

Original Article

Occupational Health and Safety Training and Employee Performance of Brookside Dairy Limited, Kiambu County, Kenya

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ABSTRACT: Occupational Health and Safety training is a critical aspect of organizational performance because it promotes safe working conditions, reduces workplace accidents, and enhances employee productivity. This study examined the influence of occupational health and safety training on employee performance at Brookside Dairy Limited in Kiambu County, Kenya, while also assessing the moderating effect of government Occupational Health and Safety policy guidelines. The study was guided by the Theory of Organisational Effectiveness, which emphasises the importance of organisational adaptation to environmental and operational conditions for achieving improved performance outcomes. The study adopted a positivist research philosophy and employed a descriptive cross-sectional research design. The target population comprised 1,530 employees of Brookside Dairy Limited, including top-level management, middle-level management, and non-management staff. Stratified random sampling was used to obtain a sample size of 317 respondents, determined through Yamane's formula. Primary data were collected using structured questionnaires containing closed-ended questions. Data analysis involved descriptive statistics, correlation analysis, and regression analysis to establish relationships among variables and test the moderating effect of government policy guidelines. The findings revealed that occupational health and safety training was highly rated by employees, with respondents indicating that training programs were regularly conducted, of good quality, and positively influenced employee performance. Correlation analysis established a strong positive and statistically significant relationship between Occupational Health and Safety training and employee performance ($r = 0.825$, $p < 0.01$). Regression analysis further showed that Occupational Health and Safety training significantly predicted employee performance ($\beta = 0.436$, $p < 0.001$). The study also established that government Occupational Health and Safety policy guidelines had a significant moderating effect on the relationship between Occupational Health and Safety training and employee performance, with government policy guidelines strongly enhancing compliance, accountability, and implementation of workplace safety practices. The study concluded that effective Occupational Health and Safety Training, supported by strong management commitment, adequate financial resources, and effective government policy enforcement, significantly improves employee performance. The study recommends strengthening employee safety training programs, increasing financial support for Occupational Health and Safety initiatives, and enhancing enforcement of government Occupational Health and Safety regulations to improve organizational performance and workplace safety.

KEYWORDS: Occupational, Health, Safety, Training, Performance.

1. INTRODUCTION

All organizations are ideally required to implement clear OHS management systems to guarantee a safe operating environment for the employees. This makes it obligatory for the government to institute policy guidelines meant to protect workers' interests, both in the public and private sectors. The Occupational Health and Safety policy intends to guarantee a healthy and safe work environment for the staff regardless of the sector they are working in or the employer they are working for. Indeed, the International Labour Organisation (ILO) emphasises the need for OHS as a critical aspect of employees' social protection against negative experiences at the workplace, work accidents, and work-related illnesses (ILO, 2023). The whole idea for OSH management is to promote and maintain workers' health and working capacity, improve the workplace environment, and ultimately enhance overall output for the employer. In the context of this study, the focus will be on the influence of top management's commitment to health and safety, the effect of occupational health and safety training on employee performance, and the effect of financial resources on employee performance at Brookside Dairy Limited in Kiambu County. There will also be the question of the moderating effect of government policy on the relationship between health and safety management and employee performance at Brookside Dairy Limited in Kiambu County. Many organizations in the modern business environment strive to have safe working conditions for their employees. This implies that the top leadership of the organization must be committed to health and safety standards in order to achieve this goal (Bayram & Ünğan, 2018). Since the company's top management plays a central role in budget allocation and setting of essential working systems for their companies, it is not often easy to imagine a strong safety and health system for the employees without the blessings or authority of the top leadership. Furthermore, setting and implementation of health and safety policies remains a preserve of a

company's chief executive, with the help of the board of directors. The organisation's top management also chairs meetings where short-term and long-term objectives of the company are set and discussed. Based on the overall objective of every chief executive, where the company's optimum performance must be upheld at all costs, Top Commitment's commitment to health and safety will ensure that there are reduced cases of sickness and absenteeism, enhanced productivity, reduced work accidents, minimized occupational diseases and work-related health challenges, high motivation, and reduced employee turnover (Seixas *et al.*, 2016). Overall, top management's commitment to employees' health and safety ensures employee satisfaction, which, in turn, enhances the company's overall performance. Occupational health and safety training is very important when considering employee performance. Like health and safety audit, occupational health and safety training helps employees and the management to identify and quantify hazards associated with certain health risks (Ismail, Asumeng and Nyarko, 2014). This, in turn, helps the employees to avoid those risks and play it at the workplace for the sake of maximized work output. While company managers have the responsibility to ensure that there are health and safety systems for guaranteeing workers a safe working environment, their role should not end here. Ndegwa *et al.* (2014) argue that management has the additional responsibility of ensuring proper and comprehensive training of staff on various aspects of health and safety protocols, procedures, and practices to enable them to maintain a constantly healthy and safe working environment. Through occupational health and safety training, workers are generally equipped with sufficient knowledge of safety planning processes, decision-making procedures, delegation and associated responsibilities, policy-making, and review and implementation (Ismail *et al.*, 2014). According to Bayram and Ünğan (2018), occupational health and safety training should be conducted by health care personnel and risk management specialists in order to provide managers and employees with the right information regarding workplace health and safety management. Financial resources are an important component of the performance of any company. Sufficient budgetary allocation for any aspect of the organizational operational structures ensures that different objectives for the company are achieved accordingly (Khan *et al.*, 2016). Instituting and maintaining a health and safety agenda for the organization will require financial resources for putting in place physical structures such as company clinics, buying the necessary equipment, hiring and training specialist staff, and conducting refresher training to the general workforce as and when needed (Seixas *et al.*, 2016). Protecting employees from occupational and workplace accidents needs structured operational structures, proper execution of health and safety policy guidelines, and proper adherence to set health and safety management by all employees. There should also be proper monitoring and evaluation systems to ensure that the staff are proactively following set health and safety standards. However, proper implementation of health and safety protocols at the workplace cannot be effectively implemented without sufficient finances (Ismail *et al.*, 2014).

