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Abstract: Literature from various parts of the world has identified that occupational health and safety (OHS) occupies a pivotal position in enhancing employee productivity, as a result, the interdependence between working conditions and productivity is increasingly recognized all over the world. Kenya Tea Development Agency (KTDA) has had active OHS programs long before they were made mandatory by law but in spite of this, it is still experiencing high incident of employee injuries, high cost of compensation claims and reduced productivity. Research findings by various researchers show that there is a significant relationship between OHS practices and employee productivity but none has explored the extent to which productivity is affected by OHS practices. The purpose of this research was to find out the influence OHS practices on employee productivity in KTDA, Nyamira County. The research objectives that guided the study included; to determine the influence of OHS regulations on employee productivity in KTDA, to establish the influence of workplace safety inspections on employee productivity in KTDA and to investigate the influence of OHS induction and training on employee productivity in KTDA. To achieve the study objectives, descriptive survey research design was used. Questionnaires were distributed to 173 respondents out of which 160 completed and returned, giving 92.5% questionnaire return rate. The collected data was analyzed using mean, standard deviations, correlation and regression. Data was presented using tables. The study found out that employee productivity is influenced by all variables under study; OHS regulations, workplace safety inspections and OHS induction and training. The study concluded that OHS induction and training influence employee productivity to a great extent, followed by workplace safety inspections and then OHS regulations. The study recommends continuous improvement of OHS practices as they influence employee productivity.

1.1 Background to the Study
Due to increased business competition, rapidly advancing technology, and changing workforce characteristics, organizations world over are faced with the challenge of assuring the health and safety of their workers (James, 2010). The challenging issues facing occupational health and safety programs in most firms include the recognition and elimination of workplace hazards, the reduction of unnecessary risks and prevention of accidents (Murray, 2013). The interdependence between working conditions and productivity is increasingly recognized all over the world (Mwawasi, 2012).

Today in the world market, consumer buyer organizations like the Fair Trade, Ethical Tea Partnership and Rain Forest Alliance among others, have listed occupational safety and health as one of the labor standard requirements that must be complied with by producer/seller organizations in order for their products to be accepted. ISO-9000 certification, whose quality standard requirement lay a lot of emphasis on compliance with occupational safety and health regulations has become a prerequisite for acceptance of products in most markets. In view of the above, the need for organizations to ensure compliance with OHS at their workplaces as a basic human right and a strategic human relations management issue cannot be over-emphasized (Logasakthi & Rajagopal, 2013).

Today, the lives of millions of people around the globe are still blighted by the shadow of occupational diseases and injury thus making OHS a global concern (Baxters, 2000). Despite global efforts to address OHS concerns, it is estimated that 2 million work related fatalities still occur every year (ILO, 2009). In addition, there are more than 330 million occupational accidents and 160 million work related diseases that affect workers every year (Gellah, 2003). The ILO estimates that more than $1.25 trillion, which is equivalent to 4% of the world’s Gross Domestic Product (GDP), is lost each year due to occupational accidents and diseases. Some of the industries with the highest risk of accidents worldwide are agriculture, forestry and logging, mining and construction.
According to Grenslade and Paddock (2007), promoting occupational safety and health is the way to increase the productivity and performance of a company, whether large or small, and is the only way to prevent the negative effects and possible tragedies that come from hazards in the workplace. Occupational injuries not only affect the health and productivity of the injured worker, but also have monetary consequences for the employing authorities (Minji & Joseph, 2012).

1.2 Problem Statement

Literature from various parts of the world has identified that OHS occupies a pivotal position in enhancing employee productivity (Wanjau, 2013). In Kenya, there has been a growing interest on OHS research following the enactment of OSHA act of 2007. A number of research has been conducted to help organizations develop OHS management capacity in order to improve the quality of working conditions and avoid expensive liabilities. From the research findings there is a general consensus that there is a significant relationship between OHS practices and employee productivity (Sawe, 2013). These findings contrast with those of Sahindu and Bouris (2013) who argue that the concept of OHS and employee productivity is flexible and widely differs with respect to region, country and industry and hence cannot be generalized.

In response to the OSHA Act 2007, KTDA has undertaken considerable changes in workplace safety improvement and workforce composition. Despite these efforts, KTDA is still experiencing high incident of employee injuries, high cost of compensation claims and reduced productivity (KTDA, 2012) and hence the need to interrogate the current OHS practices. Since no known single study has been undertaken to demonstrate how OHS practices influences employee productivity in KTDA, it’s imperative to carry out this research. This study will further find out which of the OHS practices under study has most influence on employee productivity in KTDA.

