

**EFFECTIVENESS OF OCCUPATIONAL HEALTH AND SAFETY
PROGRAMMES IN CMC MOTORS GROUP OF COMPANIES**

KIRORI P. NJOROGI

**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF
MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE,
UNIVERSITY OF NAIROBI**

OCTOBER, 2012

DECLARATION

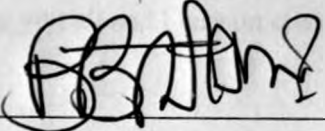
This management research project is my original work and has not been submitted for a degree in any other university.

Signed 

Date 8/11/2012

Kirori P. Njoroge

This project has been submitted for examination with my approval as university supervisor.

Signed 

Date 8/14/12

Mr. Duncan Ochoro

Research Supervisor

DEDICATION

To my late loving Dad, S. Kirori. For the strong foundation in life you laid to me and for constantly reminding me the relevance of education. You remain my hero always. Rest in Peace Dear Dad.

To my loving Mum, Julia for more support, prayers and for the stronger pillar you are to the entire family. You have always created the best environment for me to further my ambitions in life.

To my siblings, my sisters Catherine and Purity, brothers Charles and Francis for your support and encouragement and your constant reminders that the study needed to be completed in good time. I love you all and I remain eternally indebted to you.

ACKNOWLEDGEMENT

The successful completion of this project would not have been attained without the support of various people. My sincere appreciation goes to my supervisor Mr. Duncan Ochoro and the Moderator Prof. K'Obonyo for their guidance through the process right from proposal writing, presentation up to data collection, analysis and conclusions. Their skillful guidance, constructive criticism, patience enthusiasm and suggestions supported the efforts to get the project successfully completed I wish to extend my gratitude to MBA class of 2010 – 2012. I may not mention all of you by your names but your support is highly appreciated. Special recognition goes Daniel Muindi, Kiilu Wambua, Lucy Kanini, Joseph Munyao, Agnes Muthiani, Meshack Mumo, Carol Odhiambo, Navy Nyanaro, Faith Nancy and Steve Wambua.

Am also grateful to my friends Charles Njuguna, Wilfred Muthoka, Milka Kigoni, Grace Mwende, Nancy Karungo and Hezron Kabue for the encouragement and inspiring words that gave me strength throughout the research process.

Finally, I wish to offer my utmost thanks to God for giving me strength, good health, sound mind during the period of the research. It is by him and through him that I came to the completion of this course in good time.

ABSTRACT

The objectives of the study was to establish the occupational health and safety programs in CMC Motors group of companies and also to determine the effectiveness of these occupational health and safety programmes in the umbrella company.

The need for this study was motivated by the fact that there are cases of accidents, injuries and health problems experienced and reported by various companies that create the CMC motors group. The various subsidiaries of the group also have many of its operations highly automated with its workshops having the latest or modern machines, tools and equipments. Thus with the instances of accidents and health problems in the workplace, the questions arose as to whether the group of companies actually embrace the use of occupational health and safety programmes and if they do, are these programmes effective enough to an extent that they can reduce some of these hazards.

The findings of the study revealed that indeed the occupational health and safety programmes are in use in CMC motors group of companies and they nearly address each and every need of the employees towards protecting themselves from eminent accidents and ill health. Various hazards were also identified in the workplace and there was found to be programmes in place to address them. However, despite the fact that there are occupational health and safety programmes in CMC motors, the safety officers are faced with a problem of implementation as there are constraints such as the finances, time allocated on the implementation process, the balancing of the legal standards with the company's standards, the perception of the employees towards these programmes and lack of commitment by the employees. The researcher recommended that adequate funds should be allocated towards implementation, adequate time should be set aside and constant persuasion should be done to employees so that they can view the programmes as largely beneficial to themselves and not the company.

TABLE OF CONTENTS

Declaration.....	ii
Dedication.....	iii
Acknowledgement.....	iv
Abstract.....	v
CHAPTER ONE:INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.1.1 Occupational health and safety.....	1
1.1.2 Occupational health and safety programmes.....	2
1.1.3 CMC Motors Group Kenya Limited.....	3
1.2 Statement of the Problem.....	4
1.3 Research Objectives.....	5
1.4 Value of the Study.....	6
CHAPTER TWO:LITERATURE REVIEW.....	7
2.1 Occupational health and safety hazards.....	7
2.1.1 Occupational health.....	7
2.1.2 Occupational safety.....	9
2.2 Occupational Health and Safety Programmes.....	10
2.2.1 Safety Training.....	11
2.2.2 Safety Committee.....	13
2.2.3 Employee Assistance Programs (EAPS).....	13
2.2.4 Stress management programs.....	14
2.2.5 Communication.....	15
2.2.6 Selection.....	16
2.2.7 Ergonomics.....	17
2.3 Effectiveness of occupational health and safety programmes.....	18
CHAPTER THREE:RESEARCH METHODOLOGY.....	20
3.1 Research Design.....	20
3.2 Data Collection.....	20

3.3 Data Analysis.....	20
CHAPTER FOUR:DATA ANALYSIS, INTERPRETATION AND PRESENTATION..	21
4.1. Safety programmes	21
4.1.1 Departments involved in safety programmes implementation.....	21
4.2 Safety sensitization	21
4.2.1 Safety officers.....	21
4.3 Layout of the company premises and its contribution to safety practices	22
4.4 Effectiveness of the safety programmes	22
4.5 Health Programmes	23
4.5.1 Health Programmes Benefits.....	23
4.5.2 Health hazards	24
4.5.3 Health programmes that reduce the hazard	25
4.5.4 Penalties for employees who fail to participate in health programmes.....	25
4.5.5 Some specific health programmes and their effectiveness.....	25
4.6 Challenges in the implementation of health and safety programmes	26
CHAPTER FIVE:SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	28
5.1 Summary.....	28
5.2 Conclusion	29
5.3 Recommendations of the study.....	30
5.4 Limitation of the study.....	31
5.5 Recommendations for further study	31
REFERENCES	32
Appendix I: Letter of Introduction	35
Appendix II: Interview Guide.....	36

CHAPTER ONE : INTRODUCTION

1.1 Background of the Study

Occupational health and safety is one of the human resource management functions. It has an important contribution if adopted by organisation and that is of helping in attaining of the set out goals. The origin of occupational health and safety can be traced from the year 1932 during the great depression; deprivation and desperation were the order of the day among the millions of Americans. This discovery of the subject is associated with Arthur David Cloud who was a Iowa native who was a champion of workers rights. He focused on the employees' right of a safe workplace and competent health care. He wrote on his journal that "To correct occupational disease and accident hazard and to prevent legal complications, it is essential that particular attention be paid to the hygiene and sanitation of the workers environment" (Rittenberry, 2007).

Ensuring occupational health and safety in the workplace is the duty of the management of every organization. Safety management must be flexible and constantly take into account changing work environment. Managers can influence safety performance by; sitting policies that require high safety performance, providing resources to achieve aims of these policies, holding local managers accountable for their safety performance, providing resources to achieve the aims of these policies among others (Ridley, 2008).

Human resource managers address the issue of safety and health to safeguard their firm's corporate image. Firms characterized by frequent accidents find their corporate images dented which may affect their competitiveness in the market (Kimanzi, 2005). When the image is upheld, the firm is able to retain its customers and it also reduces the rate of labour turnover as its employees will not leave for less competitive firms. With the emergency of lobby and human rights group organizations would like to avoid any issues which would spoil their public image (Mberia, 2001).

1.1.1 Occupational health and safety

Health is an employees' freedom from physical or emotional illness (Nzuve, 1997). Occupational health also refers to being physically and mentally well with the body and mind in excellent working order. This goes further than safety in that the employer is no longer just

expected not to do anything to injure his or her employees, but should seek to promote activities that encourage good health for employees (Foot, 2008). It is the promotion and maintenance of the highest degree of physical, mental and social well being of workers in all occupations by preventing departures from health controlling risks and the adaptation of work to people and people to their jobs (Verbreek, 2004). Occupational health is a branch of environmental health in which the work environment assumes the place of the general environment in relation to the incidence of occupational disease (Bennett, 1993). It also refers to the general state of physical, mental and emotional well being of employees in the workplace (Mathias, 1994). Occupational safety is defined as the freedom from accidental injury and it is related to the safety of employees and other organizational stakeholder such as the organization's customers (Naveh, 2005). It is the protection of employees from injuries due to work –related accidents. These accidents are unplanned and uncontrolled events which can result in damage of both human beings and the property (Nzuve, 1997).