2. LITERATURE REVIEW

Zin and Ismail (2012) did a study on Employers' Behavioural Safety Compliance in the construction industry in Windhoek, Namibia, and established that some employers were unable to institute elaborate OHS systems due to a lack of capital. This affected staff performance, especially in risk-prone environments such as construction companies. The study further noted that the construction industry required people aged between 18 and 29 years, hence the need for strong OSH systems for their protection. However, the study by Zin and Ismail (2012) was confined to the construction sector in Namibia, which may not apply to Brookside Dairy Limited and other companies in the milk industry. Lin-jun and Dong (2013) conducted a study on the role of regulatory framework in safe working systems in the Chinese energy and manufacturing industries in Shanghai City. The research involved 120 employees across different energy companies and revealed that several factors related to weak OSH policies and practices affected employee performance. Some of these factors included shaky OHS systems that denied employees the opportunity to have certainty and confidence about their health status in their workplaces. This uncertainty often triggered employee turnover, which was not a good thing for the employer. This study was, however, done in China with the focus on the energy and construction industries, thus necessitating the current study to address contextual gaps. In their study regarding the relationship between a safe working environment and output of the staff, Ek, Runefors, and Borell (2014) noted that a lack of a comprehensive OHS policy at the workplace created a culture of distrust between employees and the employer, and this had a negative effect on general work performance. All the above-mentioned studies point to a common issue, which is the need to have comprehensive OHS so as to create confidence in employees about their employer, hence improving their performance. However, all of the above studies were carried out using different conceptual or methodological approaches, hence the need for this study.

Regular health and safety training is one of the most effective strategies for management to improve OHSM practices. A study was carried out by Rono (2011) to establish factors influencing safe and favourable employee programs at the workplace in a media company. The study interviewed 65 employees of the organization holding various key positions, where data was triangulated and sourced using a structured questionnaire. The study further used descriptive data analysis techniques and established that it was very important for the staff to be enlightened on OSH practices at the workplace so as to avoid unwarranted accidents. This meant that organizations with OHSM systems should design health and safety education programs that are pragmatic and sensitive to their employees' unique needs. The findings of the study by Rono (2011) reflected the discovery by Chelule (2010), who had revealed that organizations committed to the well-being of their employees should be ready and willing to heavily invest in educating the staff to understand the importance of taking necessary precautions in the workplace to avoid unnecessary accidents. The study further established that staff security and safety training may be carried out through several strategies, including using printed and audio materials as well as conducting on-site

seminars, among other means. However, based on different organizational dynamics, not all top company managers adhere to regular staff training on OHS practices (Rono, 2011). The study by Rono (2011), however, was done more than 10 years ago in a different study environment, hence the need for this study.

Physical fitness is one of the important elements in the health and safety of individuals at the workplace. A study by Riza (2015) on improving safety standards in Nigerian small and medium companies found that there were several barriers that denied organizations an opportunity to take good care of their employees' safety. The study further noted that employees' clear understanding of their workplace environment goes a long way in helping them avoid unnecessary work-related accidents or illnesses. These revelations concurred with statistics by the International Labour Organization (2013) which noted that occupational health and safety concerns may generally be physical, psychological, biological, chemical or ergonomic in nature, and hence organizations should try all means to avoid or reduce them. The ILO (2013) further refers to a physical hazard as anything that is likely to cause spills or tripping, and should be avoided as much as possible to keep the workplace safe for the staff's optimal output. However, given the time lapse since these studies were carried out, this proposed study will be important. A study was carried out in Sri Lanka where 121 casual workers and 12 supervisors were interviewed at a construction site, where quantitative data was collected. It emerged that there are various risks associated with working on a construction site, hence the need for the management to put in efforts to reduce or, where possible, completely remove all the risks in order to enhance the work output of workers. These risks were dangerous to the lives of the workers. For instance, biological risks at the workplace may be associated with skin irritation and allergies that can lead to infections such as tuberculosis, cancers, and even AIDS, among other diseases. These may normally be bacterial, viral, insecticidal, animal or human-related. These were supported by Biggs *et al* (2013), who add that chemical hazards at construction sites are toxic substances that may pose varied health risks, such as irritation, corrosion, or flammability, among other effects. However, these studies were done several years back, hence the need for this study.

The findings by Nayanthara and Wimalaratne (2012) and Biggs *et al* (2013) support the position held by the ILO (2013) that ergonomic hazards within the working environment, for instance, can cause harm to the musculoskeletal system of any employee. Too much movement, manual handling of certain aspects of the job, uncomfortable heights of workstations, and poor body positioning, among others, are some of the typical hazards that can potentially cause accidents, injuries or illnesses, hence threats to occupational rights for the workers (ILO, 2013). In order to appreciate workplace dynamics in relation to what is hazardous and what is not, they require proper induction and regular refresher training from their employers. However, this kind of practice hardly exists in most organizations (Masi and Cagno, 2015), hence the need for the current study to establish if there are other underlying OSH factors that influence staff performance.