1.3 Research Objectives

1. To determine the influence of OHS regulations on employee productivity in KTDA managed factories in Nyamira County.
2. To establish the influence of workplace safety inspections on employee productivity in KTDA managed factories in Nyamira County.
3. To investigate the influence of OHS induction and training on employee productivity in KTDA managed factories in Nyamira County.

1.4 Research Questions

1. How do OHS regulations influence employee productivity in KTDA managed factories in Nyamira County?
2. How do workplace safety inspections influence employee productivity in KTDA managed factories in Nyamira County?
3. How do OHS induction and training influence employee productivity in KTDA managed factories in Nyamira County?

2.0 Literature Review

2.1 Theoretical Review

Various theories have been developed in an attempt to explain how organizations can harness work environment in order to improve employee productivity. The theories that are relevant to the study are reviewed. They include theory of work adjustment and expectancy theory.

2.1.1 Theory of Work Adjustment

The theory of work adjustment, describes the relationship of individual to his or her work environment. Work is conceptualized as an interaction between an individual and a work environment. The work environment requires that certain tasks be performed, and the individual brings skills to perform the tasks. In exchange, the individual requires compensation for work performance and certain preferred conditions, such as a safe and comfortable place to work. The environment and the individual must continue to meet each other’s requirements for the interaction to be maintained (Clark, 2006).

According to the theory, the work environment is assessed in terms of the opportunities it has to offer employees as motivational incentives, that is, its capacity to fulfill an individual’s identified needs, values and interests. The theory also deals with satisfactory performance which covers employee’s efficiency and productivity. It also touches on employees’ ability to get along with co-workers and willingness to follow company policies. Further, the theory takes into account the length of time an individual and work environment interact (Gellar, 2003).

The implication of this theory is that if the work environment is not conducive in all aspects including OHS, the employees develops counterproductive and withdrawal behavior. These behaviors include absenteeism, lateness, being upset and unhappy and voluntary turnover. These behaviors are an indicator of reduced commitment
to work and hence low productivity (Williams & Purdy, 2005).

2.1.2 Expectancy Theory
Expectancy theory, developed by Victor Vroom in the 1960s, helps to explain employee motivation, particularly as it pertains to employee perceptions of situations. These perceptions in turn affect how they behave in response to these situations. The theory says that individuals have different sets of goals and can be motivated if they believe that there is a positive correlation between efforts and performance, favorable performance will result in desirable reward, reward will satisfy an important need, and the desire to satisfy the need is strong enough to make the effort worthwhile. The motivation of behavior selection is determined by the desirability of the outcome (Benardi, 1997).

Vroom realized that an employee’s performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He held the view that performance is a function of skill and motivation. Skill relates to abilities both innate and acquired. Motivation comprises effort expended by an individual and the knowledge of what is expected by the value to be derived as a result of the effort and the strength of the link between effort and the reward (Wright & Kehoe, 2008).

According to expectancy theory, to achieve a high level of workplace motivation, three conditions must be met simultaneously. First, the reward for an employee’s performance must be perceived as valuable. Second, the reward employees receive must be commensurate or a fair exchange for their performance of the task. Third, there must be considerable likelihood of employee receiving the reward, once the task is performed or goal achieved. Notably all the three conditions must be met to maintain a high level of employee motivation (Gyekye, 2005).

With regard to OHS, to enhance safe work motivation, employees need to believe that if they exert more effort, the safety goals shall be achieved and rewarded. Moreover, the employee must be assured that they will receive their valuable and just reward soon after achieving the safety goals. Nonetheless, an employee’s risky behavior is strongly influenced by the individual’s perception of risk or the expectancy for injury, together with the perceived likelihood of how serious of an injury that could be sustained in a given situation (Robins & Walker, 2000).

Expectancy theory has some important implications on OHS motivation. When designing work processes or selecting risk control strategies, care must be taken to ensure that disincentives work are not introduced. For example, where taking OHS precautions leads to discomfort or is time consuming, workers will be tempted to disregard safe and health work practices and take risks. On their part, Williams and Purdy (2005), are of the view that motivational techniques can only be effective where OHS behaviour is under volitional control of employees and care must be taken to ensure that incentives to work safely are not outweighed by incentives to take risks.

