety is availed to all workers regardless of their positions in the organization. Research shows that there is an increase in the use of agrochemicals and motorized agricultural machinery in the recent past, particularly in the developing countries. This has led to increased rates of injury and poisoning among workers in the agricultural sector. It is also argued that there has been low compliance to health and safety regulations; where, the level of regulation and enforcement of occupational health and safety is grossly inadequate especially when compared to developed countries. The Tea Board of Kenya asserts that there is compliance in quality and safety. Yet, against the background of the

foregoing, it remains unclear how effective is the occupational health and safety programs being implemented in tea industry.

Though the Director of OHS services main mandate is to ensure compliance with the provisions of the Work Injury Benefits Act 2007, it ought to be noted that since the enactment of the Act there has not been extensive research conducted on the implication of the same issue in Kenya. The implementation of OHS program is crucial to not only the workers who can directly suffer from both physical and psychological harm, but also their employing firm which can incur costs associated with employee injuries and illnesses, medical care, sick leave, and disability benefit claims. Therefore, this study come in handy to recommend feasible solutions to how effectively occupational health and safety programs can be implemented not only in the tea sector but also in other related industries and how such can be ensured that they impact positively on employee performance.

Research Objective

To assess how employee training on occupational health and safety programs influences implementation of OHS programs in Kaisugu Tea Factory.

Research Hypothesis

$H_{01}: \mu_1 = \mu_2$: Employee training on occupational health and safety programs does not significantly influence effective implementation of OHS programs in Kaisugu Tea Factory

THEORETICAL FRAMEWORK

The study was guided by two theories which are relative to effective implementation of health and safety programs. These are social cognitive theory and safety climate theory.

Social Cognitive Theory

This theory is associated with concept of self-efficacy and outcome expectancy. Bandura (2001) asserted that the aforementioned concept has been widely employed in a variety of health-related settings. It is further argued that self-efficacy is chosen in context of social cognitive theory due to the fact that it has many applications in a variety of settings and also due to significant overlap of determinants between social cognitive theory and similar health related theories. Social cognitive theory has two tenets. The first describes how psychology needs to incorporate the social context within the study of human behaviour since people are essentially social in nature. The second tenet outlines how people employ their cognition for avenues of

thinking and communicating to adapt to social contexts. In other words, this theory construes cognition as a part of social acts (Barone et al., 1997).

It is argued that people strive to have control over the various aspects that define their environment. Every individual seeks to have control over desired outcomes and achieve control over the undesired events. Bandura (2001) stated that, from a social cognitive point of view, people are exposed to different interdependent circumstances every day, determine the best approach to these situations, assess their perceived competence (self-efficacy) to execute their intentions, determine if the behaviour they perform will produce the desired outcome (outcome expectancy), and finally, decide the vitality of obtaining the outcome (outcome value).

In his study Peterson (1996), observed that safety-related education occurs in industrial settings almost reflexively. The scholar posited that, from a social cognitive perspective, the foregoing can essentially have a variety of effects. It is exemplified that, typical safety education sessions focus either on giving employees information regarding hazardous conditions or employ scare tactics to warn employees about dangerous safety-related situations. Bandura (2001) advised that, in order to have the greatest impact on employees' self-efficacy, a shift in emphasis is required. Instead of trying to scare employees into health safety, they should be provided with requisite tools so as to exercise personal control over their health habits. Thus, in order to have an effect on employees' safety self-efficacy, safety education ought to focus on providing employees with training to give them the much needed skills to perform their work tasks safely.

It is reasoned that while a typical safety education session might fail to impact employees' self-efficacy, it could possibly influence their outcome expectancies. It is exemplified that, if employees watch a safety video which depicts a finger amputation occurring as a result of an employee failing to turn off the power to a machine; a shift in the viewers' outcome expectancies could change towards that particular type of injury. The severity of the injury is argued that it would lead to expectancies concerning the physical disability (physical outcome expectancy) from amputation, aversive social reactions from family, friends, and workmates (social outcome expectancy), and if the person held safety as a core value, a negative self-evaluation.

It is as such deduced that, from a social cognitive perspective, the combination of safety training and safety education could increase employees' self-efficacy and, therefore, shape their outcome expectancies if they had quality training and believe they can have input in the safety process. Arguably, safety interventions that focus on providing practical tools and methods for improving safety ought to enhance participants' (employees') safety self-efficacy regarding injury prevention.