In a study on managing industrial safety in South East Texas in the US, Harper (2010) further proposed that organisations have information flow processes where both the workers and the managers are actively involved. The management's commitment is therefore seen as very critical in enforcing a safe workplace setting by, among other things, providing manuals where applicable so that the workers can make regular references to ensure that they always stick to the best practices. However, the research by Harper (2010) was conducted in the US, thus creating a contextual gap which the current study will aim to address in the context of Brookside Dairy Limited in Kenya. Santos, Barros, Mendes, and Lopes (2013) further conducted a study on the OSH influence on workforce performance in Barbados in the West Indies, South America. The study involved 76 workers in a steel company who were interviewed using a structured questionnaire and noted that not only should organisations provide information on occupational health and safety, but they should also attempt to offer relevant training on why and how to use the OHS information. Santos *et al* (2013) further postulated that there should be a corporate culture that inspires workers to adopt and strictly follow certain important measures. For this to happen, the management must show some level of commitment and willingness to see those practices maintained. Yet, this study was restricted to the steel industry in South America, and there is a need for the current study to focus on the milk sector in the Kenyan context.

In research to examine barriers to OHS interventions among small and medium businesses in Jamaica, Masi and Cagno (2015) noted that the employer must always strive to create a favourable working environment for the workforce. This implies that while designing favourable working environments, employers should be aware of all the dynamics amongst the workforce so that there are no biases experienced in instituted occupational health and safety systems. Despite these important revelations, the study by Masi and Cagno (2015) was carried out about 7 years ago in a different study environment. The current study will therefore be important in informing on the milk situation within the Kenyan environment. In another study by Hopkin (2010) to understand how OSH impacts the performance of staff in learning institutions in Ghana, it emerged that there are some instances where due to lack of proper education and training or cultural reasons some employees ignore certain health and safety measures. This ended up putting their lives at risk. Inculcating behavioural change in individuals and groups at the workplace is therefore largely a preserve of the employer. These sentiments were echoed by Armstrong (2012) and Sinclair & Cunningham (2014), who noted that it is easier to implement health and safety programs that are designed with the input of both workers and the organization for easier adherence to them. It is on this basis that Dessler (2016) maintains that designing healthy and safe working environments must be done in a properly thought-out manner where there is enough sensitisation of

all stakeholders in the process. However, all the above studies were conducted outside Kenya in different business fields; there is a need for the current research to be based in Kenya.

2.1. CONCEPTUAL FRAMEWORK

Figure 2.1 shows the relationship between OHS training (IV) and employee performance (DV), and that the relationship is influenced by Government Policy Guidelines (MV).

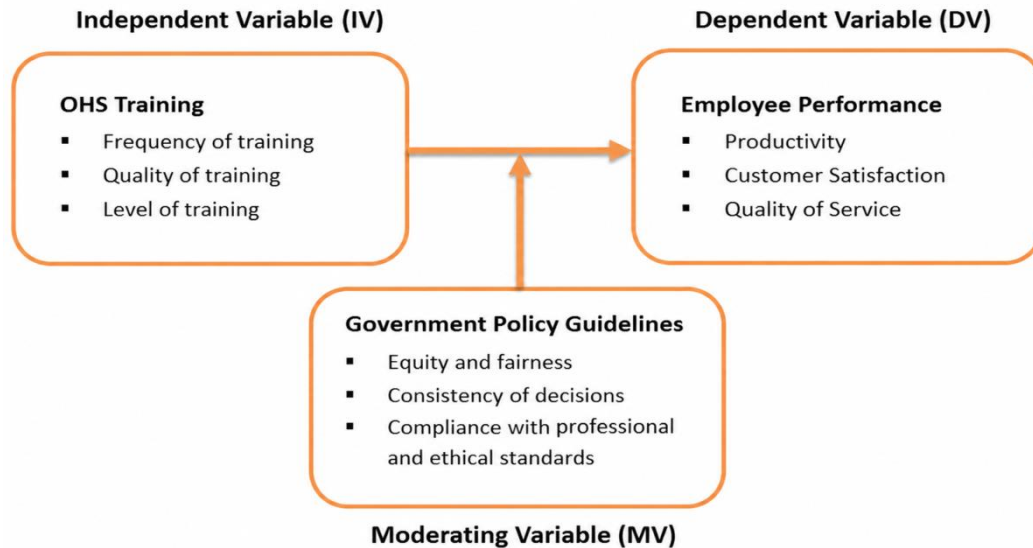


FIGURE 1 Conceptual Framework

3. MATERIALS AND METHODS

3.1. RESEARCH PHILOSOPHY

The study was guided by the positivist research philosophy, which emphasizes objectivity and scientific measurement in research. Positivism assumes that reality exists independently and can be observed without researcher bias. The philosophy views the world as governed by stable laws and causal relationships. The researcher focused on impartiality, accuracy, repeatability, and objective analysis during the study. This approach was suitable for examining how Occupational Safety and Health (OSH) policy influenced employee performance at Brookside Dairy Limited.

3.2. RESEARCH DESIGN

The study adopted a descriptive cross-sectional research design to describe and examine relationships among study variables at one point in time. Cross-sectional design enabled the researcher to collect data from respondents during a single period. The design supported the collection and analysis of quantitative data without manipulating the research environment. It was useful in identifying patterns, associations, and comparisons among variables. The approach also enhanced the possibility of generalizing findings to populations with similar characteristics.