2.2 Conceptual Framework
This section provided a schematic presentation of interrelationship between variables in the context of the problem investigated. The independent variables in the study include: - OHS regulations compliance, workplace safety inspections and OHS induction and training while the dependent variable is the employee productivity as shown in figure 2.1.

![Fig 2.1 Conceptual Framework](image)

2.4. Empirical Review
OHS standards are normally set in legislation. Legal reasons for OHS practices relate to the preventive, punitive and compensatory effects of laws that protect worker’s health and safety. OHS regulations aim at reducing work-related injury and
diseases by changing workplaces and work practices. Many countries have come up with legislation to ensure comprehensive OHS protection for all workers and in respect to all workplaces. According to Kirombo, (2015), health and safety regulations are necessary in a work place environment to ensure worker’s safety and well being so as to maintain and improve productivity and quality of work. OHS act and their associated regulations serve to secure the health and safety of workers and to improve the working environment.

According to Obese (2010), the purpose of workplace inspections is to ensure that any potential or actual dangers in the workplace are found and corrected before they cause accidents and injuries to employees and others. On his part, Donald (2007) is of the view that involving employees at all levels of the organization in safety inspections gives them the authority to make observations, give feedback, and then use the behavioral-based information to target areas of safety improvement. According to Grenslade and Paddock (2007), promoting workplace safety inspections is the way increase the productivity and performance of employees in any company and is the only way to prevent the negative effects and possible tragedies that come from hazards in the workplace. Terjeck (2010), cites productivity as the top beneficiary of effective workplace safety inspections.

According to Agbola (2012), OHS induction aims at building up a favorable attitude towards safety measures and precautions while OHS training is concerned with providing immediate job knowledge, skills and methods of work and creating awareness on the hazards likely to be encountered in the course of work. The process also enables understanding the causes of accidents and how they may be prevented, importance of good house-keeping and handling materials safely. Training is an excellent way for employees to learn new skills and knowledge and to reinforce good work practices. This can result in a change in workplace behavior. Investing in effective employee training will increase skills, knowledge, productivity and morale as well as reduce workplace incidents (Gyekye, 2005).

3.0 Research Methodology

3.1 Research Design

To meet the objective of this study, descriptive survey design was used. According to Creswell (1994), descriptive survey design entails collecting information or data regarding the present existing situation or phenomenon. The method involves direct exploration, analysis, and description of a particular phenomenon, as free as possible, aiming at maximum intuitive presentation (Mugenda and Mugenda, 2003). The purpose of employing this method is to describe the nature of a situation, as it exists at the time of the study and to explore the cause/s of a particular phenomenon. The researcher opted to use this kind of design due to its ability to ensure minimization of bias and maximization of reliability of data collected. In addition, with this method it is possible that the study will be quick and cheap (KIM, 2009).

3.2 Population

According to Mugenda and Mugenda (2003), target population is defined as that population to which a researcher wants to generalize the results of the study. The target population was all employees in the six KTDA managed factories in Nyamira County totaling to 865.

3.3 Sample Size Determination

Mugenda and Mugenda (2003) suggest that in descriptive studies, 10% or above of the accessible population is enough for the study. Gay (1992) recommends 20% of the target population in a social study. The researcher used 20% since the higher the percentage the closer the characteristics of the sample population are to the target population. A sample size of 173 was used in the study.

3.4 Sampling Technique

Stratified random sampling technique was used to select a sample that represents the entire population under study. Sampling was stratified based on the factories. Stratified design was chosen because it results in more reliable and detailed information (KIM, 2009).

3.5 Data Collection Instruments

In this research, data was collected by use of questionnaire. The questionnaire had both closed and open ended questions arranged to suit the various aspects of investigations. Open-ended questions were used to gather information that was not covered by the fixed-choice questions, and to encourage participant to provide feedback. A 5-point Likert scale was used to measure the opinions of the respondents. The questionnaire was designed to entail a number of sub-sections based on the research questions except the first part which captured the background information. The questionnaire was preferred because it was faster, well suited for literate people and since the questions were presented in a paper format, there was no opportunity for interview bias. The questionnaire also had the added advantage of being less costly as an instrument of data collection (Serakan, 2006).
3.6 Data Analysis and Presentation
The data collected was analyzed by use of descriptive statistics and correlation analysis. To analyze the level of each variable in the respondent’s perspective, the mean and standard deviation were used. The study used Pearson correlation analysis to assess the relationship between the variables. This is because the correlation analysis illustrates both the direction and the strength of the relationship between two variables linearly (Serakan, 2009). Further, multiple regression was used to establish the OHS practices influencing employee productivity. Statistical Package for the Social Sciences (SPSS) software was used as a tool for data analysis and data was presented using tables.

