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The insitutional framework of health and safety at work. Implemantation and effectiveness of health and safety in Leptos Group companies

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THE INSTITUTIONAL FRAMEWORK OF HEALTH AND SAFETY AT WORK. IMPLEMENTATION AND EFFECTIVENESS OF HEALTH AND SAFETY IN LEPTOS GROUP COMPANIES

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The institutional framework of Health and Safety at work. Implementation and effectiveness of Health and Safety in Leptos Group companies

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Abstract:

This research examined the effectiveness of the Occupational Safety and Health Administration (OSHA) on reducing occupational injuries, fatalities and increasing effectiveness. This research examined factors that may contribute to the success or failure of the agency to meet its mandate. Agency, economic, and workforce factors were considered to see how they influence occupational safety.

This research used literature and data on BLS, NIOSH, OSHA, OLS, national and local Health and Safety organizations and Leptos Group of companies.

This paper will review all legal frameworks worldwide, in European Union and Cyprus and indicate the importance of Health and Safety at work. The paper as well undertook an interview as a primary method of obtaining information on Health and safety practices of Leptos.

The findings indicate that the company has indeed, placed Health and safety measures in place but there is need to make improvements. Based on the conclusion, the study recommends that training of employees on health and safety needs to the main focus for Leptos.

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1.1 Background of the study

Occupational Safety and Health (OSH) deals with how to prevent work related injuries and diseases as well as the protecting and promoting the health of workers (Moraru, 2012). Its aim is to improve the working conditions and environment. As mentioned by Moraru (2012) occupational health involves the advancement and maintenance of the highest level of physical and mental health of the workers in any place of work. OSH is implemented to anticipate, recognize, evaluate and control hazards that arise within or from the workplace that may negatively impact the health and well-being of the workers.

Occupational Safety and Health has been a big issue for many organizations, particularly those dealing in construction industry as being the most exposed in terms of occupational accidents. A number of companies are still behind when compared to other companies despite the major improvements that have been made in terms of performance when it comes to health and safety in most countries. The development as well as publication of the standards and practices of good engineering which is based on experience and codes was started as a result of the number of accidents which was increasing. HESAPRO (2013) explains that the technical levels which are acceptable are published in documents which are publicly accessible like the official government publications, laws, directives as well as in standards like the Health and Safety at work Acts

(HSWA, 1974), taking the UK as an example. Designs technical weaknesses like the poor usage of codes, lack of experience which leads to poor judgment, were scaled down thanks to addition of new requirements which was based on accidents which had occurred. However, even after implementation of these Acts, many accidents were still taking place. This led to the realization that the root cause was hardly resulting from technical failures but resulted from organizational issues. This included inadequate in adhering to standard health and safety rules or as a result of poor or lack of communication in the organization. A lot of studies, for example Tachibana et al (1996); Vredenburgh (2002) have indicated that improvement of health and safety can only be attained if there is a change of behavior from workers and there is an implementation of incentive schemes so as to motivate the workers.

These efforts are not sufficient enough to create total health and safety in working places. The primary concern for employers as well as employees in any organization should be the prevention of the occupational injuries and illnesses. Still, as noted by Coggon (2010) companies have not given adequate attention to occupational Safety and Health. According to Vredenburgh, (2002) the importance of occupational health and safety practices is poorly understood leading to an approach that is ineffective in the management of the injuries reported at the work places. There have been several studies that have aimed to investigate Occupational Safety and Health in organizations, for example those done by (Wokutch, Josetta & Mclaugh 1992). There has been development of either a new framework model or a replication of a model that has already been tested in many of these studies with the aim of its adequacy. There is still insufficient research in this area, in respect to organizations with requirements that are specific. There are a number of companies that do not address occupational health in its full scope adequately as part of their training program.

The present study examines the implementation and effectiveness of Health and Safety in Leptos Group companies. The study will seek to understand occupational safety and health, and use Leptos as a case study company.