Safety Climate Theory

According to Law et al. (2011), psychosocial safety climate (PSC) as shared perceptions of organizational policies, practices, and procedures for the protection of employee psychological health and safety that emanates largely from management practices. The PSC theory extends that the job demands-resources framework and suggests that organizational level PSC influences work conditions and subsequently, psychological health problems and work engagement. According to Dollard (2011) the conceptual theory of psychological safety climate draws upon perspectives from the work of stress, psychological risk, and organizational climate literatures.

In their study, Dollard and Bakker (2010) noted that PSC is a facet-specific component of organizational climate relating to freedom from psychological harm at work. It is further said that it reflects management commitment to workers' psychological health and the priority they give to safeguarding psychological health as opposed to production demands. PSC is likened to organizational climate, in that it is conceived as a property of the organization, consisting of aggregated perceptions of individuals within that organization regarding management commitment to protecting their psychological health and safety.

According to James et al. (2008), the PSC construct stems largely from the idea that individuals ascribe meaning to their work environment, that is, their working conditions, management systems, pay, co-worker relationships, and treatment equity. Therefore, ways in which PSC can become visible to individuals include having well-developed communication systems such as for reporting poor psychological health at work, and also to actively involve all levels of the organization in work stress prevention (Dollard & Bakker, 2010). In context of this study, PSC is evident at the factory and also in the farms where employees are engaged. It is, needless to say, that the employees in the tea sector are prone to psychological health problems. As the theory states that employee psychological health and safety emanates largely from management practices, then the managers in the tea sector should ensure that employees' psychosocial health and safety are upheld.