Occupational health and safety thus refers to the physiological – physical and psychological conditions of a workforce that results from the work environment provided by the organization. Physiological – physical conditions include occupational diseases or accidents such as actual loss of life or limb, repetitive motion injuries, back pain, cardio vascular disease, various forms of cancer such as lung cancer, bronchitis among others. Psychological conditions results from the organizational stress and low quality of working life. These encompass dissatisfaction, apathy, withdrawal, projection tunnel, vision, forgetfulness, inner confusion about roles and duties (Schuler, 1999).

1.1.2 Occupational health and safety programmes

A programme is an activity which is provided on a continuing basis. It is an ongoing, planned intervention that seeks to achieve some particular outcomes in response to some perceived educational, social or commercial problem. A programme combines people, organizational structures, management and resources, with purpose of achieving an organizational goal. A programme may be an activity that which lasts a few minutes, say a classroom lesson or it may last several years (Okumbe, 2001). Health program can also be termed as wellness programs and they focus on preventing health problems (Gomez – Mejia, 2010).

Employee health management programmes are long term organizational activities designed to promote the adoption of organizational practices and personal behaviour conducive to

maintaining or improving employee physiological, mental and social well-being. (Thomson, 1997). Occupational health programmes deal with prevention of ill-health arising from working conditions (Armstrong, 2006). They are also referred to as corporate wellness programmes. They include approaches such as the use of yoga and meditation (Taylor, 2008). Occupational safety programmes deal with the prevention of accidents as well as minimizing damage and loss to employees and facilities (Okumbe, 2001). They are known as accident preventive activities (Ajimotokan, 2011).

1.1.3 CMC Motors Group Kenya Limited

CMC was incorporated as a private limited company in July 1948 when Mr. Allen and Mr. Cooper came to East Africa to sell Land Rovers. It became a public company in 1956 providing sales, parts, service and administration under one roof. Over the years the Volkswagen, Audi, Nissan Diesel, Nash, Marine crafts and Evinrude outboard engine franchises were added. The VW Beetle proved itself a star particularly after winning the East African Safari Rally four times. The introduction of the VW Microbus also proved successful and played an important role in revolutionizing transport in the tourist industry. During the 60's and 70's CMC acquired a number of companies one of which was the Wilken Group which later became CMC Aviation Limited. One of the most significant takeovers in CMC's history was that of Benbros Motors in 1973. With Benbros came the British Leyland passenger cars and medium commercial vehicle franchises. This together with the substantial property between Bunyala and Lusaka Roads gave CMC the ideal location and allowed development of the site into the outstanding complex it is today. During this period the company was under the leadership of Mr. J. Benzimra until his retirement in 1985. In 1971, CMC restructured itself into CMC Holdings Limited, the holding company for the group. CMC's involvement in vehicle assembly started in 1974 after the conclusion of lengthy negotiations with Leyland Kenya, now KVM, when they acquired a 33 percent shareholding. In 1981 CMC bought McKenzie Dalgety's shares in Hughes Limited and took over the Ford and Mazda franchises. Today, CMC has grown to become one of Kenya's largest and most respected automotive distributors within East Africa (CMC Motors Group Limited, 2012).

CMC Holdings Limited, the holding company for the Cooper Motor Corporation (CMC) group of companies has 100 percent ownership of the following subsidiary companies: CMC Motors Group Limited; Dobie Cooper Motors Limited; CMC Aviation Limited; CMC Aircharters

Limited; CMC Management Services Limited; CMC Uganda Limited; Hughes Motors (TZ) Ltd; Abacus Data Limited; and it also has a 33% shareholding in Kenya Vehicle Manufacturers Limited. The Chairman of the CMC Holdings Board of Directors is Mr. Joel K. Kibe. The Group Managing Director is Mr. William (Bill) Lay and the Group Finance Director is Mrs. Mary Ngige. CMC Motors Group Limited, the largest company within the group is a leading player in the East African motor industry with exclusive distribution of Jaguar, Land Rover, Ford, Mazda, Volkswagen, Suzuki, Maruti, Nissan Diesel and MAN range of trucks (medium and heavy commercial) and buses, Iveco, Bobcat, New Holland and Case tractors and an extensive range of farming implements from ploughs through to irrigation equipment. All these franchises are run as separate divisions within the company. CMC Engineering provides a range of custom designed and built truck bodies, high speed trailers, agricultural trailers, body fabrications, water tanks, and many other items specified by customers. The Accident Repair workshop at CMC is equipped with the latest equipment in dent repair and re-sprays booths. CMC Motors Group with nine branches countrywide in Kenya and Regional Offices in Kampala, UG and Arusha, TZ has by far the largest distribution network in East Africa for sales, parts and service (CMC Motors Group Limited, 2012).

1.2 Statement of the Problem

Occupational health and safety is a subject which the organisation's human resource manager should highly regard as one of the contributors to achieving the overall objectives of which the firm was created for. When the organisation adopts health and safety programmes in its operations, it is able to improve or increase the overall productivity, boost the morale of the employees, reduce various such as medical insurance costs (Rittenberry, 2007). Ensuring occupational Health and Safety in the workplace is the duty of the management of every organization. Safety management must be flexible and constantly take into account changing work environment. Managers can influence safety performance by setting policies that require high safety performance, providing resources to achieve aims of these policies, holding local managers accountable for their safety performance, providing resources to achieve the aims of these policies among others (Ridley, 2008).

Various organizations are faced with a challenge of balancing of safety committee duties with the company duties and also there may be inadequate time to conduct safety training. CMC Motors Group of Companies has its many operations in the workshop highly automated and

this demands that the employees be properly protected from health and safety hazards that may emanate from the working environment. The Group is faced with the challenges of balancing between the legal provision of occupational Health and Safety standards with the Group's standards. Even though the company has complied with occupational safety standards, there are still accidents and diseases which are reported among the machine operators and the assemblers in the company as such the human resource in CMC Motors Group of Companies need to come up with program to train and sensitize the employees about their occupational health and safety and right in case of accident in the workplace.

Studies have been carried out on occupational health and safety programmes include: Kimanzi, (2005) did a survey of the occupational health and safety programmes adopted by chemical manufacturing firms in Nairobi and established that the firms used several occupational health and safety programmes ranging from conducting safety audits, clearly labeling all exits and providing first aid facilities. Mberia (2001) conducted a study on the occupational health and safety programmes adopted by the banking industry in Kenya and found that, the banking industry put in place disaster Recovery programmes so that incase of any disaster occurring, their operations would go on as usual. The banks also trained their staff on basic first aid services and provided physical work out facilities like Barclays and KCB Sports Club; Ayubu (2010) studied the extent of compliance with the occupational safety and health regulation at registered work places. Ayubu found that most organizations adhered to the minimum standards set by the law. From the above discussion, it is clear that the studies done on the subject of occupational health and Safety have concentrated on other organizations. Since every organization has a unique setting, a study specific for CMC motors will be relevant as the Group works in a totally different environment where its processes are highly automated and incase of any accident, the losses would be massive. This study therefore seeks to fill the research gap answering two questions: what are occupational health and safety programmes adopted by CMC Motors Group of Companies and secondly what is the effectiveness of occupational health and safety programmes in CMC motors group of companies.

1.3 Research Objectives

- i) The objectives of the study was to establish the occupational health and safety programmes in CMC Motors Group of Companies.

- ii) Analyse the effectiveness of occupational health and safety programmes in CMC Motors Group of Companies.

1.4 Value of the Study

The study will benefit the management of CMC Motors Group of Companies and other organizations in understanding the elements and importance of having occupational health and safety programmes in the company as it will help to eliminate or minimize the potential for injuries, disease, or loss of life; limit financial losses resulting from injuries and disease. It will also be useful to the human resource managers to review the various health and safety programmes in order to accommodate the new changes as a result of the automation of the various work processes. The employees will also benefit as they will be aware of occupational health and safety programmes in the workplace thus reduced work – related injuries, accidents and illnesses as a result of adhering to the laid out safety and health programmes by their management.

The government and policy makers will also benefit from the study as it will provide guidelines in formulating policies regarding occupational health and safety programmes in the workplace. The study will add to the body of existing literature in health and safety programmes and a reference point for scholars who would want to study the topic in future will largely benefit from it.