The researcher adopted a multivariate linear regression model with k-explanatory variables. The model was an econometric model adopted from (KIM, 2009).

\[ Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon \]

Where;
- \( Y \) = Employees productivity
- \( X_1 \) = OSH Regulations
- \( X_2 \) = Workplace safety inspections
- \( X_3 \) = OSH induction and training
- \( \varepsilon \) = error term
- \( b_0 \) = intercept
- \( b_1, b_2, b_3 \) = coefficients of independent variables

4.0 Research Findings and Discussion
4.1 Response Rate
The data was collected from a sample of 173 respondents from KTDA managed factories in Nyamira County. Out of the questionnaires issued, 160 respondents completed and returned them thus giving 92.5% questionnaire return rate.

4.2 Reliability Test
A pilot study was carried out to determine the reliability of the questionnaires. Reliability analysis was done using Cronbach’s Alpha as shown in table 4.2.

<table>
<thead>
<tr>
<th>No of Items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>OHS regulations</td>
<td>0.813</td>
</tr>
<tr>
<td>Workplace Safety Inspections</td>
<td>0.732</td>
</tr>
<tr>
<td>OHS Induction and Training</td>
<td>0.774</td>
</tr>
</tbody>
</table>

From the analysis in table 4.2 it is evident that OHS regulations had the highest reliability \((\alpha=0.813)\), followed by OHS induction and training \((\alpha=0.774)\) and workplace safety inspections \((\alpha=0.732)\). Since the values for the three variables analyzed were greater than 0.7, then it was concluded that the questionnaire was reliable.

4.3 OHS Regulations and Employee Productivity
The study sought to determine the extent to which OHS regulations influences the employee productivity. The result is shown in Table 4.3.

<table>
<thead>
<tr>
<th>Employee awareness of legal rights concerning OHS</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conducive work environment</td>
<td>3.1581</td>
<td>1.5850</td>
</tr>
<tr>
<td>Provision of drinking water and sanitary facilities</td>
<td>4.6935</td>
<td>.9175</td>
</tr>
<tr>
<td>Provision and enforcement of the use of personal protective equipments</td>
<td>2.7240</td>
<td>1.0225</td>
</tr>
<tr>
<td>Provision of first aid kits and medical facilities</td>
<td>3.7138</td>
<td>.8936</td>
</tr>
<tr>
<td>Availability of fire prevention and protection measures</td>
<td>2.4586</td>
<td>.8900</td>
</tr>
</tbody>
</table>

As shown in table 4.3, a majority of respondents felt that provision of drinking water and sanitary facilities and provision of first aid kits and medical facilities influence employee productivity to a great extent as indicated by a mean score of 4.6935 and 3.7138 respectively. The respondents also indicated that conducive work environment in terms of temperature, lighting and ventilation, provision and enforcement of use of personal protective equipments and availability of fire prevention and protection measures influence employee productivity to a moderate extent as shown by a mean score of 3.1581, 2.7240 and 2.4586 respectively. They also felt that employee awareness of their OHS legal rights influences employee productivity to a low extent as indicted by a mean score of 2.4217.
These findings conform with those of Kirombo (2015), whose findings asserts that conducive workplace environment ensure worker’s safety and well being leading to quality of work and improved employee productivity. They also tally with the findings of Logasakthi & Rajagopal (2013) who argues that the various welfare measures provided by the employer will have immediate impact on the health, physical and mental efficiency alertness, morale and overall efficiency of the worker and thereby contributing to the higher productivity.

4.4 Workplace Safety Inspections and Employee Productivity

Another objective of the study was to establish the influence of workplace safety inspections on employee productivity in KTDA managed factories in Nyamira County. The respondents were asked to indicate the extent to which various aspects of workplace safety inspection influence employee productivity in their organizations. The result is shown in table 4.4.