3.3. TARGET POPULATION

The target population refers to the entire group from which a sample is selected for a study. The study targeted 1,530 employees of Brookside Dairy Limited located in Ruiru, Kiambu County, Kenya. These employees formed the sampling frame for the research. The unit of analysis was the company itself, while the units of observation included top-level managers, middle-level managers, and non-management staff. The population shared common characteristics that enabled generalization of the study findings.

TABLE 1 Target Population

Category	Target Population (N)	Percentage (%)
Top-level management	13	1
Middle-level management	49	3
Non-management staff	1468	96
Total	1530	100

Source: Self

3.4. SAMPLING TECHNIQUE AND SAMPLE SIZE

The study used proportionate sampling across three employee categories: top-level management, mid-level management, and non-management staff. Each group provided unique insights on Occupational Health and Safety (OHS) policy implementation,

enforcement, and compliance at Brookside Dairy Limited. Stratified random sampling was applied to group respondents into non-overlapping strata based on shared characteristics before random selection. The Yamane formula was used to determine the sample size distributed across the three employee categories.

Based on the formula

$$n = \frac{N}{1 + N(e)^2}$$

this implies that N is the target population (population size), and e is the level of precision or margin of error. Given N=1530, the sample size was calculated as:

$$n = \frac{1530}{1 + 1530(.05)^2} = 317$$

The sample of 317 employees was proportionately presented as illustrated in Table 2.2.

TABLE 2 Sample Size

Category	Target Population (N)	Sample Size (n)
Top-level management	13	3
Middle-level management	49	10
Non-management staff	1468	304
Total	1530	317

Source: Self

3.5. DATA COLLECTION INSTRUMENTS

The study used a structured questionnaire to collect data because it enabled the collection of large amounts of information within a short time. The questionnaire also enhanced confidentiality, especially through self-administration. It contained close-ended questions to obtain definite responses suitable for analysis and generalization. Sections A–E covered demographic information and data related to the study objectives.

3.6. PILOT TESTING

Pilot testing was conducted using 30 respondents from Fresha Milk Dairy Cooperative, representing 10% of the sample size. The exercise helped identify and correct ambiguities in the questionnaire. It ensured that the questions were clear, understandable, and capable of collecting the required information. Pilot testing also improved the validity and reliability of the research instruments.

3.7. VALIDITY OF RESEARCH INSTRUMENTS

Validity refers to the extent to which a research instrument measures what it is intended to measure. The study tested both construct and content validity of the questionnaire. Construct validity was enhanced through review by university supervisors and peer reviewers to improve the relevance of the questions. Content validity was tested through pretesting to ensure the questions were clear, acceptable, and understandable to respondents.

3.8. RELIABILITY OF RESEARCH INSTRUMENTS

Reliability ensures consistency and standardization of research instruments for generalization of findings. The study used Cronbach's Alpha to test the reliability of the questionnaire after pilot testing. Cronbach's Alpha values range from 0 to 1, with higher values indicating greater reliability. The questionnaire was adjusted based on the acceptable reliability threshold of 0.7.

TABLE 3 Reliability Tests of the Variables

Variables	Cronbach Alpha
sOHS Top management's commitment	.712
OHS training	.811
OHS financial resources	.722
Government OHS policy	.715
Employee performance	.705
Aggregate Score	.855

Source: Self

3.9. RELIABILITY TEST RESULTS

The findings showed that all study variables met the required standards for reliability and sampling adequacy. Cronbach's alpha coefficients ranged from 0.705 to 0.811, exceeding the acceptable threshold of 0.7. Occupational Health and Safety

(OHS) training recorded the highest reliability, indicating strong internal consistency among its measurement items. Overall, the instruments were considered reliable for analyzing the relationship between OHS management and employee performance.

3.10. DATA COLLECTION PROCEDURE

After obtaining approval from Kenyatta University and the National Commission for Science, Technology and Innovation, the researcher recruited and trained two research assistants on data collection procedures. Introduction letters explaining the study objectives were attached to all questionnaires. Data was collected through face-to-face and self-administered questionnaires while maintaining confidentiality to improve response rates. After collection, questionnaires were coded, analyzed, interpreted, and compiled into the final research report.

3.11. DATA ANALYSIS METHODS

The study applied descriptive statistics, inferential statistics, and thematic content analysis in data processing. Frequencies and percentages were used in descriptive analysis, while multiple regression analysis was used for inferential analysis. Data analysis was supported using SPSS software and Excel worksheets, with results presented through tables, charts, and graphs. Thematic content analysis was used to identify and analyze patterns and themes emerging from qualitative data.

4. RESULTS AND DISCUSSION

4.1. RESPONSE RATE

The respondents were categorized into top-level management, middle-level management, and non-management staff. Table 4.1 presents the response rate.

TABLE 4 Response Rate

Category	Sample Size	Response Rate	
	Frequency (n)	Frequency (n)	Mean
Top-level management	3	2	0.67
Middle-level management	10	7	0.70
Non-management staff	304	216	0.71
Total	317	225	0.71

Source: Self

As shown in Table 4.1, the sample size of the study was 317, out of which 225 respondents successfully participated in the research, resulting in a mean response rate of 0.71. Across the different strata, the mean response rates ranged from 0.67 to 0.71, indicating adequate representation of views among the three categories of respondents. According to Fincham (2008), researchers should aim for a mean response rate of at least 0.60 to obtain reliable data for answering research questions; otherwise, lower response levels may introduce serious biases in the study findings.

4.2. GENDER OF THE RESPONDENTS

The distribution of the gender of the respondents is presented in Table 4.2.