CHAPTER TWO : LITERATURE REVIEW

2.1 Occupational health and safety hazards

Health hazards contribute to deterioration of health of the employees. The employee may be diagnosed with chronic or life threatening illness and diseases. The hazards may also cause permanent disabilities. The various hazards that may cause disease include arsenic, asbestos, benzene, bichloromethylether, coal dust, coke – oven emissions, cotton dust, lead, radiation and vinyl chloride. The categories of employees who may be affected by these hazards include chemical and oil refinery workers, miners, textile workers, painters among others. The hazards in the workplace may cause various cancers such as thyroid, liver, lung, brain and kidney cancers. Various skin diseases and disorders may also be experienced, respiratory conditions such as bronchitis. Acquired Immunodeficiency Syndrome (AIDS) is also a workplace health challenge. In some organizations, employees can come into contact with other employee's blood or various body fluids. This may accelerate the spread of the deadly virus in the workplace (Schuler, 1999).

Workplace stressors are also health hazards. They result to making employees become overly engaged in work. This leads to exhaustion and burnout. They include organizational change, physical environment, stress prone employees and the manager. Organizational changes create uncertainty as there is limited communication on the kind of changes that the employees expect. The employees thus may suffer from stress symptoms such as anxiety and depression. (Gomez – Mejia, 2010).

2.1.1 Occupational health

Employees health is affected by work – related diseases such as common ailments, chronic diseases like cancer, heart trouble, ulcers, job stress and strain as well as by accidents. In employee health, physical and mental health are considered. Physical health is concerned with work related and non-work related diseases such as common ailments, chronic diseases like cancer, heart trouble, job-stress and strain. Physical health can be enhanced through periodic physical examinations, well equipped and staffed staff clinics and hospitals and the employment of industrial and health experts. Mental health – industrial mental health has become a major concern in the workplace in recent years. Mental illness takes its toll through

alcoholism, high accident rates, high tardiness, high labour turnover and poor labour relationship. The main causes of mental illness include alcoholism, drug abuse and accidents.

Employee Assistance Programmes (EAPs) such as guidance and counseling, alcoholic anonymous and other psychiatric and psychological treatments are useful in rehabilitating mentally ill workers (Okumbe, 2001). In occupational health, the distinction between prevention and control has been, traditionally, far less clear. The control of hazards at the source has been advocated by professional practitioners and it is invariably conceded that control at the source of the hazard for example by total enclosure or total isolation of an industrial process is the most effective control method. However banning of specified chemical substances has also been advocated and practiced which would act as preventive measure in environmental thinking.

Workplaces control measures do not necessarily protect the outside environment, since workers can be insulated from dangerous chemicals which nevertheless pollute the environment beyond the “end of the pipe”. In occupational health, a less controversial distinction is between prevention and control measures on one side (to the extent that control fulfills the aims of prevention in workplace pollution), and remedial measures which deal with industrial diseases once they have been contracted. The surveillance of workers health, workers compensation, counselling, first aid, occupational nursing services and medical services all count as remedial action rather than prevention and control (Peterson, 1990). Occupational health has the objective of prevention of occupational diseases or work related health complaints and the prevention and mitigation of occupational disability resulting from disease. The objectives of occupational health can be attained through the following intervention strategies: Elimination and control of hazards at work or in organizations related to health and disability, change in health and disability related behaviour and skills among workers, prevention or better treatment of disease and related disabilities (Verbreek, 2004).

While occupational health problems existed 60 years ago, problems with occupational health are more noticeable today. In the 1920's and 1930's there were many more job related health problems. They consisted of black lung disease, asbestosis, brown lung disease, chemical poisoning, radiation poisoning and other problems including cases in which ill workers had their conditions of poor health further exacerbated by working in an unhealthy workplace (Peterson, 1990). These conditions are becoming rare. Occupational health has always

remained somewhat outside mainstream health care. Although it is founded on medical science, occupational health is strongly based on consensus among social partners and on legislation. Over the past 100 years, knowledge about the adverse effects of work, work conditions and the work environment has increased tremendously. Emerging knowledge about health hazards at work has sometimes prompted action in the form of preventive measures such as the lowering of exposure levels and the introduction of medical surveillance (Verbreek, 2004).

2.1.2 Occupational safety

Concern for safety should begin at the highest level within the organization. Managers and supervisors at all levels should be charged with demonstrating safety awareness, held responsible for safety training and rewarded for maintaining a safe workplace. Although support for safety has to start at the top no one knows the job, its risks and what could be improved better than the employees (Gomez-mejia, 2010). All leaders in an organization hierarchy should be responsible for the safety of subordinates and anyone else affected by the activities of their organization. These leaders should be responsible for appointing a safety director for their organization. The safety director acting in a staff capacity assist and advises the leader on safety matters (Peterson, 1990). Companies that emphasize workplace safety typically do so in order to reduce costs and conform to the government regulations. Injury free environment creates a positive employee attitude, commitment and a sense of awareness and responsibility. Such an environment also results in higher quality and lower total production costs, due to decreased rework and scrap, lost time, workers compensation and lost workdays. Workplace safety should be considered in terms of its effects on the manufacturing process, the customer and the environment.

Underscoring the importance of safety results in lowered annual workers compensation costs, improved product quality, recycled time and improved morale (Ansari, 1997). Many people talk about safety but few do much about it. Safety depends a great deal on knowledge and attitude, which must be communicated to personnel by management. Knowledge on how to perform in a safe manner is necessary, but even more proper attitude on the part of the worker is required to assure that the knowledge is applied. Both knowledge and attitude may be attained by effective management and conducting an organized safety program. Such a program must communicate knowledge to the employee and must motivate him to apply it (Rogers, 1970).

2.2 Occupational Health and Safety Programmes

A well designed occupational health programme is imperative in any organisation which aims at increased productivity. Occupational health programmes display a variety of different approaches aimed at preventing stress and associated problems and promoting health lifestyles. There is increasing activity in terms of healthy eating and non-smoking campaigns and support together with provision of resources for physical activity. For instance corporate wellness programmes have been in place for a longer period in the United States of America, where prime motivation was the reduction of medical costs. In the United Kingdom, the programmes are more often seen as an employee benefit in themselves with the hope that providing them will also encourage higher productivity and reduce absence levels (Torrington, 2005). Unless a well thought-out health programme is instituted in an organization, then the loss in economic terms due to absenteeism, tardiness and poor work performance may be enormous (Okumbe, 2001).

An ideal health program would include the following features: a stated health and medical policy, adequate health facilities according to the size and nature of the organisation; these may include first aid and an emergency dispensary, a registered nurse and a doctor, or part-time services of a doctor, medical consulting facilities, periodical medical examination of all employees exposed to health hazards, availability of facilities for voluntary periodic physical examinations for all employees in-and-out patient schemes, full or subsidized medical insurance cover, medical insurance cover for the immediate dependants (Nzuve, 1997).

Since the early 1970s, employee health management programmes have grown exponentially. For instance at present, 65.5 percent of America corporate work sites have some form of health programme and the number continues to grow. If the top management in organizations do not provide support and develop a culture that is conducive to wellness, the programmes will inevitably fail after a few years (Thomson, 1997).

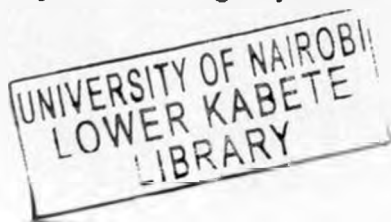
Occupational safety programmes concentrate on ensuring that the employee is suitable for the job and that work is conducted in a safe environment (Graham, 1995). In establishing an occupational safety program, initial emphasis should be placed on organizational improvement and the development of procedures. While mechanical safeguards are important and quite noticeable, they are only one product of an effective safety organization. Initial temptation to "fix things" rather than establish an organization and develop sound procedures to reduce

accidents should be avoided (Peterson, 1990). Occupational safety programme should include: A thorough investigation of all accidents so as to try and prevent the same accident occurring again. Therefore a system of reporting all accidents is required. There should be a continuous review of accident prevention measures, bringing them up to date particularly when there is a change in a process or materials, and ensuring that machines are guarded, gangways kept clear among others. Employees should be carefully selected to eliminate those who are physically or mentally unsuitable. There should be training which includes safety as an integral part rather than as an afterthought. If the safety devices and clothing which are acceptable to employees hinder performance of the job or make the wearer feel clumsy and conspicuous, they will not be worn. Propaganda campaigns such as posters, safety suggestion weeks are sometimes used but there is a general agreement that their effects are short lived. There should be provision of adequate first aid medical services to mitigate effects of any accidents which occur (Graham, 1995).