EMPIRICAL REVIEW

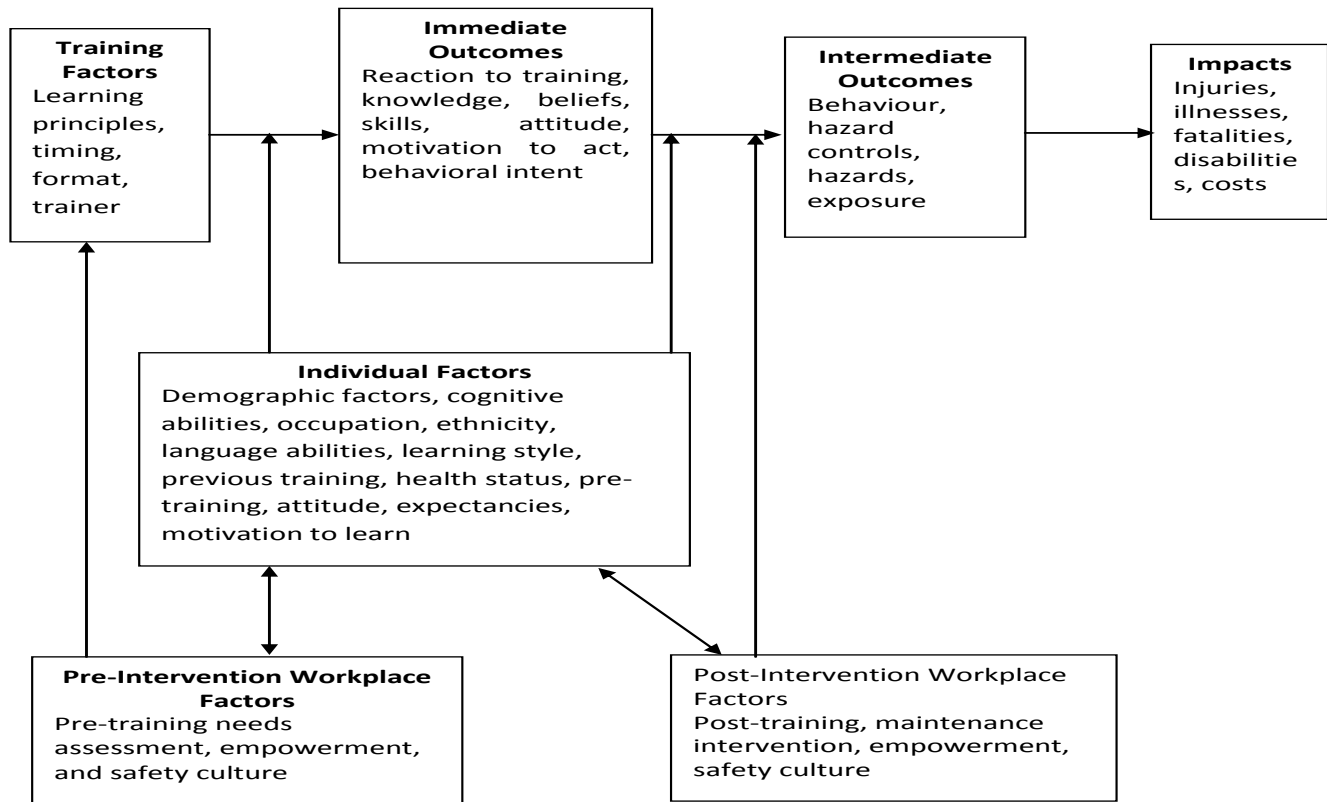
Employee Training on OHS Programs

Answers are sought as to why some workers fail to carry out their work according to formal procedures and requirements, resulting in more unsafe or unhealthy acts and higher risks of accidents or ill-health. Antonsen (2009) argues that the aforementioned problem can be solved through application of traditional OHS approaches such as training and control. However, he advocates for a cultural perspective on OHS issues. It is observed that one of the espoused

values that are relevant to occupational safety is promoting training measures for the workers (EU-OSHA, 2011). Robson et al. (2012) in their systematic review of the effectiveness of OHS training in Canada developed a conceptual model of workplace training interventions as outlined in Figure 1.

The model shows that training interventions aimed at improving the skills of employee on matters of OHS are influenced by the individual factors that include the learning style, cognitive ability, attitude and previous training. The immediate outcome achieved from training are change in behaviour, attitude, enhance skills and motivation to act. These changes helps in total control or minimization of hazards injuries, illness, machines and material damages, disabilities and costs associated to them. With such positive impacts the morale of employees are improved and thus enhanced work productivity.

Figure 1: Conceptual model of workplace training interventions for primary prevention in OHS



Source: Robson et al. (2012)

It is noted that a common method which is argued to be a form of reflexive action is to encourage safe work-related behaviour is for firms to create or procure an education and/or training program (Jewell, 1998). In a survey by Lee (1997) the majority of organizations (96 per cent) responding indicated that they offered safety training while another study revealed that 46

per cent of firms provided some form of safety training as part of their regular occupational safety efforts (McAfee & Winn, 1989).

In a study on occupation health and safety in Kenya's sugar sector, Chullen (2012) noted that sugar unions drawn from eight countries (South Africa, Zambia, Mozambique, Malawi, Swaziland, Tanzania, Uganda, and Kenya) emphasized on a number of issues which included training on occupational health and safety (OHS). Indeed, one of the staff of Chemillil Sugar Estate, Kenya, admitted that the IUF project programs and training made them better qualified to handle OSH activities. This is due to the fact that they were able to identify risks and hazards and also, as OSH committee members they were able to know their duties and responsibilities.

It was, however, observed that the number of people being trained under IUF program was too small when compared to the working staff. As such, the information was claimed to take too long to reach other members. Kenyan firms are expected to have a health and safety policy in place that spells out among others, occupational hygiene and safety training. It is, however, argued that the Act is unclear regarding the frequency with which employers must provide training and evaluations and what constitutes adequate employee training and sufficient employee involvement (Muigua, 2012).

Effective Implementation of Occupational Health and Safety

An analysis of British Columbia on health and safety for agriculture by Farm and Ranch Safety and Health Association (FRSHA, 2012) shows that, one of the primary responsibilities of an employer is to ensure that workers are properly supervised when executing their duties. Employers are further advised to work with supervisors to help foster positive worker attitudes towards safety. Supervisors should monitor the workers in the safe performance of their duties and also ensure that they are working safely. It is further opined that, when determining the likelihood of an accident occurring at the workplace, it is important to consider the training, skills, and experience of workers performing the task.