1.2 Problem statement

Workers have either been temporarily or permanently disabled in recent years by accidents that are work related due to knowledge that is inadequate in handling machines and equipment, simple procedures in task accomplishment being neglected or the right safety standards and resources not being provided by management to the employees. It is a legal responsibility of every business to make sure occupational safety and health of its employees as well as other people who are affected by the activities of the business like the consumers and suppliers. Occupational safety and health practices that are poor often lead to accidents, illness and make the business incur significant costs. Occupational safety and health practices that are effective pay themselves and help in reputation improvement for the organization concerning their consumers, employees and regulators. Senior management tend to have a greater concentration in productivity improvement and company protection whereas occupational safety and health tends to be more about the employees being protected from injuries and the companies productivity comes secondarily. There knowledge paucity surrounding occupational health and safety many companies, hence risk factors that affect the companies are ignored. This means that there is a need to explore the occupational safety and health within workplaces.

1.3 Objective of the study

The research objective for the present study is to examine the effectiveness of the Occupational Safety and Health Administration (OSHA) on reducing occupational injuries, fatalities and increasing effectiveness.

1.4 Research aims of the study

The following are the research objectives of this study.

1) To examine the effectiveness of the Occupational Safety and Health Administration (OSHA) on reducing occupational injuries, fatalities and increasing effectiveness.

2) To examine factors that may contribute to the success or failure of the agency to meet its mandate.

3) To find out the agency, economic, and workforce factors were considered to see how they influence occupational safety.

4) To review all Occupational Safety and Health Administration legal frameworks worldwide, in European Union and Cyprus and indicate the importance of Health and Safety at work.

5) To examine implementation and effectiveness of Health and Safety in Leptos Group companies.

1.5 Importance of the study

This study aims at documenting occupational health and safety's different aspects for this in organizations. The study will hopefully pave way to greater awareness when it comes to the problem and make senior management get involved in the management and prevention of occupational injuries.

How will Leptos Group of companies benefit from this study? This study will help the company to shift occupational health focus and to monitor the knowledge and practices of occupational

health and safety in future. A sense of fear and insecurity within the workers may be created by an increase in the rate of injuries affecting their performance and the productivity of the whole company. However, from this study, the company will be able to identify the injuries that frequently occur as well as the workers with the most exposure to the occupational hazards. The study will also help the company in evaluating the knowledge and practices of its employees when it comes to safety procedures and measures. The company can use the study findings to improve the standards of the health and safety and improve the productivity of the workers in the long run. The study will as well contribute to the understanding of the culture of health and safety that will and communicate an uncompromising diligence when it comes to safeguarding workers' rights.

1.6 Study organization

This dissertation has been organized into five chapters. The studies background, problem statement, and the objectives both general and specific have been presented in the first chapter. There is also an outline of the research questions, significance and the studies limitation. There is a review of the relevant literature concerning the core issues and concepts of the study in the second chapter while an explanation about how the study was conducted is given in the third chapter. The methodological issues which were considered include the design of the study, population of the study, the sample size and procedures for sampling and instrumentation, data source and data analysis procedures and data presentation. The study results are discussed and analyzed in the fourth chapter while the final chapter, that is chapter five, summarizes and gives the recommendations and conclusion of the study.

Chapter 2

2.0 Literature Review

2.1 Introduction

Literature review is carried out with the aim of gathering more information or knowledge about a topic under research. As the bibliography found at the end of this report clearly shows, the main sources of information will be journal papers, articles from conferences and seminars, reference books and paperwork. The study starts with a literature review which is detailed torching on construction industries health and safety with the construction industries scope nature being given the first focus and the various activities which involve perilous and operations that are dangerous. The level of occupation injuries and fatalities worldwide which is dramatic is given an overview in order to bring out and show the big importance of health and safety performance management.

2.2 Occupational safety and Health

There has been a reduction in deaths at work places and the occupational injuries which are reported by more than 60% ever since the Occupational safety and Health ACT (OSH Act) was officially signed into law, which was four decades ago (Moraru, 2012). Despite this, workers in the nation are still faced with deaths which are work-related, illnesses and injuries most of them being preventable and this is unacceptable:

- More than 12 workers die daily on the job which is 4,500 yearly
- Those that suffer from injuries and illness that are serious are 4.1 million (Moraru, 2012).

In order to bring down this number, there should be an enhanced focus on prevention. A tool that is flexible and effective is available to help accomplish this: that is the injury and illness prevention program.