Occupational safety programmes can be maintained through: Accident analysis - in terms of technical and human causes. Technical accident causes are due to poorly designed plant and equipment and problems inherent in the work environment. Human accident causes are due to lack of proper job training on the use of equipment, carelessness, boredom, fatigue, negative attitude and use of drugs; disciplinary measures are also ways of maintaining safety programmes. Strict application of disciplinary measures enables the management to enforce such retributions as reprimands, fines, suspensions, interdictions and discharge against the offenders. This helps the management to reduce and minimize the frequency of accidents (Okumbe, 2001). Compliance with regulations of the occupational safety and health administration forms the foundation of most organization's safety programmes. Occupational safety and health administration typically requires the company to follow a hierarchy of methods of reducing safety hazards. These methods range from installing appropriate engineering controls to protect workers to providing them with personal protective equipment to conduct their work safely (Peterson, 1990).

2.2.1 Safety Training

Training is a human resource activity that can be effectively used to improve workplace safety and health. Employees participate in training to learn about safety policies and to learn behaviours that reduce the likelihood of accidents and injuries. Training may also be needed to



teach employees how to use new equipment intended to protect them from workplace hazards. The training of managers may include detailed explanations of relevant laws and regulations that govern workplace safety and health (Jackson, 2009). Safety training has three major purposes: Employees should be told about and understand the nature of the hazards at the place of work; employees need to be made aware of the safety rules and procedures and they need to be persuaded to comply with them. The first of these is the most important, because employees sometimes tend to modify the rules to suit their own convenience. Safety training needs to be carried out in three settings: at induction, on the job and in refresher courses. A variety of different training techniques can be employed including lectures, discussions, films, role playing and slides. These methods are sometimes supplemented by poster other safety awareness campaigns and communications, and disciplinary action for breaches of safety rules (Torrington, 2005).

Safety training and skill training are generally often indistinguishable. Anything that makes people ore competent and knowledgeable on the job is likely to make them safer as well. Training that occurs at the time of placement or a major change in job content is especially important from a safety point of view. Training for new and unfamiliar employees may contain more safety – focused instruction dealing with special hazards, frequent accident types. Use of safety equipment, safety rules and procedures, available medical services, reporting procedures and other issues. Sometimes, safety training is offered in the form of periodic refresher courses, as an intervention in segments of the organisation where accident rates are high or to specific employees with high accident liability (Miner, 1995). There are aspects of training such as accident investigation. A well designed accident investigation training programmes is one of the key elements of an effective safety programme. The main objective of an accident investigation team is to discover immediately the underlying causes of accidents so that necessary steps can be taken to improve the system and prevent recurrences (Ansari, 1997).

Well trained employees lead a company towards ultimate safety performance. The training programme should be designed in such a way that everybody from top executives to shop floor workers, improves his or her knowledge of workplace safety. The training process takes time and money but it is essential if the business wants to increase employee safety awareness and the commitment to the creation of an injury – free workplace. The payoff from training can be

enormous. The company is able to achieve better product quality, higher productivity, less waste and safety process improvements (Ansari, 1997).

2.2.2 Safety Committee

The overall purpose of a safety committee is to have employees and managers collaborate to promote workplace safety and health. Safety committees typically evaluate the adequacy of safety procedures; monitor findings and trends; review accidents, illnesses and safety suggestions and recommend and evaluate hazard solutions. Experts recommend that safety committees do not enforce the policies or they risk being viewed as the “safety police”. Instead the committees should make recommendations that management should implement and enforce (Gomez – Majia, 2010). Health and safety committees typically take responsibility for identifying issues that need to be addressed in the workplace and for developing recommendations for how to make improvements. Often organizations have several safety committees at the department level, for implementation and administration and one overall committee at the organization level for policy formulation. Human resource professionals often serve as co-ordinators for such committees which typically include several employee representatives and several managers in unionized settings, the committee should include union representatives as well. The available evidence indicates that safety committees can be effective in reducing the frequency and severity of workplace injuries (Jackson, 2009).

Safety committees are widely used by management to gain acceptance, cooperation and attention to safety issues. Usually, there is upper level policy committee consisting primarily of managers, to set rules, investigate special problems, approve expenditures and attempt to resolve disputes. Below this committee are unit committees that focus on inspection and correction of any unsafe conditions found. The success of these committee structures varies considerably, although on balance, they probably do some good (Miner, 1995).

2.2.3 Employee Assistance Programs (EAPS)

They are programs designed to help employees whose job performance is suffering because of physical, mental or emotional problems. Employee assistance programs address a variety of employees problems ranging from drug abuse to marital problems. The programs have the potential to provide effective assistance, but only if employers make their availability known to workers. Many organizations create employee assistance programs because they recognize their ethical and legal obligations to protect not only their workers physical health but their mental

health as well. Ethical obligations stems from the fact that the causes of organizational stress climate, change, rules, workplace, management styles, work group characteristics and so forth are also frequently the causes of behavioural, psychological and physiological problems for employees (Miner, 1995).

Some elements are essential if an employee assistance program is to be effective: Absolute confidentiality – the program whether internal or external, will not be workable if the people using it feel that their confidence are not safe – once trust in an assistance program is lost, it may never be gained; commitment by top management and trade union or staff association – if the program is viewed as a staff benefit and is not used by managers, it will not be seen as credible and may not be used; complete integration into the life of the organisation – employee assistance program and counsellors should be encouraged to attend business meetings in all departments and get to know their line managers and supervisors; credibility of the counsellors – there are many in the field who have little or no experience working in a large and especially a commercial organisation and may be unable to identify fully with any work – based problems presented by a client (Clement, 1998). Employee assistance programs have increased rapidly in number and size since the mid-1970s, and they now represent a major human resource management activity for most larger companies. On the services that employee assistance programs offer, the fastest growing of these are in the area of marital and family problems which have now come to match the more traditional alcoholism, drug and emotional disorder areas in frequency of availability of services. This availability in turn, reflects a substantial increase in recent demand. In many instances, the services are provided by a company professional staff hired specifically for that purpose. But a growing practice – especially for smaller firms is to contract with a community based or privately operated organisation staffed to provide employee assistance programs services to multiple employers. The programs serve to reduce absenteeism, cut workers compensation costs and health care costs generally and prevent accidents (Clement, 1998).

2.2.4 Stress management programs

Increasingly, organizations are offering programs designed to help employees deal with work-related stress. Besides attempting to reduce the sources of stress at work, many employers provide training and other programs intended to help employees cope effectively with stress. Such programs recognize that workplace stressors will never be completely eliminated. By

helping employees cope with stress, employers can reduce the negative health consequences of long-term exposure to it.

Developing time management skills is one effective strategy for employees to use in coping with organizational stress. It is based in large part on an initial identification of an individual's personal goals. Other strategies that should be part of an individual's stress management include following a good client, getting regular exercise, getting good night's sleep, monitoring physical health and building social support groups (Jackson, 2009). The programs are devised and offered in-house and they may be provided by consultants. They include muscle relaxation procedures of all kinds including meditation; learning how to engineer one's environment to reduce stress through approaches such as time management and being more assertive; acquiring skills in minimizing the situation or reducing one's tendency to exaggerate stressors and measurement of one's own stress levels. A recent innovation is the introduction of a computerized stress management programs that people can work through at the keyboard alone. The programs are inexpensive, but little is known about their benefits. What they do not offer is social support (Miner; 1995).

2.2.5 Communication

It is crucial for a company to communicate effectively with everyone in the organisation. The purposes of communication are to publicize the implementation of the new occupational safety programme in the company. It also helps to demonstrate the commitment of the company to the new safety programme. Communication also helps to report the importance of the new safety programme for the company, employees customers and community. Employees awareness of and participation in the implementation of the new safety programme is improved through communication. All these objectives are accomplished through a corporate newsletter. These newsletters recognize significant successes and best practices as well as revealing how more strict companywide codes are being enforced. Employees awareness can also be raised through special safety edition, safety minutes among others (Ansari, 1997). Some companies focus on managers, with the objective of providing information that then can be communicated to employees. Health problems and safety hazards issues can be communicated through various education programs such as the use of brochures, films, questions and answer sessions, seminars, the use of company publications to convey information among others (Miner, 1995).