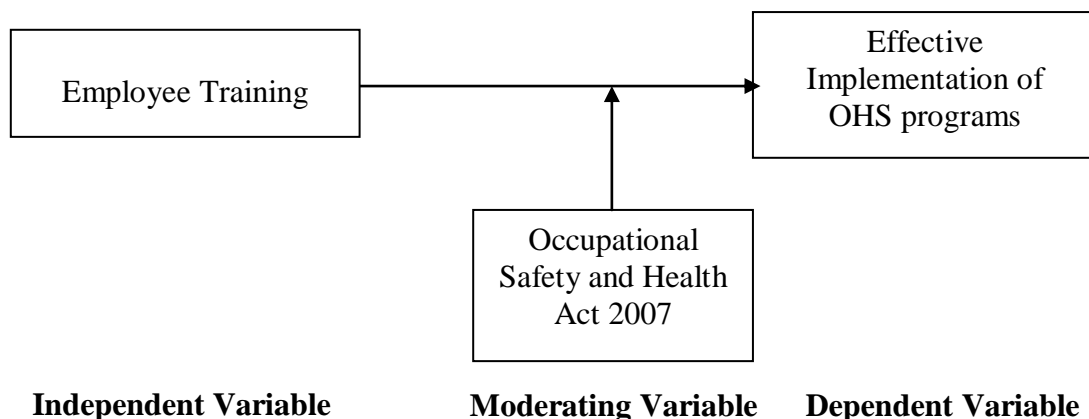
In a report commissioned by the European Agency for Safety and Health at Work (EU-OSHA, 2011), OHS entails investing in and protecting the human capital (employees) of an organization. Therefore, attention should be paid to behavioural aspects, social and cultural processes, in order to attain safer and healthier working environment and better general organizational performance. In a review of OHS management in organizations, Zanko and Dawson (2012) stated that, while many arenas in management are concerned, inter alia, with explaining the relationship between success or effectiveness in a specific managerial domain and some aspect of organizational performance, systematic research into how OHS

management contributes towards organizational performance, even in terms of OHS outcomes, is somewhat equivocal. Hopkins (2011) had also observed that in the recent past, the risk management approach has been associated with a call for inclusion of prescriptive technical rules for operational decision-making in hazardous industries where industry good practice is agreed, where there often is a regulatory need for higher performance standards and where no level of risk is acceptable.

Significance of standard operating procedures (SOPs) as outlined by Gustin (2007) shows that a documented health and safety plan, apart from having four key elements, that is, management commitment and employee involvement, worksite analysis, hazard prevention and control and training, also captures the major components of effective safety and health programs. It is asserted in a study on quality assurance for OHS administration in Kenya (Okelloh et al., 2013), that SOP is part of a documented safety plan. It is further posited that the presence of a written plan reflects the commitment of the management to safety issues. Makori et al. (2012) further assessed the influence of OHS programs on performance of manufacturing firms in Kenya. The study revealed a moderate and positive relationship between OHS programs and organizational performance of the aforementioned firms. The foregoing was attributed to the argument that the programs were inefficient in the studied firms, and as such, affected organizational performance in terms of sales, profitability, production, order delivery amongst others. Against the backdrop of the reviewed studies, there seems that it is hitherto unclear how the various components of OHS programs (employee training, risk management, behaviour-based safety, and ergonomics) influence the effective implementation of OHS especially in the Kenya's tea sector.

Conceptual Framework

Figure 2: Conceptual Framework



As illustrated in Figure 2, the independent variable is employee training on OHS programs whereas the dependent variable is effective implementation of OHS programs. The presumed relationship between the two variables is moderated by Occupational Safety and Health Act 2007.

METHODOLOGY

Research Design

A research design is said to be the roadmap of conducting a given research study. Essentially, it creates the foundation of the entire research work. The research technique which was used was descriptive design and specifically case study. The study was concerned with an investigation of the aforementioned variables influence on effective implementation of OHS programs. Such issues are best investigated through descriptive research design, since it generally answer questions and give precise information concerning subject of study. It was also advised by the fact that the researcher sought to analyze the opinions of the sampled respondents regarding the study variables. Descriptive research generally precedes explanatory research; therefore it was the best strategy for acquiring a lot of information with high accuracy and better understanding of the key topic under study. Since this technique present data in a meaningful form it helps to understand the characteristics of a group in a given situation.

Target Population

Population simply refers to an aggregate of individuals with similar character traits relevant to the study in question. The population of this study was essentially the employees in the Kenya's tea sector. On the other hand, target population is the population to which the findings of the study were generalized. In other words, it is the population to which the current study was limited to. Moreover, Orodho (2005) stated that the target population is the aggregate of elements of interest to the researcher. In this light, therefore, the target population constituted the employees working in Kaisugu Tea Factory. There were 196 workers attached to the factory and an additional 410 tea pluckers which translate to 606 employees. Therefore, the target population was a total of 606 employees.