With the tool employers are able to find hazards and fix them before occurrence of injuries, illnesses or deaths. It enables them to meet their OSH Act obligations to "furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or even likely to cause death or serious physical harm to his employees". Employers are also able to avoid the costs which are associated with illnesses and injuries at the place of work. These programs for injury and illness prevention are neither new nor untested, majority of large companies who have had their safety and health achievements recognized in government or industry awards point their key to success as being the use of the injury and illness prevention programs. Many countries worldwide require the implementation and maintenance of the program by their employees as they are convinced of their effectiveness, value and feasibility. Some of these countries are: Canada, the 27 members of the European Union, Australia, Norway, Japan, Hong Kong and Korea. Playing the lead in implementing the regulations which require this programs are the 15 U.S states (Moraru, 2012).

2.3 What is occupational Health?

Occupational health definition got derived from the healthy workplace concept (WHO, 2010). There was evolution of the modern definition from a joint committee of WHO and ILO in 1950 which was description of the involvement of the fields of occupational health and work and death connection (Dixon & Price, 1984; Hattingh & Acutt, 2003; WHO, 2010). Occupational health can be traced to *The De Morbis Artificum Diatriba* by Ramizzini as early as 1713 and it

documented that the time which is spent doing risky tasks at work could expose employees to agents which impact their physical wellbeing negatively (DiNardi, 2003).

According to Waldron (1979) an individual's occupation is the environment which has the greatest impact on their health. Hatting & Acutt (2003) said that the relationship between work and health is a two way process where the working environment may affect the workers' health. Healthy workplace definition which got developed from the definition of health by WHOs (2010) and grew from a focus that is limited on the work environment that is tangible (chemical, physical, ergonomic hazards and biological) to the present definition that is broader and incorporates culture of the workplace (lifestyle factors, community and psychological factors). According to WHO (2010) these factors together (workplace culture and physical workplace environment) are accepted globally being the factors that affect the workers wellbeing and the communities which they are part of.

The definition of occupational health was revised by WHO and ILO at the joint seating in 1995 and stated that occupational health was aimed at the maintenance and promotion of physical, mental and wellbeing of the highest degree workers in all occupations. The statement was summarized by Ali (2008) as "*the adoption of work to man and each man to his job*". The occupational health and safety legislation of South Africa (Occupational Health and Safety Act, no. 85 of 1993) has an inclusion of occupational hygiene, biological monitoring and occupational medicine in its occupational health lawful definition. For better understanding of the mechanisms of the occupational health the terminology which forms part of the definition which is legal will be discussed further as occupational health components.

2.4 Components of Occupational Health

According to Kotze (1997) and Hattingh & Acutt (2003) occupational safety, occupational medicine, occupational hygiene and occupational nursing are parts of occupational health. Hattingh & Acutt (2003) described occupational safety as personal injury, damage to property or injury which may occur from accidents that are work related prevention and mitigation. The protection of people against physical injuries is synonymous with occupational safety (Hughes & Ferret, 2010). They were able to identify a distinction between health and safety that was poorly defined and gave a caution that the terms were interchangeably used to denote people's mental and physical wellbeing at work.

Occupational hygiene includes assessments for exposure (quantitative or qualitative) through monitoring workplace and mathematical modeling in order to determine the extension of hazards discovered previously (DiNardi, 2003). It is therefore understood that Occupational hygiene is the science which is dedicated to identification, assessment and regulation of environmental factors which are harmful and arise from workplaces and can affect the workers and the community (OHS Act, 1993; DiNardi, 2003).

Occupational medicine is a medical field that is specific and its concern is the promotion and safeguarding employees physical and mental health in settings that are work related (WHO, 2000). It works with other fields of specialty which are related to form a team that is multidisciplinary with capacity to give occupational health services which ILO envisioned (ILO Working paper, 2009). An occupational nurse is described as a health worker who is a nurse that is qualified and provide employees with diverse health services, advises both management and employees about issues of occupational health and helps the occupational physician in

workplaces like research laboratories, universities, industrial plants and service companies (ILO/CIS, 1999).

2.5 Factors contributing to occupational injuries

According to Moraru (2012) Heinrich's theory on accident causation says that human error is the cause of most accidents. This observation is supported by Manuele (2011), who notes that the results of this assertion lead to preventive efforts being directed wrongfully to the worker instead of the operating system where work is conducted.