Handling of errors in a negative way in an organisation by the managers influences the willingness of employees to discuss mistakes and problems. When errors are handled in a more constructive manner, employees are more willing to openly discuss errors and problems. Workers in poor safety climates and environments which supports less open and constructive safety related communication engage in deflective external attributions. (Hofmann, 1998). Safety communication is greatly influenced by safety climate. Climate that develops as a results of management actions towards safety can influence the degree to which employees feel free to raise and openly discuss safety issues. Positive climates which results from managements showing a committed and non-punitive approach to safety should promote a more open, free-flowing exchange about safety – related issues. Alternatively in negative safety climates, workers are likely to be wary of addressing safety issues for fear of retribution, punishment and blame. When forced to confront safety related issues, these workers will likely look for the easiest way to satisfy their supervisors and avoid blame (Hofmann, 1998).

2.2.6 Selection

Organizations may improve their safety outcomes through two primary selection processes. Identifying and eliminating individuals unsuited to certain types of work and by hiring for positions that require a very high degree of skill where the cost of accidents as well as the ratio of applicants to positions open is high. When selecting applicants for safety for instance hiring employees with increased knowledge of safety, based on their past safety performance; asking questions specifically regarding safety in the interview should have a positive association with organizational performance tied to safety, such as wearing safety equipment and following safety behaviours.

Socialization may also occur in the selection process by emphasizing organization's safety values to new employees, in turn reducing employees injuries. Since selecting specifically for safety like asking of direct questions and discussing safety in the interview process is not highly practiced in organizations, an exploratory look at how other selection practices such as pre-employment testing, screening for past work experience associated with safety is undertaken. Prior work experience has been one of the longest used screening tools in the selection process. Experience provides employees with knowledge of both general industrial hazards as well as familiarity with individual machines and components (Lauver, 2007).

2.2.7 Ergonomics

Ergonomics deals with a system of interacting components which includes the worker, the work environment both physical and organizational, the task and the workspace. The goal of ergonomics is to ensure a good fit between the workers and their job, thereby maximizing worker comfort, safety and productivity. The increasing interest in ergonomics can be attributed to the rising costs associated with work related injuries or illnesses and evidence that ergonomics programmes can positively affect quality and productivity. Firms are compelled to promote good ergonomics management so as to avoid losses and reduce pressure from pressure groups and legislation. It also leads to improved quality, productivity, efficiency, employee morale, job satisfaction and loyalty. Poor ergonomic management leads to fines and direct medical and compensation costs. There are also losses associated with ergonomically – induced injuries and illnesses, costs associated with absenteeism, restricted workday cases, turnover and retraining (Rowan, 1994).

One way to improve safety is to make the job itself more comfortable and less fatiguing through ergonomics. Ergonomics considers changes in the job environment in conjunction with the physical and psychological capabilities and limitations of employees. Possible ergonomic changes that employers can make to improve health and comfort of their workforce including having employees: vary their tasks during the day, particularly motions used to accomplish them, take small ten to thirty seconds breaks every thirty minutes, take longer breaks from the video display terminals every two hours, employ discretion in how they work - in their posture, schedule, pace and work processes, minimize the number of keystrokes whenever possible become educated on the value of ergonomics, have the opportunity to learn about their job performance, what they contribute to project and their values, reduce sources of environmental stress such as heat, glare or noise (Jackson, 2009). Many administrative controls implemented in recent years are being utilized to help alleviate ergonomic stresses, but office workers are not the only ones who benefit from ergonomic remedies. Rotation systems for people doing lifting and for those performing frequent wrist actions have been introduced. This has the added advantage of cross-training workers, thus reducing boredom and enabling workers to assist each other during peak periods. Thus ergonomics programme can help to lower injury premium payments (Ayers, 2000).

2.3 Effectiveness of occupational health and safety programmes

Employee health management programmes can improve productivity, employee morale and workplace safety, reduce the high cost of health-care benefits and act as excellent incentive for hiring new employees, lower turnover and absenteeism and boost creativity. They also help to reduce costs for supplemental hospital insurance, disability, worker injuries and industrial accidents in manufacturing plants (Thomson, 1997). Occupational health programmes also known as wellness programs has three components: it helps employees identify potential health risks through screening and testing. Secondly it educates employees about health risks such as high blood pressure, smoking, poor diet and stress. Lastly it encourages employees to change their lifestyle through exercise, good nutrition and health monitoring (Gomez – Mejia, 2010).

Effective safety programs have helped employers to avoid penalties. Through them, there is less compensation to workers involved in on-the-job accidents (Petersen, 1990). Many effective safety programs owe their support to top managements' reaction to a tragic event. Lessons learnt from a tragic event combined with the desire of workers and managers to take a corrective action provide excellent opportunities to develop an effective safety program. (Peterson, 1990). Companies with comprehensive safety programs are likely to be rewarded with fewer accidents, fewer workers' compensation claims and law suits and lower accident related costs. (Gomez – Mejia, 2010). An effective safety programme should encompass the following principles: the management should not only support safety programmes but must also be seen to be involved in the safety programmes. Management must thus put in place safety programmes in organizations and ensure that such programmes are strengthened and constantly evaluated. Work environment engineering is an essential ingredient in reducing or eliminating the likely causes of safety hazards in an organizations. The design of lecture halls, offices, dormitories, classrooms, laboratories, electricity installations workshops, machines and pedagogical equipment must take into account safety in an organization workers and other relevant persons should be inducted on safety measures in their organizations. Education in workplaces provides the workers with much needed information on what to do, what not to do and who else to do what in order to enhance safety in their organizations. Education programmes on safety include induction posters, brochures and establishment of safety committees (Okumbe, 2001). Effective safety programs share the following features: They include the formation of safety committee and participation by all departments within the company. Employees participate in safety decision and management carefully considers

employee suggestions for improving safety. They communicate safety with a multi media approach that includes safety lectures, films, posters, pamphlets and computer presentations. The programs instruct the supervisors on how to communicate, demonstrate and require safety, and they train employees in the safe use of equipment.

They also use incentives, rewards and positive reinforcement to encourage safe behaviour. They reward employees complaints or suggestions about safety. They may also provide rewards to employees with exceptional safety records. Safety programs communicate safety rules and enforce them. Occupational safety and health act obligates employees to adhere to safety rules and in good programs managers are willing to use the disciplinary systems to penalize unsafe work behaviour. They use safety directors and or the safety committee to engage in regular self-inspection and accident research to identify potentially dangerous situations, and to understand why accidents occur and how to correct them (Gomez – Mejia, 2010). In establishing or strengthening a companywide safety program, it is necessary to select on effective safety director and genuinely involve top management as well as leaders throughout the company. Good management practices such as establishing responsibility, delegating authority and developing good attitudes can be applied as would be appropriate in any other similar management task (Peterson, 1990).

CHAPTER THREE : RESEARCH METHODOLOGY

3.1 Research Design

The researcher adopted a case study design. This was adopted as there was only one unit of study which was the CMC motors Group of Companies. According to Yin (2003) a case study design should be considered when the focus of the study is to answer “how” and “why” questions; one cannot manipulate the behavior of those involved in the study; you want to cover contextual conditions because you believe they are relevant to the phenomenon under study; or the boundaries are not clear between the phenomenon and context.

3.2 Data Collection

The study used both primary and secondary data. Primary data was collected through face to face interview with the researcher while secondary data was collected through review of the contents of various relevant publications and reports at the CMC motors Group of Companies. They also enabled the researcher to obtain more up to date information as well as eliciting information which was not captured in other data collection instruments. The researcher administered interviews to the identified officers at their place of work to reduce interruptions to their daily duties and ensure a high response rate. The target people interviewed were four in number namely; the Group Human Resources Manager, the Group Operations Manager, the Group Workshop Manager and the Group Supervisor on Safety and Health Compliance.

3.3 Data Analysis

Prior to processing the responses, the completed notes collected during the interview sessions were analyzed using content analysis. The responses were arranged and presented in prose form. The interview guides were edited for completeness and consistency. Content analysis was used to analyze the data that was of qualitative in nature or aspect of the data collected. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study. It involves observation and detailed description of objects, items or things that comprise the object of study. The qualitative analysis is adopted in this study because the researcher was able to describe, interpret and at the same time criticize the subject matter of the research since it was difficult to do so numerically. It also enabled the researcher to make individualistic judgment on the research subject matter.

CHAPTER FOUR : DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1. Safety programmes

The study sought to investigate the safety and health programmes in CMC motors group limited. From the findings, there are various safety programmes that the group of companies uses and they include safety training, performance evaluation, ergonomics, compensation, safety committees and selection. From the views of the respondents, safety training seemed to be the common programme in practice as all these interviewed indicates that it is normally in use.