TABLE 5 Gender of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	111	49.3	49.3	49.3
	Male	114	50.7	50.7	100.0
	Total	225	100.0	100.0	

Source: Self

The findings indicate that the gender distribution of respondents is nearly balanced, with males comprising 50.7% (114) and females 49.3% (111) of the sample. This slight difference suggests that both genders are almost equally represented in the study, minimizing gender bias and enhancing the reliability and generalizability of the results. Therefore, the data provides a fair basis for comparing perspectives across genders and supports the validity of conclusions drawn from the sample.

4.3. AGE OF THE RESPONDENTS

The distribution of the age of the respondents is presented in Table 3.3.

TABLE 6 Age of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Above 60	14	6.2	6.2	6.2
	20 - 30	63	28.0	28.0	34.2
	31 - 40	56	24.9	24.9	59.1

	41 - 50	55	24.4	24.4	83.6
	51 - 60	37	16.4	16.4	100.0
	Total	225	100.0	100.0	

Source: Self

The age distribution of respondents shows that the majority fall within the economically active groups, with 20–30 years (28.0%) forming the largest segment, followed by 31–40 years (24.9%) and 41–50 years (24.4%). Those aged 51–60 years (16.4%) are moderately represented, while respondents above 60 years (6.2%) constitute the smallest proportion. Cumulatively, over 80% of respondents are below 50 years, indicating that the sample is largely composed of younger to middle-aged individuals. This suggests that the study captures perspectives from a relatively active and productive population, which is likely to be more engaged and responsive to the study variables.

4.4. HIGHEST LEVEL OF EDUCATION OF THE RESPONDENTS

The distribution of the highest level of Education of the respondents was presented in Table 4.4

TABLE 7 Highest Education Level of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	51	22.7	22.7	22.7
	Tertiary	77	34.2	34.2	56.9
	University	97	43.1	43.1	100.0
	Total	225	100.0	100.0	

Source: Self

The findings indicate that most respondents have attained a relatively high level of education, with the majority (43.1%) having university education, followed by 34.2% with tertiary education, and 22.7% with high school education. This suggests that the sample is largely composed of well-educated individuals who are likely to possess adequate knowledge and understanding of the subject under study, thereby enhancing the reliability and quality of the responses provided.

4.5. YEARS WORKED FOR BROOKSIDE DAIRY LIMITED

TABLE 8 Years worked for Brookside Dairy Limited

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	62	27.6	27.6	27.6
	10 years and above	36	16.0	16.0	43.6
	4-6 years	86	38.2	38.2	81.8
	7-9 years	41	18.2	18.2	100.0
	Total	225	100.0	100.0	

Source: Self

The findings indicate that the largest proportion of respondents have worked at Brookside Dairy Limited for 4–6 years (38.2%), followed by those with 1–3 years (27.6%), suggesting a relatively experienced workforce with moderate tenure. Employees with 7–9 years (18.2%) and those with 10 years and above (16.0%) form a smaller proportion, implying fewer long-serving staff. Overall, this distribution suggests that the organization maintains a stable workforce with a majority having sufficient experience to provide informed and reliable responses, while also reflecting moderate employee retention levels.

4.6. CURRENT RANK OF THE RESPONDENT

Information on the designation of the employees of Brookside Dairy Limited involved in the study was summarized in Table 4.6.

TABLE 9 Current Rank of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top-level Management	2	.9	.9	.9
	Mid -level Management	7	3.1	3.1	4.0
	Non-management Staff	216	96.0	96.0	100.0
	Total	225	100.0	100.0	

Source: Self

The findings indicate that the majority of respondents are non-management staff, accounting for 96.0% (216), while mid-level management constitute 3.1% (7) and top-level management represents only 0.9% (2). This distribution shows that the data is heavily skewed toward non-managerial perspectives, implying that the study largely reflects operational-level insights rather

than strategic or executive viewpoints. Consequently, while the findings provide a strong representation of general employee experiences, they may offer limited insight into higher-level managerial decision-making.

4.7. YEARS WORKED IN CURRENT RANK

Information about the respondents' experience in their current designation was summarized in Table 4.7.

TABLE 10 Years Worked in Current Rank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	71	31.6	31.6	31.6
	10 years and above	30	13.3	13.3	44.9
	4-6 years	93	41.3	41.3	86.2
	7-9 years	31	13.8	13.8	100.0
	Total	225	100.0	100.0	

Source: Self

The findings indicate that the majority of respondents (41.3%) have worked in their current rank for 4–6 years, followed by 31.6% who have served for 1–3 years. A smaller proportion has longer tenure, with 13.8% in the 7–9 years category and 13.3% having served for 10 years and above. This distribution suggests that most employees are in the mid-stage of their career progression, implying a workforce with moderate experience and stability, while relatively few have long-term tenure, which may limit the depth of institutional experience at higher levels.

4.8. DESCRIPTIVE ANALYSIS

The study focused on occupational health and safety training and how this influenced employee performance of Brookside Dairy Limited in Kiambu County, Kenya. Descriptive analysis of the findings was done based on the four specific objectives of the research, as illustrated in the subsequent subsection:

4.8.1. OHS TRAINING

For the question, “*Is there any training on occupational health and safety management in your company?*”, there were 225 respondents in total. Out of these, 22 respondents answered “No”, while the remaining 203 respondents answered “Yes”.

Some of the responses include statements like: “*Yes, we undergo regular monthly safety drills*”, “*Yes, training is conducted during induction for all new employees*”, and “*No, there has never been any formal training on OHS practices*”.