Sample and Sampling Technique

To determine the sample size the formula below was used.

$$n = \frac{N}{1 + Ne^2}$$

Where n = sample size,

N = population size

e = level of significance of 10%

n = sample size, N = population size

e = level of significance of 10%

Substituting the values in the equation, estimated sample size (n) will be:

$$n = \frac{606}{1 + 606(0.1)^2}$$

n = 86 respondents

The researcher then stratified the respondent into two: Factory workers and field workers. Therefore the 86 responded was drawn from both the factory and the field employees as outlined.

$$\begin{aligned} \text{Factory workers} &= \frac{196 \times 86}{606} = 27.8 \\ &= 28 \text{ respondents} \end{aligned}$$

$$\begin{aligned} \text{Tea pluckers} &= \frac{410 \times 86}{606} = 58.2 \\ &= 58 \text{ respondents} \end{aligned}$$

The 28 factory workers and 58 tea pluckers was drawn from the target population using simple random method. This method ensured that each member of the target population had an equal chance of being selected to participate in the study and as such sampling bias was minimized.

Research Instrument

A research instrument is used to collect data pertinent to a study. In context of this study, a structured questionnaire was employed to collect the requisite data from the sampled respondents. The questionnaire was structured in such a way that it enabled collection of data relative to respondents' bio data and more importantly data that addressed both independent and dependent variables. Furthermore, the latter was on a 5-point Likert scale where integers 1 through 5 reflecting strongly disagree, disagree, indifferent, agree, and strongly agree responses in that order. A questionnaire is highly recommended to be used due to the argument that it enables collection of first-hand data, and also upholds anonymity of the respondents (Mugenda & Mugenda, 2003). Upholding respondents' anonymity is an ethical issue which is very crucial in research studies.

Reliability of the Research Instrument

According to Kimberlin and Winterstein (2006), reliability estimates the stability of measures, internal consistency of measurement instrument, and interrater reliability of instrument scores. This study employed the Cronbach alpha coefficient to test the reliability of the questionnaire. The reliability threshold was at alpha equal to or greater than 0.7.

Validity of the Research Instrument

Validity is the extent to which the interpretations of the results of a test are warranted, which depends on the particular use the test is intended to serve. In other words, validity is the extent to which an instrument measures what it claims to measure. The Principal Axis Factoring (PAF) method was employed to determine the construct validity of the research instrument. Anglim (2007) noted that, a factor analysis is a data technique that is employed to summarize a number of original variables into a smaller set of composite dimensions or factors. The scholar factor asserted that it is a vital step in scale development and can be used to demonstrate construct validity of scale items. In line with Preacher and MacCallum (2003), Eigen values greater than 1 illustrated factors that were valid.

Data Processing and Analysis

The collected data will be grouped into respective categories (factory workers and tea pluckers) in order to calculate the response rate for each class of respondents. The questionnaires will be screened with the intent of ensuring only the adequately and appropriately filled ones will be considered for the study. Descriptive and inferential analyses will be carried out with the aid of Statistical Package for Social Sciences (SPSS). Descriptive analysis will incorporate frequencies, percentages, means, and standard deviation. On the other hand, inferential analysis will be in form of Pearson's correlation coefficient. The study findings will be presented in form descriptive and inferential statistical tables.

ANALYSIS & FINDINGS

Descriptive Findings

The study outlined the various views held by the sampled respondents regarding employee training on OHS programs and effective implementation of OHS programs.

Employee Training on OHS Programs

Table 1 illustrates the average views of the sampled respondents regarding employee training on Occupation Health and Safety programs.

Table 1: Employee Training on OHS Programs

		n	Min	Max	Mean	Std. Dev
i.	Kaisugu Tea factory has a health and safety policy which outlines issues such as training	70	1	5	4.80	.719
ii.	All employees are aware of the contents of OHS Program	70	1	5	4.60	.914
iii.	Employees are consulted while preparing/ reviewing the OHS Program	70	2	5	4.46	.780
iv.	Employee are trained to carry out their work according to formal procedure and requirements	70	2	5	4.71	.750
v.	There is specific training on safety and health issues in our firm	70	2	5	4.63	.770
vi.	Lack of training can compromise health and safety and health issues in our firm	70	1	5	4.54	.886
vii.	Employees attend seminars/workshops on occupational health and safety	70	2	5	4.71	.667

The respondents strongly agreed (mean \approx 5.00) that Kaisugu Tea Factory has a health and safety policy which outlines issues such as training; that all employees are aware of the contents of OHS Program; employee are trained to carry out their work according to formal procedure and requirements; there is specific training on safety and health issues in our firm; lack of training can compromise health and safety and health issues in our firm; and that employees attend seminars/workshops on occupational health and safety. It was also concurred (mean = 4.46) that Employees are consulted while preparing/ reviewing the OHS Program.