4.1.1 Departments involved in safety programmes implementation

According to the respondents, various departments are used when implementing the programmes and they include human resources and administration department, engineering, security and environmental health department. From the findings, all the respondents indicated that the human resources and administration department is a key player in the implementation of the safety and health programmes.

4.2 Safety sensitization

Safety sensitization from the study is practiced once in a week in each and every department through the use of various ways such as notices, brochures and meetings to remind the employees of the various precautions to take to avoid accidents, injuries and also health complications.

4.2.1 Safety officers

The study established that there are safety officers in CMC motors group of companies. There is at least one officer in every department who ensures that employees are sensitized on the safety rules, measures and procedures to be undertaken to reduce accidents and injuries which may be encountered in the workplace. The director of occupational safety and health services under the ministry of labour also inspects the workshops in terms of how the employees perform their operations, the workplace environment and operations of the various machines, tools and equipments.

4.3 Layout of the company premises and its contribution to safety practices

From the study, all the respondents indicated that the layout of the company's premises has a positive contribution to the safety practices observed. For instance the response was that the offices in all the departments are spacious enough to allow free movement while the employees are performing their duties. This helps to reduce the chances of employees being struck by various objects such as desks and computer tables. The wall sockets are strategically and firmly mounted on the walls so as to prevent employees from tripping and falling due to the cables which supply power to the computers. The exits are clearly marked in all the offices in case a fire breaks out and also, each and every office is fitted with a fire extinguisher which has a clear label of the set of instructions of its use in putting off the fire. The alarms are also fitted in these offices and they have a glass insulation whereby one is required to break glass in case of an emergency and the alarm switches itself on automatically. There is also adequate ventilation in the offices which has circulation of fresh air which is enhanced by use of air conditioners.

In the workshops the floors are washed with hot water and detergents after every two weeks. This helps remove accumulation of oil spills which may be stuck on them. There is also no overcrowding as each workroom is atleast ten cubic metres of space for every employees and a space of more than four point five metres from the floor. These workrooms also are three metres and above in height. The employees also have a dining hall where they take their meals so that the food is not contaminated.

Various machineries and generators, rotary convertors and flywheels are securely fenced to reduce accidents that may result through contact with them. The floors, passages, stairs and ladders are soundly constructed and properly maintained and handrails provided for the stairs. This helps to allow easier movement of employees as they work and to prevent any accidents or injuries which may arise out of falls.

There is also sufficient and suitable lighting in both the offices and the workshops and this ensures that employees can clearly view their operations as performing tasks in dimly lit areas may cause accidents and may also be detrimental to health.

4.4 Effectiveness of the safety programmes

From the views of the respondents, all the safety programmes in the company were found to be effective. Safety training is used on a regular basis whereby employees are taught on safety

policies so as to know the roles and responsibilities on each of them towards ensuring that there is safety in the workplace. The employees are also taught on how to use new equipment intended to protect them from workplace hazards. This has helped to reduce the number of accidents and injuries reported in the workplace by 75%. Through it better services to customers have been reported as employees work when they can release their full potential and thus higher productivity reported for instance the number of vehicles assembled such as tractors and buses have increased over the years. The study also found that safety committees have increased the cohesion between the managers and other employees and thus enforcing of the policies is enhanced. Thus there has been increased co-ordination and communication as all the employees are fully aware of the roles and duties that they should perform. Ergonomics is also practiced which has made jobs more comfortable and less tiring. It has contributed to increased efficiency and effectiveness as employees perform more when they are subjected to a comfortable working environment and thus they save more company resources as they are not compensated on many accidents which they may encounter in the workplace. Performance valuation is also present and it involves identifying, measuring, revising and developing human performance in the organization. It has helped the organization achieve its goals such as that of profitability as employees increase their output when incentives are offered to them. These incentives include promotions, bonuses and compensations.

4.5 Health Programmes

The study sought to identify the health programmes in CMC motors group limited. From the respondents' views, communication, workers fitness programmes, Chemical health education programmes, employee assistance programmes, stress management programmes, job redesign, occupational nursing and medical services and alternative work programme are used in the organization.

4.5.1 Health Programmes Benefits

The findings were that a programme such as communication helps to reduce anxiety and tension in the workplace. Thus cases of illnesses such as high blood pressure which are associated with stress have dropped drastically from the 1990s to present and this has led to reduced medical and insurance costs by the company. Further on employee fitness programmes have educated employee about potential health risks through testing and screening and thus they are able to change their lifestyle through activities such as exercise and health monitoring.

CMC motors group has benefitted from the programme in that there is less labour turnover as there are reduced cases of health complications. From the respondents views, health education programmes such as handling of the chemical substances by the workshop employees contributes to fewer direct payments made to those who are affected because of the fewer claims filed by those who develop various complications such as asthma and bronchitis which sometimes emanate from inhaling of the chemical substances. Communication has also increased employee awareness and participation in the implementation of health programmes. Through creating the awareness, CMC motors group has avoided penalties which act as sanctions due to lack of enforcing of the legal standards on occupational health and safety. Stress management programmes have helped employees cope with stress. Through it the employers have reduced negative health consequences. The relevance of it is that employees have developed time management skills which have led to increased productivity as tasks have been completed within their set time period.

4.5.2 Health hazards

From the study, there are notable health hazards in CMC motors group limited. Firstly, there has been frequent and prolonged contact with used engine oil which has sometimes caused skin disorders such as dermatitis. Some employees in the workshops neglect using the safety attire such as aprons and gloves and they suffer from cuts by various machines that are sharp. Some employees also perform highly repetitive tasks which are fatiguing thus exposing them to danger. The respondents also claimed that some employees make various safety devices inoperative by removing or adjusting some of their parts and thus they may be in operational whenever the need arises from them to be used. There are also cases whereby employees tease, abuse or quarrel each other especially in the workshops and they sometimes end up fighting with each other by using equipments and tools meant for working. Various employees also have worked or operated machines at unsafe speeds. Sometimes they run them too fast or too slow and thus hindering the normal working capabilities of these machines. Very fast run machines pollute the environment due to too much noise that they produce. Employees in the technical departments have also used wrong tools and equipments for the right job and this has caused strains on their body parts such as the limbs and the back. There are also fears of job insecurity which cause stress among the employees who are employed on casual basis. They fear that they may lose their jobs anytime and thus they have developed minor ailments associated with stress.

4.5.3 Health programmes that reduce the hazard

The respondent's views were that occupational nursing services and medical services are provided through a clinic that is within reach of each and every company's employees. This ensures that they can access health care in case of any danger. This is also complemented by an ambulance van that helps transfer the affected employee who needs specialized treatment to a more advanced medical facility. Safety and health inspections are performed regularly by the safety officers in the organization and by officers from occupational health and safety administration. This helps in ensuring that there is compliance with the standards set. The employees also are able to identify and protect themselves from the various hazards that may be encountered in the workplace job re-design is also practiced which helps in making employees more attached to the tasks they perform as they are more involved in it. Stress management programmes and employee assistance programmes are also used.

4.5.4 Penalties for employees who fail to participate in health programmes

Various penalties have been designed for employees depending on the reasons as to why the employees have for failing to participate in the programmes. Firstly, there is a verbal reprimand whereby the employee is confronted by the supervising authority. This done if the superiors feel that the employee can improve on the mistakes or when employee they feel that they performance of the employee on various tasks is satisfactory, despite the fact that they do not participate in the programmes. Write-up reprimands are also used. These may entail the use of warning letters which usually gives an ultimatum after which the employee is expected to change behaviour or risk losing their jobs. The bearer is expected to sign the letter. From the study also there are suspensions which are handled by the human resource manager through a recommendation from the supervising authority suspension has been viewed as an effective method as those affected tend to improve on their behaviour once they are reinstated back to their work. The number of days that are recommended depends with the intentions on which the employee had when ignoring the participation. Dismissals are also given to the employees who have been verbally warned, reprimanded through writing and even suspended but still repeated the same mistakes.

4.5.5 Some specific health programmes and their effectiveness

The study found that there were other programmes in CMC motors group of companies and they are equally effective as the ones commonly practiced in their own ways. Firstly there is alternative work programme and it allows the injured employees to rejoin the productive

workforce as quickly as possible. This helps to reduce the lost time and costs associated with lost working days.

Employees Assistance Programs (EAPs) which address a lot of employees' problems such as those of drug abuse and marital problems have helped in reducing absenteeism and this has led to increased productivity thus boosting the revenues. Job re-designing according to the respondents is practiced. It has the relevance in the workplace as it instills a sense of responsibility and self worth as employees are more satisfied and motivated as their jobs are meaningful. Stress management programmes have helped employees to cope with stress which emanate from the workplace effectively. Through it time management skills have been imparted by consultants and it has helped employees in reducing anxiety levels when they want to meet the deadlines.