<table>
<thead>
<tr>
<th>Table 4.4: Influence of Workplace Safety Inspections on Employee Productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety audits and inspections carried out as planned</td>
</tr>
<tr>
<td>Employee involvement in safety inspection</td>
</tr>
<tr>
<td>Timely inspections to detect faults in systems/equipment/machines</td>
</tr>
<tr>
<td>Timely remedial action taken wherever there is an accident or dangerous occurrence,</td>
</tr>
</tbody>
</table>

As shown in table 4.4, majority of respondents felt that carrying out safety audits and inspections as planned influences employee productivity to a very great extent as indicated by a mean score of 4.5719, while employee involvement in safety inspection and timely inspections to detect faults in systems/equipment/machines influence employee productivity to a great and moderate extent as shown by the mean scores of 3.5327 and 2.6552 respectively. The respondents also felt that remedial action taken wherever there is an accident or dangerous occurrence, has low influence on employee productivity as shown by a mean score of 2.3161.

The above results show that workplace safety inspections in KTDA influence employees’ productivity. These findings agree with those of Donald (2007), who is of the view that involving employees at all levels of the organization in safety inspections gives them the authority to make observations, give feedback, and then use the behavioral-based information to target areas of safety improvement. Donald further argues that the inspections are also meant to provide safe working environment and to get employees committed to their work hence improved productivity. The findings also agree with those of Grenslade and Paddock (2007), whose findings state that promoting workplace safety inspections is the way to increase the productivity and performance of employees in any company, whether large or small, and is the only way to prevent the negative effects and possible tragedies that come from hazards in the workplace.

4.5 OHS Induction and Training and Employee Productivity

The third objective of the study was to investigate the influence of OHS induction and training on employee productivity. Concerning this objective, the respondents were asked to indicate the extent to which OHS induction and training influenced employee productivity in their respective organizations. The result is shown in table 4.5.

<table>
<thead>
<tr>
<th>Table 4.5: Influence of OHS Induction and Training on Employee Productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and/or induding newly recruited staff before officially allocated duties.</td>
</tr>
<tr>
<td>Conducting OHS training/refresher courses/seminars regularly.</td>
</tr>
<tr>
<td>Provision of training on the use of new equipment or technology</td>
</tr>
<tr>
<td>Provision of quality safety information throughout the organization by use of safety signage &amp; posters</td>
</tr>
</tbody>
</table>

From the findings in table 4.5, provision of quality safety information throughout the organization by use warning signs, safety signage & posters and conducting of training and/or induction for newly recruited staff influences employee productivity to a great extent as evidenced by a mean score of 3.9327.
4.5177 and 3.9327 respectively. On the other hand, conducting OHS training/refresher courses/seminars regularly and provision of training on the use of new equipment or technology have moderate influence on employee productivity as indicated by the mean score of 3.4102 and 3.0187 respectively.

In reference to the above findings, it can be concluded that induction and training do contribute to improvement of employee productivity in KTDA. These results conforms to the findings by Kirombo (2015), who found out that induction and training provide awareness regarding health and safety policies, procedures and practices of the organization enables employees to take safety measures thus ensuring their well being, resulting to maintenance and improved productivity and quality of work. These findings also concur with those of Gyekye (2005), whose findings state that investing in effective employee training will increase skills, knowledge, productivity and morale as well as reduce workplace incidents.

4.6 Employee Productivity
The study also sought to find out the extent to which employee productivity is generally influenced by OHS practices. The result is shown on table 4.6.

<table>
<thead>
<tr>
<th>Table 4.6: Employee Productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Improved Quality of Products</td>
</tr>
<tr>
<td>Improved Job Performance by Employees</td>
</tr>
<tr>
<td>Reduced Sick-offs</td>
</tr>
<tr>
<td>Improved Employee Efficiency and Effectiveness</td>
</tr>
<tr>
<td>Improved time management</td>
</tr>
<tr>
<td>Ability by employees to meet deadlines</td>
</tr>
</tbody>
</table>

As indicated in the table 4.6, majority of respondents felt that OHS practices have greatly influenced employee productivity as shown through the following indicators; reduced sick-offs (M=4.2356), improved employee efficiency and effectiveness (M=4.1653), improved job performance by employees (M=4.0533), improved ability to meet deadlines (M=4.1653), improved time management (M=3.58054) and finally improved quality of products (M=3.4283). These findings concur with those of Robbins (2003), who suggested that effective workplace health and safety practices can help to save the lives of workers by reducing hazards and their consequences, they also have positive effects on both worker morale and productivity. This is true with regard to the findings in table 4.11, where every aspect of productivity that was measured indicated a great improvement.