Moraru (2012) asserts that modern theories on causes of injuries advice that there is a need for an investigation on deficits in organization culture when looking at factors causing the injuries. The investigation will indicate areas where risk taking was condoned, where defective warnings systems were not replaced due to lack of resources allocation and where there was negligence by supervisors. Rasmussen (1997) states that no single issue leads to accidental injuries and studies show that a series of events which are interrelated led to injuries. There have been new insight into factors causing accidents and there has been a shift from focusing on worker behavior to work system improvement thanks to occupational health evolution (Manuele, 2011). According to (Lindstrom, 1994) work design, task management, work distribution and task content make part of the concept of work organization. There is intensity on mental strain caused by unhealthy work environment and it contributes to workplace hazards which are unattended (WHO, 2012). WHO (2012) adds that for a solution to be achieved, there is need for continuous involvement of all stakeholders. Quality teams can recommended for quality management through problems investigation, solutions finding and examination of results which is continuous. Injuries are attributed to mental models by the mental models approach which makes people make decisions that are poor (Austin & Fishhoff, 2011). Austin & Fishhoff (2011)

argue that natural actions get conducted before thinking; miscalculations of risks are caused by false impressions and over reliance on measures of protective variables. They state that it may be difficult for workers to understand instructions for injury prevention enough to follow or heed them. They may not even recognize changes in their environment which increase the risks for injury. The bottom line is that injuries can be caused by a lot of factors whether work organization, human error, organization system or mental models.

2.6 Safety Standards and Health Problems Faced by Employees

When an accident occurs managers and supervisors almost instantly blame human efforts and actions that are unsafe as the cause before looking for the root cause. These incidents are caused by multifaceted factors, errors by humans and unsafe actions which are caused by poor supervision, illiteracy, design technical flaws, layout, and machine guarding and work arrangement (Krishnan, 1999). Safety standards can be described as arrangement of activities that are interdependent and related procedures orderly which drives on health and safety performance of an organization. Bryan (1999) defined it as a plan to help reduce and eliminate risks and hazards at the workplace. Health and safety means the factors or conditions that affect employee's wellbeing, temporary workers, personnel, contractors, visitors and anyone else at the workplace (occupational Health and Safety Act 651). It is the overall management system part which facilitates occupational health and safety risk management which are associated with organization business. This includes planning activities, organizational structure, procedures, practices, processes and resources for developing, achieving, implementing, reviewing and managing the health and safety policy of an organization.

According to Wayne (2002) every employer has a duty to provide an employment place that is free from hazards which are recognized as well as complying with all health and safety standards. There has been an issue of standards which are detailed and covering numerical environmental hazards. The standards govern unsafe work environments which employees may be exposed to. It is also stated in the act that first aid that is suitable must be at the workplace or provided and safety signs at specific points of risk and are hazardous so that employees are warned and make sure the environment at work is comfortable.

2.7 OSHA legal frameworks worldwide

There are various ways in which health and safety across industries is being managed with the objective of reducing the number of accidents occurring, which in turn reduces the injuries and fatality among workers. Governments all over the world have continuously shown commitment towards creating a working environment that is safe and free of injury. As noted by Moraru (2012) this commitment is demonstrated by formulating legislation on workplace health and safety. The legislation sets general performance objectives as well as offers a code of clearly outlined responsibilities to promote better self-regulation within industries.

Wu and Sein (2011) has noted that a number of countries depend fully on government bodies to control safety at their workplaces. Apart from the high costs that come with accidents, a lot of companies only implement standard or compulsory health and safety management regulations (Moraru, 2012). Nonetheless, complying with only set standard regulations could be insufficient in guaranteeing excellence attainment of health and safety performance, since they cover just minimal preventive controls.

According to Hattingh and Acutt (2003) majority of countries have implementing a law concerning health and safety at work meant to protect their workforce from personal injuries by forcing companies to implement a safety standard that at least meets the general accepted technical level matching good health and safety practice. Hattingh and Acutt (2003) explains that in the USA, the practice of safety and health is governed by governmental bodies that include Occupational Safety and Health Administration (OSHA). This government body outlines strict regulations and rules to impose safety and health standards at the workplace. For example, for the construction industry, the regulation from OSHA apply to all parties taking part in the construction work and these includes contractors, subcontracts as well as suppliers. Hattingh and Acutt (2003) notes that based on general safety and health principles, it is the duty of the employer to formulate and maintain safe working conditions for the workers. OSHA further underlines that any health and safety programs ought to provide for regular and frequent inspections of the workplaces, equipment and materials being used.