4.6 Challenges in the implementation of health and safety programmes

The study helped to discover that despite the fact that there are various safety and health programmes practiced in CMC motors group and that they have a lot of positive contributions towards attaining of the group's overall objectives, there are challenges which face their implementation.

Firstly, there is the challenge of budgetary allocations. Finances allocated to various programmes such as the safety training are sometimes inadequate and thus the responsible officers are forced to reduce the number of days required to conduct the exercise and thus the training sometimes is not comprehensive enough. The reason for inadequate allocations is that there are other activities that also demand huge allocations, and which operations are equally relevant. Secondly the challenge of balancing between legal provision of occupational health and safety standards with the groups standards. legal occupational health and safety standards must be observed and the group must ensure that they are enforced otherwise violating them might attract heavy penalties. On the other hand, the groups human resource and administration manager expects that each and every department observes the occupational health and safety standards which also have their penalties to employees whenever they fail to be practiced. lack of adequate time in imparting of the knowledge contained in some of the programs to employees is another challenge identified. The respondents claimed that safety training requires enough time so that the employees can comprehensively learn about safety tips and measures

but time seems to be limited due to the company duties which consume a lot of it. Thus the programme tends to be overlooked and substituted with company's duties. The challenge of balancing of safety committee duties with the company duties was also cited. The committees comprises of human resource professionals, employee representatives and union representatives. They are sometimes overwhelmed with performing of the companies tasks such that the roles they are expected to perform as safety committee members are often neglected. Some employees also have a negative perception about the impacts that the programme will have and thus there is poor participation as some argue that the company's rules and regulations are enough to act as a guide as they perform their duties. Changing of this perception is time consuming to the management.

CHAPTER FIVE : SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The main objectives of this study were to establish occupational health and safety programmes and to find out the effectiveness of these programmes in CMC motors group of companies limited.

The research findings indicated that CMC group has both safety and health programmes in practice. The safety programmes in use include safety training, performance evaluation, ergonomics, compensation, safety committees and selection with the mostly used programme being the safety training. The health programmes in the group of companies include communication, workers fitness programmes, chemical health education programmes, employee assistance programmes, stress management programmes, job re-design, occupational nursing and medical services and alternative work programme are used in the organization.

The departments mainly involved in safety and health programmes implementation include the human resources and administration department, engineering department, security department and environmental health department; with human resources department being the key player in implementation.

The study also established that safety and health sensitization is practiced once in a week in each and every department. Safety officers were also found to be present and they sensitize other employees on safety rules, measures and procedures to reduce accidents and injuries in the workplace.

The layout of the company's premises was found to contribute positively towards practicing of the safety and health programmes. For instance the offices and the workshops were found to be spacious thus allowing free movement of the employees, the exits are clearly marked in all offices and the workshop to facilitate easier escape in case of an emergency. Fire extinguishers are present in both the officers and the workshops. The floors, passages, stairs and ladders are soundly constructed and properly maintained and handrails provided for stairs. Work rooms are adequately ventilated and this ensures circulation of fresh air.

Safety programmes practiced were found to be effective as through them, employees are able to establish their roles and responsibilities and thus improve on their levels of productivity and ensuring high quality products are achieved, cohesion has also improved between the managers and other employees through these programmes, high levels of efficiency and effectiveness has been reported, long term goals such as that of higher profitability were reported. Health programmes were found to reduce medical and insurance costs incurred by the group of companies, less labour turnover as health complication cases reduce, fewer direct payments and fewer claims by employees who develop various implications such as asthma and bronchitis, various penalties which acts as sanctions due to lack of enforcing legal standards have been avoided.

There was various health hazards reported such as contacts with oils, neglecting use of safety attires such as aprons, gloves and goggles, using of wrong tools and equipments fights, quarrels in the workplace, too slow or too fast run machines that may pollute the environment through emissions.

The health programmes that check these hazards include occupational nursing and medical services, safety and health inspections performed regularly, job re-design and stress management programmes. The penalties imposed on employees who fail to participate in health programmes include verbal reprimands, written reprimands, dismissal and suspensions.

Finally there were challenges found which hinder the implementation of health and safety programmes. There is the challenge of budgetary allocations which cited some inadequate, balancing between legal provision of occupational health and safety standards with the groups standards, inadequate time in imparting of the knowledge contained in some of the programmes, the challenge of balancing of safety committee duties with the company duties.

5.2 Conclusion

The study concludes that there are occupational health and safety programmes in CMC motors group of companies. These programmes are effective and they contribute positively in attaining of the goals of the organization. For instance safety training has helped to reduce the number of accidents and injuries reported in the workplace by 75%. Safety committees have led to increased cohesion between managers and other employees and thus the later are able to know the roles and duties that they should perform.

Ergonomics has led to jobs being more comfortable and less tiring thus increasing on efficiency and effectiveness. Performance management has helped the organization achieve its goals such as that of profitability. Communication has helped reduce anxiety and tension in the workplace thus fewer cases of illnesses are reported and this has in turn led to reduction of medical and insurance costs by the company. Employee fitness programmes have led to lower or less labour turnover as there are reduced cases of health complications. Health education programmes have contributed to fewer direct payments made to those affected as there are fewer claims filed by those who develop various complications. Communication has also increased employee awareness and participation and thus the group has avoided penalties that are imposed for not complying with occupational health and safety standards. Stress management programmes has led to employees' improvement of time management skills and thus increasing overall productivity of the company.

The study also concludes that there are challenges which may hinder the implementation of the occupational health and safety programmes. These include the challenge of budgetary allocations, challenge of balancing between legal provision of occupational health and safety standards with the groups' standards, inadequate time in imparting of the knowledge contained in some of the programmes, and balancing of safety committee duties with the company duties.

5.3 Recommendations of the study

The study recommends that adequate funds should be allocated towards implementation of various occupational health and safety programmes. This will help in facilitation of training venues and other requirements which ensure that the process is undertaken in a manner those employees as participants obtain a wide range of information. Secondly, adherence to occupational and health standards should not be practiced to the extent of overlooking of the companys' own standards even though the violations of the former attracts heavy penalties. Thus the balance should always be observed and maintained.

Another recommendation is the adequate time should be allocated on implementing of the occupational health and safety programmes. Various programs have a lot of information that employees need in performing of their daily duties and roles. Thus they need ample time to learn about the contents in these programmes for them to fully benefit from the information. The safety committee members should be relieved some of their official duties so that they can

have enough time to perform the roles they are assigned in these committee. They represent each and every category of employees and thus their roles in occupational health and safety is important.

Finally, the employees should be persuaded by their supervising authorities to improve on their perception towards occupational health and safety programmes. They should be communicated to that, these programmes are largely beneficial to them as individuals and as employees of CMC motors group limited.

5.4 Limitation of the study

The study could have elicited more information but firstly, the respondents expressed fears that their company could be under scrutiny and they thought that by giving negative information, they could taint the companys' image.

The study also faced a challenge of time. The respondents hold key positions in the organization and thus they could not be interviewed for long as they had struck deadlines to be met and attending of numerous meetings.

5.5 Recommendations for further study

The same research problem can be investigated but instead of targeting managers as the respondents, employees in various departments can be interviewed. This can help in obtaining of the first hand informed by the employees who perform the routine tasks.