4.7 Correlation Analysis
The study also sought to find out if there exists an association between the variables. The result is shown in table 4.7.

<table>
<thead>
<tr>
<th>Table 4.7 Correlation Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Employee Productivity</td>
</tr>
<tr>
<td>OHS Regulations</td>
</tr>
<tr>
<td>Workplace safety inspections</td>
</tr>
<tr>
<td>OHS induction and Training</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed)
*. Correlation is significant at the 0.05 level (2-tailed)

The analysis of correlation results between OHS regulations and employee productivity show a significant relationship at (r=.804, p<0.01). The correlation results between workplace safety
Inspection and employee productivity also show a significant relationship ($r=0.728$, $p<0.01$). Equally, the correlation results show significant relationship between employee productivity and OHS induction and training at ($r=0.855$, $p<0.01$). From the above correlation analyses, it can be said that OHS induction and training influence employee productivity in KTDA most, followed by OHS regulations and workplace safety inspections respectively.

The above analysis concurs with that of Kirombo (2015), who argued that health and safety regulations are necessary in a work place environment to ensure worker’s safety and well-being so as to maintain and improve productivity and quality of work. Obese (2010), adds that there are a series of studies which have shown an association between improved workplace safety and the presence of OHS regulation. About workplace safety inspection, Grenslade and Paddock (2007), equally found out that promoting workplace safety inspections is the way to increase the productivity and performance of employees in any company, whether large or small, and is the only way to prevent the negative effects and possible tragedies that come from hazards in the workplace. Further Terjeck (2010) cites productivity as the top beneficiary of effective workplace safety inspections.

4.8 Regression Analysis

In this study, a multiple regression analysis was conducted to test the relationship between the dependent variable (employee productivity) and all independent variables pooled together. The findings are presented as shown below.

4.8.1 Model Summary

Table 4.8: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.913</td>
<td>0.834</td>
<td>0.751</td>
<td>0.4538</td>
</tr>
</tbody>
</table>

In the model summary as shown in Table 4.8, the three independent variables that were studied explain 75.1% of variance in employee productivity as represented by the adjusted $R^2$. This therefore means that other factors not studied in this research contribute 24.9% of variance in employee productivity. Therefore further research should be done to investigate the other factors (24.9%) that influence employee productivity in KTDA managed factories in Nyamira County.

4.8.2 ANOVA Results

Table 4.9: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>80.392</td>
<td>5</td>
<td>8.039</td>
<td>98.621</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>3.913</td>
<td>155</td>
<td>.082</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>84.305</td>
<td>160</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As shown in the summary ANOVA in Table 4.9, the regression is significant ($p=.000$) which is less than 0.05. Thus the model is statistically significant in predicting how various factors influence employee productivity.

4.8.3 Regression Coefficient

Table 4.10: Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>3.545</td>
<td>0.290</td>
<td>2.209</td>
<td>0.000</td>
</tr>
<tr>
<td>OHS Regulations</td>
<td>2.798</td>
<td>0.339</td>
<td>3.567</td>
<td>8.256</td>
</tr>
<tr>
<td>Workplace Safety Inspections</td>
<td>1.059</td>
<td>0.367</td>
<td>1.398</td>
<td>2.886</td>
</tr>
<tr>
<td>OHS Induction and Training</td>
<td>3.033</td>
<td>0.420</td>
<td>3.775</td>
<td>7.167</td>
</tr>
</tbody>
</table>

From the regression findings in Table 4.10, the substitution of the equation; $Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + \ldots$ becomes $Y = 3.545 + 2.798X_1 + 1.059X_2 + 3.033X_3$. 

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According to the equation, taking all factors (OHS regulation, workplace safety inspections and OHS induction and training) constant at zero, employee productivity will be at 3.545.

The findings presented also show that taking all independent variables at zero, a unit increase in OHS regulation will lead to 2.798 increase in employee productivity; a unit increase in workplace safety inspections will lead to 1.059 increase in employee productivity and a unit increase in OHS induction and training will lead to 3.033 increase in employee productivity. This infers that OHS induction and training contribute most to employee productivity, followed by OHS regulation and then workplace safety inspections.