This indicates that the vast majority of employees (approximately 90%) receive training on occupational health and safety, reflecting a strong emphasis on workplace safety within the company. The small proportion of respondents who reported no training highlights potential gaps that the organization could address to ensure full compliance and awareness across all staff.

On whether there is any training on occupational health and safety management in the company, the following responses were given, as illustrated in Table 4.8.

TABLE 11 OHS Training

	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
Occupational health and safety training is frequently done in the company.	225	0	4.084	4.000	4.0	.7482
The quality of occupational health and safety training by the company is commendable.	225	0	4.124	4.000	5.0	.9222
The level of occupational health and safety training by the company is commendable.	225	0	4.022	4.000	4.0	.7931
There is a need for the company to enhance its occupational health and safety training program.	225	0	3.640	4.000	4.0	.9302
Occupational health and safety training has an impact on employee performance.	225	0	3.942	4.000	4.0	.7266
A lot of improvement is required for occupational health and safety training by the company.	225	0	4.044	4.000	4.0	.8649

Source: Self

The descriptive statistics for occupational health and safety (OHS) training indicate that respondents generally rate the company's OHS initiatives highly, with means ranging from 3.640 to 4.124, a median of 4.0 for all statements, and modes

predominantly at 4.0, except for the perceived quality of training, which has a mode of 5. The standard deviations range from 0.7266 to 0.9302, suggesting moderate variability in responses. The clustering of the mean, median, and mode around 4.0 indicates a general consensus among respondents that OHS training is conducted regularly, is of good quality, and is impactful, while the slightly lower mean (3.640) for the need to enhance training indicates some room for improvement.

Specifically, the statement “Occupational health and safety training is frequently done in the company” has a mean of 4.084 and a standard deviation of 0.7482, reflecting that most respondents agree training occurs regularly, with relatively little variation in responses. Similarly, “The quality of occupational health and safety training by the company is commendable” registers the highest mean of 4.124, though with a slightly higher standard deviation of 0.9222, suggesting that while many respondents view the training quality positively, some perceive variability in its effectiveness. The statement “The level of occupational health and safety training by the company is commendable” has a mean of 4.022 and SD of 0.7931, reinforcing that employees generally consider the company’s OHS efforts sufficient in scope and execution.

Finally, statements regarding the need for improvement and impact on performance show slightly lower means but remain above the midpoint. “There is a need for the company to enhance occupational health and safety training program” has a mean of 3.640 and SD of 0.9302, indicating that respondents moderately agree on the necessity for program enhancement, highlighting potential gaps. The impact of training on employee performance registers a mean of 3.942 and SD of 0.7266, demonstrating consensus that OHS training contributes positively to performance outcomes. Lastly, the perception that “a lot of improvement is required” has a mean of 4.044 and SD of 0.8649, suggesting that while the company is performing well in OHS training, employees recognise the importance of continuous improvement to maximize effectiveness. Collectively, these results infer that OHS training is both regular and impactful but requires strategic enhancements to address specific gaps and optimize employee performance.

4.9. GOVERNMENT POLICY GUIDELINES

Out of the 225 respondents, 88 indicated “No”, meaning they were not aware of any OHS government policy guidelines, while the remaining 137 respondents ($225 - 88 = 137$) indicated “Yes”, showing that they were aware of such policies. Some of the “Yes” responses included statements like “Yes, I have read the safety manuals provided by the ministry” and “Yes, we follow the government OHS protocols at the workplace”, while some “No” responses included “No, I have never seen any official OHS guidelines” and “No, we are not informed about government policies on OHS”. This indicates that although a majority of employees are aware of the OHS policies, a significant proportion (almost 39%) remain uninformed, highlighting a gap in policy dissemination and awareness that could affect compliance and workplace safety.

Regarding whether the employees were aware of any occupational health and safety government policy guidelines, the responses were given as follows.

TABLE 12 Government Policy Guidelines

	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
I am aware of clear-cut occupational health and safety government policy guidelines.	225	0	4.147	4.000	4.0	.6344
The OHS policy guidelines provide for equity and fairness to all employees in terms of catering to their health and safety needs.	225	0	3.822	4.000	4.0	1.0153
The government OHS policy guidelines are strictly followed by this organization.	225	0	3.951	4.000	4.0	.8358
The government's OHS policy always helps the company's top management to be consistent in their decision-making on safety issues.	225	0	4.120	4.000	4.0	.8339
The government OHS policy is strictly in compliance with the best international professional and ethical standards on employee safety in the workplace.	225	0	4.164	4.000	4.0	.6645
A lot of improvement is required by the company in the government's occupational health and safety policy implementation.	225	0	4.089	4.000	4.0	.7566

Source: Self

The descriptive statistics indicate that the mean scores range between 3.822 and 4.164, with all median and mode values consistently at 4.000, and standard deviations ranging from 0.6344 to 1.0153. This suggests that respondents generally agree with the statements regarding occupational health and safety (OHS) policy guidelines, with responses clustering around the “agree” category. The relatively low standard deviations for most items indicate limited variability, implying consensus among

respondents, although the slightly higher deviation of 1.0153 points to some divergence in perceptions on specific aspects. Overall, the data reflect a moderately strong and consistent perception of OHS policy awareness and implementation within the organization.