REFERENCES

- Ajimoto, H. (2011), Towards a vigorous equation oriented technique for sustainable manufacturing safety programme, *Journal of manufacturing technology management*, vol. 23 155: pp 76 – 86. Emerald Group publishing.
- Ansari, A. Modarress, B. (1997), World class strategies for safety: *International Journal of operations and production management*, Vol. 17 155: 4 pp 389 – 398. Emerald Group Publishing
- Anton, T. J. (1979), *Occupational Safety and Health Management*. McGraw-Hill Book Company
- Armstrong, M. (2006), *A handbook of Human Resource Management Practice* (10th edition). Kogan Page Limited.
- Ayers, P. Kleiner, B. (2010), New developments concerning managing human factors for safety. *Management research news*, vol. 23 155 – 7pp 18 – 23. Emerald Group publishing.
- Ayubu, L. (2010), A research proposal on the extent of compliance with the occupational safety and health regulation at registered workplaces.
- Bennett, D. (1993), Occupational Health: A discipline out of focus. *Journal of public health policy*. Vol. 14 No. 3 pp 276 – 298. Palgrave Macmillan Journals
- Cal/OSHA. (1991), *Guide to Developing Your Workplace Injury and Illness Prevention Program*. State of California, Department of Industrial Relations, Division of Occupational Safety and Health. San Francisco, CA: Cal/OSHA.
- Clement, A. (1998), Employee Assistance Programmes. *Work study*, Vol. 47 iss: pp 17 – 19. Emerald Group Publishing.
- CMC Motors Group Limited, (2012), Accessed from <http://www.cmcmotors.com/> on 4th July, 2012
- Dessler, G. (1994), *Human Resources Management*. 6th edition Prentice-Hall, Inc.
- Dessler, G. (2008), *Human resource management* (10th Edn.). Delhi: Pearson Prentice-Hall.
- Foot, M, Hook, C. (2008), *Introducing Human Resources Management*. 5th edition. Pearson Education Limited.
- Friedman FB (1993), *Practical Guide to Environmental Management*. Washington, D.C.: Environmental Law Institute.
- Gilkey DP (1993), Health and safety in the workplace: developing a basic plan. *California Chiropractic Association Journal*, 10, 36-37.
- Gilkey DP, Williams HA (1994), The comprehensive environmental, health, and safety program: A new trend in industry. *Journal of Chiropractic*, 8, 22-26.

- Gomez – Mejia, L.R. Balkin, D.B, Cardy, R. L. (2010), *Managing human resources*. 6th edition. Pearson Education, Inc.
- Gomez-Mejía , L.R., Makri, M., & Larraza-Kintana, M. (2010), Diversification decisions in family-controlled firms. *Journal of Management Studies*, 47(2), 223–252.
- Graham K.S., Patterson K., and Hodges J.R. (1995), Progressive pure anomia: Insufficient activation of psychology by meaning. *Neurocase*, 1, 25-38
- Graham, T. Bennet, R. (1995), *Human resources management*. (8th edition). Pitman Publishing.
- Griffith, A. (2000), *Construction Health and Safety Management*. Essex: Longman.
- Hofmann, D. Stetzer, A. (1998), The role of safety climate and communication in accident interpretation: implication for learning from negative events. *The academy of management journal*, vol. 41, No. 6 pp 644-657. Academy of management.
- Jackson S. E.; Schuler, R. S. Wermer S. (2009), "*Managing Human Resources*" 10th edition. South – Western Cengage Learning.
- Kimanzi, D. (2005), A research proposal on occupation health and safety programmes adopted by Chemical manufacturing firms in Nairobi.
- Lauver, K. (2007), Human resource safety practices and employees injuries. *Journal of managerial issues*, vol. 19, no. 3, pp 397 – 413. Pittsburg state University.
- Mathias, R. & Jackson, J. (1994), *Human Resources Management*. West Publishing Company
- Mberia, A. (2001), A research proposal on occupational health and safety programmes adopted by the banking industry in Kenya.
- Miner, J. and Crane, D. (1995), *Human Resource Management: the strategic perspective*, HarperCollins College Publishers.
- Naveh, E. Katz – Navon, T. Stern, Z. (2005), Treatment errors in health care: A safety climate approach. *Journal of management science*. Vol. 51 No. 6 pp 948 – 960 INFORMS.
- Nyakang`o, J. (2011), Status of Occupational Health and Safety in Kenya-Workshop on the IUPAC-UNESCO-UNIDO Safety Training Program, Part of the IUPAC Congress in Beijing
- Nzuve, S. (1997), *Management of human resources: A Kenyan perspective*. Rollout Publishing Limited.
- Okumbe, J. A. (2001), *Human resources management: an educational perspective*. Educational development and research bureau.
- OSHA. (1992), *OSHA Handbook for Small Businesses*. Washington, D.C.: U.S. Department of Labor.
- Petersen, P. (1990), Early beginnings: occupational safety management 1925 – 1935. *Journal of managerial issues*, vol. 2, No. 4 pp 382 – 405 Pittsburg state university.

- oulet, R. (1997), Designing effective development programmes, Journal of management development, Vol. 16, 155: 6 pp 428 – 437 Emerald Group Publishing.
- Reason, J. (1997). *Managing the Risks of Organizational Accidents*. Ashgate Publishing Limited
- Ridley, J (2008), *Health and Safety in Brief*. 4th edition. Butterworth-Heinemann Publications
- Rittenberty, R. (2007), A Journal on History of occupational health and safety.
- Rogers, B. G. (1970), Good management includes effective safety programs: journal (Water pollution control federation) vol. 42, No. 9, Annual conference issue, Water Environment Federation.
- Rowan, M. P. Wright, P.C. (1994), Ergonomics is good for business, work study, vol. 43 Iss: 8 pp 7 – 12. Emerald Group publishing
- Schuler, S. Jackson, E. (1999), *Managing Human Resources – A partnership Perspective* (7th edition). South - Western College Publishing.
- Schulte et al., (2012), *American Journal of Public Health*, vol. 102 issue 3, pp 434-448, 15p
- Thompson, J. (1997), Employee health programmes: A model designed for a local company, journal of workplace learning, vol. 9 Iss: 200 83 – 87. Emerald Group Publishing.
- Torrington et al. (2005), "Human Resource Management", 6th Edition
- Verbreek, J. Husman, K. Dijk, F. Jauhianen, M. Pasternack, I. Vaini, O.H. (2004). Building an evidence base for occupational health interventions. Scandinavian journal of work, environment and health, Vol. 30, No. 2 pp 164-168. Finish institute of occupational health, Danish National research for the working environment.
- Vereecke, A. Pandelaere, E. Deschoolmeester, D. Stevens, M. (2003), A classification of development programmes and its consequences for programme management. International journal of operations and production management. Vol. 23 ISS: 10 pp 1279 – 1290. Emerald Publishing group.

www.cmcmotors.com

APPENDIX I: LETTER OF INTRODUCTION

September 2012

Dear Respondent,

RE: MBA RESEARCH PROJECT

I am a postgraduate student at University of Nairobi pursuing a Master Degree in Business Administration.

I am carrying out a research on "Effectiveness of Occupational Health and Safety Programmes in CMC Motors Group of Companies. This interview guide is aimed at eliciting information, which will be useful in the above-mentioned research as a part of Master of Business Administration Degree requirements.

You have been selected as one of the respondents in this study. The information supplied with the used strictly on academic purposes only and will be treated with utmost confidentiality.

Your cooperation will be highly appreciated.

Thank you.

Yours sincerely,

Paul Njoroge Kirori
MBA Student

Mr. Duncan Ochoro
Supervisor



APPENDIX II: INTERVIEW GUIDE

SECTION A: RESPONDENTS PROFILE

1. How long have you worked for CMC motors group limited? _____
2. Which is your position in the company? _____
3. How long have you worked in the current role? _____

SECTION B: SAFETY PROGRAMS

4. What are some of the safety programmes that CMC motors group limited has for the employees?
 - i) _____
 - ii) _____
 - iii) _____
 - iv) _____
 - v) _____
5. Which departments are involved in making sure that these safety programmes are implemented?
 - i) _____
 - ii) _____
 - iii) _____
 - iv) _____
6. Is the safety sensitization practiced in your organisation? _____
7. Are there safety officers in your organisation? _____
8. Is the layout of your company proper enough to contribute positively to safety practices?

9. Are the safety programs in your company effective enough to reduce various safety hazards?
10. Please name one of the safety programs practiced and how effective it has been in terms of reducing some of the safety hazards in your organisation

SECTION C: HEALTH PROGRAMMES

1. What are some of the health programmes in CMC motors group of companies?

- i) _____
- ii) _____
- iii) _____

12. What are the benefits that CMC motors has derived by practicing various health programmes?

- i) _____
- ii) _____
- iii) _____

13. What are some of the health hazards that are present in your organisation?

- i) _____
- ii) _____
- iii) _____

14. Which are the various health programmes that the organisation has undertaken to protect employees against these hazards?

- i) _____
- ii) _____
- iii) _____

15. What are the penalties that have been imposed for employees who fail to participate in the various health programs?

- i) _____
- ii) _____
- iii) _____

16. What are some of the challenges that the management faces in implementing of the various health programmes?

- i) _____
- ii) _____

iii) _____

7. Are the health programmes in your organisation effective?

i) _____

ii) _____

iii) _____

18. If yes, mention some of the health programmes and tell how effective they have been.

i) _____

ii) _____

iii) _____