At 5% level of significance and 95% level of confidence, OHS regulations had a 0.003 level of significance; workplace safety inspections had 0.001 and OHS induction and training had 0.005. This shows that all the variables were significant (p<0.05) with OHS induction and training being the most significant and workplace safety inspections being the least significant.

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings
The study established OHS regulations influence employee productivity to a moderate extent. This is indicated through the mean of the following aspects of OHS regulations namely; provision of drinking water and sanitary facilities (M=4.6935), employee awareness of their legal rights concerning OHS (M=2.4217), conducive work environment in terms of temperature, lighting and ventilation (M=3.1581), provision of personal protective equipments and enforcement of their use (M=2.7240), provision of First Aid Kits and medical facilities(M=3.7138) and availability of fire prevention and protection measures(M=2.4586). Among the aspects highlighted above, provision of drinking water and sanitary facilities has the most influence while employee awareness of their legal rights concerning OHS has the least.

The study found out workplace safety inspections also influence employee productivity in KTDA to a moderate extent. It was revealed that safety audits and inspections carried as planned (M=4.5719) and employee involvement in safety inspection (M=3.5327) were the major aspects of workplace safety inspections influencing employee productivity very great and great respectively. On the other hand, timely inspections to detect faults in systems, equipment and machines (M=2.6552) and remedial action taken wherever there is an accident or dangerous occurrence (M=2.3161) influence employee productivity moderately and low respectively.

The study also found out that OHS induction and training influence employees productivity in KTDA to great extent. The aspects of OHS induction and training that influences employees productivity in KTDA to great extent include quality safety information provided throughout the organization by use warning signs, safety signage & posters (M=4.5177) and training and/or inducting newly recruited staff before officially allocating duties(M=3.9327). On the other hand conducting OSH training/refresher courses/seminars regularly (M=3.4102) Provision of training on the use of new equipment or technology (M=3.0187) influences employees productivity in KTDA to a moderate extent.

5.2 Conclusion
The study concludes that OHS regulations influence employee productivity in KTDA. Among the various aspects of OHS regulations with most influence include; provision of drinking water and sanitary facilities, provision of first aid kits and medical facilities and conducive work environment. The KTDA factories need to keep on improving on the said aspects as they contribute most to employee productivity. On the other hand they need to devise or come up with strategies to improve the following OHS regulations aspects that have less influence; employee awareness of their OHS legal rights, provision and enforcement of use of personal protective equipment and finally availability of fire prevention and protection measures.

The study also concludes that workplace safety inspections influence employee productivity in KTDA. Carrying out safety audits and inspections as planned and employee involvement in safety inspection contribute most to employee productivity hence the need to continue embracing them. It was deduced that timely inspection to detect systems, equipment and machinery faults and taking remedial actions regarding the same has moderate influence therefore it is important for KTDA to improve on these two aspects to enhance employee productivity.

The study further concludes that OHS induction and training also influences employee productivity in KTDA. This is achieved through inducting and training newly recruited staff before officially allocating them duty, carrying out regularly refresher courses and seminars, providing training on the use of new equipment, machines and
technology and providing quality safety information. Finally the study concludes that OHS induction and training influences employee productivity in KTDA most, followed by OHS regulations and workplace safety inspection respectively.

5.3 Recommendations
The study recommends that KTDA should continue to invest in the provision welfare services such as provision of drinking water and sanitary facilities, and first aid kits and also provision of conducive work environment as these aspects promote employee productivity. The study also recommends that KTDA should come up with strategies for improving awareness of employee OHS legal rights, provision of personal protective equipment and also put in place fire prevention and protection measures as these aspects of OHS regulation were scored lowly in contributing to employee productivity.

The study recommends that KTDA should carry out timely inspections to detect faults in systems, equipment and machines as delay in the same hinders continuity of the production process hence adversely affecting productivity of employees. It is also recommends that remedial actions be taken wherever an accident or dangerous occurrence takes place as timely remedial actions ensure continuity of the production process without or with minimal interruptions.

From the study, it was clear that OHS induction and training influence employee productivity greatly. The study therefore recommends that KTDA should invest more in identifying employees’ OHS training needs and ensure that they are regularly trained to equip them with relevant skills, knowledge and right attitudes that will enable employees to work efficiently and effectively to achieve their targets therefore improving their productivity.

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