According to OSHA regulations as well encourage companies to provide safety training as well as education (Alli, 2008). Hattingh and Acutt (2003 adds that employers are as well responsible for the training programs.

2.8 OSHA legal framework in developed countries

In these countries, the most significant documentations are the ILO (2013), the World Health Organization's global plan of action on works health that clearly states the procedure for the Implementation of Occupational Health Services and the long term and short term effects these documentations have on these countries. According to World Health Organization (2010), most of these developed nations have their safe workplace traditions directly imported from policies of other countries that are better than theirs. Despite the fact that developed countries are always on

the forefront when it comes to innovation and research work but according to The Royal College

of Physicians (2010), the experts have not come up with any significant findings. The college

went ahead to state a fifteen-point guideline that may be used in formulation of policies in the

field of Occupational Health Care. The world over in both developed and developing countries,

the burden of providing resources and funding the health care sector entirely rests on the

employers of the workers with other countries like the UK raising the standards a notch higher

and ensuring that the employers also provide high quality for the services (Royal College of

Physicians, 2010).

Recent research on health services have highlighted why it is important to set up a

comprehensive threshold to be met so as to accredit the quality of health services being offered

and also ensure that the standard are based on the employer's needs (see, Mearns, and Reader,

2008). In recent times, the various standards have been set basing of sectors that are not even

related to the occupational health service due to changes in the legislations that amended the

initial position so as to fit the dynamic environment of work. According to GOHNET (2013), the

coverage of the occupational health service needs to be widened so that it may encompass the

informal sector in its various divisions such as the Small to Medium Enterprise (SME) and the

workers may also access these services. In its report in 2010, the World Bank was wary that the

current trend by institutions of work of focusing on development agendas at the expense of the

safety and welfare of the very workers was dangerous (World Health Organization, 2010).

According to Lethbridge (2007), many of the organisations and experts working to develop

workplace safety policies are of the opinion that the discussion in this sector should now move

from discussions and legislations to implementation and realization of these policies. In

developed countries and middle income countries, there is a statistically less number of

casualties due to workplace injuries as compared to low income countries and this is attributed to increased use of safer technologies in these economies and the adoption of comprehensive preventive measures.

2.9 OSHA framework in European Union

EC (2014) points out that strategic objective of EU is to ensure that it provides a healthy and safe work environment for more than 217 million workers in their countries. This is done through partnership with member states, EU agencies and bodies and other social partners. (EC, 2010), observes that risks facing worker's health and safety are generally similar across member countries. Therefore, there is a clear duty to help member states in addressing these risks more successfully and making sure that a level playing –field is established across the EU. Indeed, this duty is clearly acknowledged in the Treaty (EC, 2010), stipulating that EU encourages cooperation among member states, and need to adopt and implement directives that set the minimum requirements in order to better the working environment with the objective of protecting the health and safety of workers.

EC (2010) explains that the EU directives on occupational safety and health have been undertaken over a number of years now. The strategic policy framework includes two main aspects.

A detailed set of EU legislation that covers most critical occupational risks as well as offering common definitions, rules and structures that has to be adopted by member states within their individual situations. In addition, the EU undertakes several multiannual actions plans that were carried out between 1978 and 2002. This was later followed by European strategies (undertaken between 2002 and 2006; between 2007 and 2012), to determine priorities and shared goals, to

offer a framework to coordinate national policies as well as advance a holistic culture of prevision. The 2007-12 strategy enabled 27 member states to adopt national strategies (EC, 2014).

The second aspect is risk prevention as well as the advancement of safer and healthier working conditions are important not merely with the quality of the job and working conditions, but as well in promoting competitiveness. In addition, there is need to keep workers healthy as a way of improving their productivity, which in turn contributes to improvement of sustainability of social systems. The framework aims at preventing employees from experiencing severe accidents and advancing the health of workers throughout their working life. This consequently contributes to tackling the long-term impacts of demographic ageing as underlined in the objectives of Europe 2020 strategy, that seeks to achieve "smart, sustainable and inclusive growth" (EC (2014). EC (2010) notes that of particular interest is Employment Guideline 7, which stresses the need to promote job quality. More so, Employment Package stressed that when the working conditions of workers are improved, they became more productive and competitive.