Effective Implementation of OHS Programs

Table 2 illustrates the opinions of the sampled respondents regarding effective implementation of OHS programs in Kaisugu Tea Factory.

Table 2: Effective Implementation of OHS Programs

		n	Min	Max	Mean	Std. Dev
i.	OHS program have been in place in Kaisugu tea factory for sometimes	70	4	5	4.89	.323
ii.	Since they were implemented there has been a reduction in accidents/illness	70	4	5	4.74	.443
iii.	Most employees appreciate the role played by OHS program in tea factory	70	4	5	4.71	.458
iv.	The tea factory has a special health and safety committee that handles health and safety issues	70	4	5	4.83	.382
v.	the committee has been trained to handle and report health and safety issues in the factory	70	4	5	4.86	.355
vi.	Committee members consult the employee on matters of health and safety and report the same to the management	70	4	5	4.86	.355

The study established that, respondents unanimously strongly agreed (mean ≈ 5.00) that OHS program have been in place in Kaisugu tea factory for sometimes; since they were implemented there has been a reduction in accidents/illness; most employees appreciate the role played by OHS program in the tea factory; the tea factory has a special health and safety committee that handles health and safety issues; the committee has been trained to handle and report health and safety issues in the factory; and that committee members consult the employee on matters of health and safety and report the same to the management.

Inferential Findings

The study examined how employee training on OHS programs influences effective implementation of OHS programs in Kaisugu Tea Factory. Table 3 outlines how employee training influences effective implementation of OHS programs.

Table 3: Correlation between Employee Training and Effective Implementation of OHS Programs

		Effective Implementation of OHS Programs
Employee Training	Pearson Correlation	.682**
	Sig. (2-tailed)	.000
	N	70

***. Correlation is significant at the 0.01 level (2-tailed).*

As indicated by the findings, there exists a positive, strong and statistically significant relationship between employee training on OHS programs and effective implementation of OHS programs in Kaisugu Tea Factory ($r = 0.682$; $p < 0.01$). The results implied that the higher the level of employee training, the more effective the implementation of OHS programs in the factory and the reverse is true. Given that the relationship between the two variables is statistically significant, the first null hypothesis ($H_{01}: \mu_1 = \mu_2$: Employee training on occupational health and safety programs does not significantly influence effective implementation of OHS programs in Kaisugu Tea Factory) was rejected.

Summary

It was strongly believed that Kaisugu Tea Factory has a health and safety policy which outlines issues such as training; that all employees are aware of the contents of OHS Program; employee are trained to carry out their work according to formal procedure and requirements; there is specific training on safety and health issues in the firm; lack of training can compromise

health and safety and health issues in the firm; and that employees attend seminars/workshops on occupational health and safety. It was also concurred that Employees are consulted while preparing/ reviewing the OHS Program. The study established that there exists a positive, strong and statistically significant relationship between employee training on OHS programs and effective implementation of OHS programs in Kaisugu Tea Factory ($r = 0.682$; $p < 0.01$).

The study established that, OHS program have been in place in Kaisugu tea factory for sometimes; since they were implemented there has been a reduction in accidents/illness; most employees appreciate the role played by OHS program in the tea factory; the tea factory has a special health and safety committee that handles health and safety issues; the committee has been trained to handle and report health and safety issues in the factory; and that committee members consult the employee on matters of health and safety and report the same to the management.

Conclusions

It is concluded that Kaisugu Tea Factory has a health and safety policy which outlines issues such as training and that all employees are aware of the contents of OHS Program. It is further concluded that Kaisugu Tea Factory consults the employees while preparing/ reviewing the OHS Program. The study further infers that indeed training employees on OHS program is very fundamental in the programs' implementation. It is recommended that the training of employees on OHS programs should consider both the indoors and outdoors workplace conditions.

The study recommends further studies on a number of areas. For instance, studies on implementation of OHS programs in other sectors such as in manufacturing firms. Scholars should also seek to examine the role of the government in implementation of OHS programs in the public sector. Studies on the factors that influence risk management in agricultural sector.

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