Specifically, the statement on awareness of clear-cut OHS government policy guidelines records a high mean of 4.147 with a low standard deviation of 0.6344, indicating that most respondents are well aware of existing safety policies with minimal in opinion. Similarly, the perception that government OHS policies align with international professional and ethical standards shows the highest mean (4.164) and low variability (0.6645), suggesting strong confidence in the quality and credibility of these policies. The view that OHS policies support top management in consistent safety decision-making also records a high mean (4.120) with low dispersion, implying that leadership relies on these guidelines effectively. Additionally, the belief that OHS policies are strictly followed in the organization (mean = 3.951, SD = 0.8358) reflects general agreement, though with slightly more variation, indicating that while compliance is perceived as good, it may not be uniformly experienced across all areas.

On the other hand, the statement regarding equity and fairness in OHS policy implementation records the lowest mean (3.822) and the highest standard deviation (1.0153), suggesting mixed perceptions among respondents. This implies that while many agree that policies promote fairness, a notable proportion may feel otherwise, pointing to possible inconsistencies in implementation. Furthermore, the statement that significant improvement is required in OHS policy implementation has a relatively high mean (4.089) with moderate variability (0.7566), indicating that despite general satisfaction with policy presence and structure, respondents perceive gaps in practical execution. This infers that the organization has established strong policy frameworks, but challenges remain in translating these policies into fully effective and equitable workplace safety management.

4.10. EMPLOYEE PERFORMANCE

Out of the 225 respondents, 149 (66.2%) indicated “Yes”, meaning they were aware of OHS government policy guidelines, while 76 (33.8%) responded “No”, indicating a lack of awareness. Some of the responses in the “Yes” category included statements such as *“I am aware of the OHS Act and related regulations”* and *“We follow government safety guidelines in our workplace”*, reflecting familiarity with formal safety policies. In contrast, the “No” responses included remarks like *“I have never seen any official policy”* and *“We are not informed about government OHS guidelines”*, highlighting gaps in the dissemination or communication of policy information. Overall, while a majority of employees demonstrated awareness of OHS guidelines, a significant proportion, nearly one-third, remains uninformed, which may impact the consistent implementation of safety standards across the organization.

TABLE 13 Employee performance

	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
Effective occupational health and safety management helps the company to improve its productivity levels.	225	0	4.160	4.000	4.0	.6622
Customer satisfaction in a company is an indication of the effectiveness of OSH policy and structures.	225	0	4.031	4.000	4.0	.8150
The quality of customer service is enhanced in the company as a result of effective OHSM.	225	0	4.120	4.000	4.0	.8339
A lot of improvement is required by the company in occupational health and safety management.	225	0	4.164	4.000	4.0	.6645
Effective OHS management reduces workplace accidents and absenteeism, thereby enhancing overall employee performance.	225	0	4.089	4.000	4.0	.7566
Compliance with OHS standards improves the company's operational efficiency and corporate reputation.	225	0	3.836	4.000	4.0	.7586

Source: Self

The results in Table 4.10 indicate that the mean scores range from 3.836 to 4.164, with all median and mode values consistently at 4.000, and standard deviations ranging between 0.6622 and 0.8339. This pattern suggests a general agreement among respondents regarding the role of occupational health and safety management (OHSM) in enhancing employee performance. The clustering of median and mode at 4.0 implies that most respondents selected “agree,” while the relatively low standard deviation values indicate limited variability in responses, reflecting consensus across the sample. Overall, the findings infer that respondents perceive OHSM as a critical driver of employee performance outcomes.

Specifically, respondents agree that effective occupational health and safety management improves productivity levels (mean = 4.160, SD = 0.6622), indicating that well-implemented safety management contributes to enhanced efficiency and output. Similarly, the statement that customer satisfaction reflects the effectiveness of OSH policy and structures (mean = 4.031, SD = 0.8150) suggests that safety management indirectly influences external stakeholder perceptions. The enhancement of customer service quality due to effective OHSM (mean = 4.120, SD = 0.8339) further implies that safe and healthy working conditions enable employees to perform better, thereby improving service delivery. Additionally, the agreement that effective OHS management reduces workplace accidents and absenteeism (mean = 4.089, SD = 0.7566) infers that safety measures contribute to workforce stability and improved employee performance.

However, the finding that respondents agree that a lot of improvement is still required in occupational health and safety management (mean = 4.164, SD = 0.6645) highlights existing gaps in implementation despite the recognized benefits. This suggests that while OHSM is valued, it may not yet be optimally executed within the organization. Furthermore, the slightly lower mean score for the statement on compliance with OHS standards improving operational efficiency and corporate reputation (mean = 3.836, SD = 0.7586) indicates comparatively weaker agreement, implying that respondents may perceive compliance as less impactful or not fully realized in practice. Collectively, these results infer that although OHSM is strongly associated with improved employee performance, there is still a need for enhanced implementation and enforcement to fully realize its benefits.

4.11. DISCUSSION OF STUDY FINDINGS

The findings of the study indicate that occupational health and safety (OHS) training plays a significant role in enhancing employee performance at Brookside Dairy Limited in Kiambu County, Kenya. Respondents rated OHS training highly, with mean scores ranging between 3.640 and 4.124 and moderate standard deviations, suggesting that the training programs are regularly conducted, of satisfactory quality, and perceived as impactful on employee productivity and efficiency. Most employees acknowledged participating in induction programs and monthly safety drills, demonstrating that the organization has embraced safety training as an essential component of workplace operations. However, a small number of respondents reported having received no formal OHS training, indicating that gaps in training coverage still exist and need to be addressed. Respondents further noted that although OHS training programs are beneficial, there is a need for continuous improvement to ensure that employees remain updated on emerging workplace risks and safety procedures.

The study further established that financial resources, management commitment, and enforcement of safety policies are critical factors influencing the implementation of OHS training. A large proportion of respondents identified inadequate financial resources as a major challenge affecting the provision of training programs and safety equipment, implying that limited funding may hinder the effectiveness and sustainability of workplace safety initiatives. Nevertheless, some respondents emphasized that strong managerial commitment and effective enforcement of OHS policies can enhance training outcomes even in the presence of financial limitations. Correlation analysis revealed a strong positive and statistically significant relationship between OHS training and employee performance ($r = 0.825$, $p < 0.01$), implying that effective employee training contributes substantially to improved productivity, efficiency, and overall organizational performance. In addition, government OHS policy guidelines demonstrated a very strong positive correlation with employee performance ($r = 0.882$, $p < 0.01$) and OHS training, suggesting that regulatory frameworks strengthen compliance, accountability, and implementation of workplace safety practices.

Regression analysis reinforced these findings by confirming that OHS training significantly predicts employee performance. The initial regression model showed a strong relationship between the independent variables and employee performance ($R = 0.853$, $R^2 = 0.727$), indicating that a large proportion of variation in employee performance can be explained by OHS training and related factors. The regression coefficients further demonstrated that OHS training had a positive and statistically significant effect on employee performance ($\beta = 0.436$, $p < 0.001$). Hierarchical regression analysis also established that government OHS policy guidelines significantly moderate the relationship between OHS training and employee performance. When the moderating variable was introduced into the model, both OHS training ($\beta = 0.252$, $p < 0.001$) and government policy guidelines ($\beta = 0.726$, $p < 0.001$) remained strong positive predictors of employee performance. These findings are consistent with the Theory of Organizational Effectiveness, which argues that organizational performance is influenced by the ability of institutions to adapt to environmental and operational conditions. The results suggest that effective OHS training, supported by strong government regulations and organizational commitment, enhances employee performance by promoting compliance, improving workplace safety, and strengthening organizational adaptability.

5. CONCLUSION

The study established that occupational health and safety (OHS) training significantly influences employee performance at Brookside Dairy Limited in Kiambu County, Kenya. Findings revealed that employees highly rated the quality, frequency, and effectiveness of OHS training programs, indicating that safety training contributes positively to employee productivity and efficiency. Most respondents confirmed participation in induction programs and regular safety drills, demonstrating that the

organization has integrated workplace safety training into its operations. However, a small proportion of employees reported lack of formal training, suggesting the existence of gaps in training coverage that require improvement.

The study further found that financial resources, management commitment, and policy enforcement are important determinants of successful OHS training implementation. While inadequate funding was identified as a challenge limiting training opportunities and access to safety equipment, respondents also emphasized the importance of strong managerial support and strict enforcement of OHS policies. Correlation analysis showed a strong and statistically significant positive relationship between OHS training and employee performance, implying that well-structured safety training enhances employee effectiveness, productivity, and operational efficiency.

Regression analysis confirmed that OHS training significantly predicts employee performance. The findings also established that government OHS policy guidelines positively moderate the relationship between OHS training and employee performance. This indicates that effective government regulations and compliance mechanisms strengthen the impact of workplace safety training by enhancing accountability, consistency, and adherence to safety standards. The findings were consistent with the Theory of Organizational Effectiveness, which emphasizes that organizations achieve improved performance through effective adaptation to environmental conditions and operational demands.

This study therefore, concludes that occupational health and safety training is a critical factor in improving employee performance at Brookside Dairy Limited. Regular and well-implemented OHS training programs equip employees with the knowledge and skills necessary to perform their duties safely and efficiently, thereby increasing productivity and reducing workplace risks. The positive perceptions of employees toward OHS training demonstrate that safety awareness and preparedness contribute significantly to organizational effectiveness.

The study also concludes that the success of OHS training programs depends largely on the availability of adequate financial resources, management commitment, and effective enforcement of safety policies. Organizations that prioritize workplace safety through continuous employee training and provision of safety resources are more likely to experience improved employee morale, efficiency, and compliance with safety standards. Additionally, the findings confirm that government OHS policy guidelines play a significant moderating role by strengthening the relationship between OHS training and employee performance through enhanced regulatory compliance and accountability.

Overall, the study concludes that organizations can improve employee performance by investing in comprehensive OHS training programs supported by strong institutional and regulatory frameworks. Effective implementation of workplace safety policies not only protects employees from occupational hazards but also contributes to sustainable organizational performance and competitiveness.

5.1. RECOMMENDATIONS

The study recommends that Brookside Dairy Limited should strengthen and expand its occupational health and safety training programs to ensure that all employees receive regular and comprehensive safety training. The organization should introduce continuous refresher courses, regular safety drills, and updated training content to address emerging workplace risks and enhance employee awareness of safety procedures.

The study further recommends that the management of Brookside Dairy Limited should allocate adequate financial resources toward OHS programs, including employee training, acquisition of safety equipment, and improvement of workplace safety infrastructure. Management should also demonstrate strong commitment to the enforcement of OHS policies by monitoring compliance and encouraging employee participation in workplace safety initiatives.

The study also recommends that government agencies and regulatory bodies should continue strengthening enforcement of occupational health and safety policy guidelines to ensure organizations comply with established safety standards. Enhanced supervision, regular inspections, and policy support can improve the effectiveness of workplace safety programs and reinforce the positive impact of OHS training on employee performance. Future studies may also examine additional organizational factors influencing OHS implementation and employee performance in other sectors beyond the dairy industry.

CONFLICTS OF INTEREST

The authors declare that there is no conflict of interest concerning the publishing of this paper.

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