According to ESENER (2010) the EU occupational, safety and healthy strategy offers a common guideline for coordination as well as a common shared direction. According to EC (2014), 27 member states have currently adapted and implemented a national OSH strategy to suit their national context. Eyeye1313 points out that there has been a decrease of 27.9% in the number of accidents that result to absenteeism of over 3 days in EU during a period between 2007 and 2011. EC (2014) asserts that the awareness-raising programs undertaken by the EU and member states have enhanced the organizational culture of risk prevention.

The assessment of the 2007-2012 OSH strategy affirmed that implementing the EU strategy was generally effective and its key objective were accomplished. The EU strategy has assisted in the improvement of adaption of OSH legislation and expounded the EU rules. Nonetheless, its implementation remains a challenge particularly within SMEs, since find it hard to comply with a number of regulatory requirements. Apart from that, there are some gaps, especially in regards to the effect on individual organization at the local level, particularly the SMEs. Whereas governments actively take part in the implementation of the strategy, the other EU partners find it difficult to develop a sense of ownership particularly the social partners (EC, 2014).

2.10 OSHA legal framework in Cyprus

Theodotou (2004) notes that from 2003, regulation on safety and health at work in Cyprus has been harmonized with EU customs. Though, the social partners have revealed symbols of a new inclination to contribute to its active execution. This article presents an outline of the most current advancement in these areas. Besides, it gives an assessment of the condition, both in practice and on the institutional level during mid-2004. Previously, the question of safety and health at work was deserted in Cyprus to a great notch. Although, commencing mid-1990s, and by 2000 to be precise, modifications have been prompted that are designed at shaping current organizations on a more balanced basis (Theodotou (2004).

Institutional framework

The most significant institutional advancements linked to safety and health at work have been:

- The formation of the Pancyprian Health and Safety Council;

- The creation of the Cyprus Safety and Health Association; and

- The introduction of safety committees and safety officers at the workplace.

The Pancyprian Safety and Health Council is a multilateral organization created by Law 89(I) of 1996 on health and safety at work. The Council guides the Minister of Labor and Social Insurance on strategy-creation in the sector of professional health and safety. However, the Council has the capacity to be useful. In practice it is generally viewed as having failed over the last few years in particular. Besides, it failed to achieve the objective for which it was created to undertake.

This opinion is supported by the Ministry of Labor and Social Insurance. The ministry is pursuing to elevate and reinforce the institution; it has established a conversation with the social associates on the matter.

The Cyprus Safety and Health Association (CySHA) was instituted in 1991. Its main objective is an 'active involvement and contribution in efforts to guard and stimulate health and safety at work and avert threats regarding the general public.' During the 13 years of its being, the CySHA has arranged major ground-breaking sessions. Besides, it has planned out strategy and released up new perspectives in issues of safety and health. With the approval of new regulation on professional safety and health in accordance with the necessities of Rule 6 on management of safety and health matters at work (Regulations 173/2002) concerning guarding and prevention services. The CySHA is reviewing the developing need to create a catalog of individuals viewed to have the required knowledge and skills to operate in the sector of occupational safety and health. The CySHA will create the procedure for obtaining the label of competent person in occupational safety and health (CPOSH). The CySHA, whose membership mounted at 126 in

November 2003, is symbolized on the Pancyprian Safety and Health Council. Since July 1994, it has printed the journal *Safety and Health* twice annually.

According to Theodotou (2004) Law 89(I) of 1996 presented the organization of safety officer (SO) in Cyprus. On the foundation of the provisions of this law and the applicable Rules on safety committees (Regulatory Administrative Act 134/1997), proprietors in certain sectors of economic operation (29 in number) in the public and private segments, that recruit more than 200 workers in accordance with an Order delivered by the Minister of Labor and Social Insurance, are responsible to hire full-time SOs. Theodotou (2004) explains that Individuals hired as SOs must be sanctioned by the Minister of Labor and Social Insurance. In 1996, when the new Rule on safety and health at work was presented, the 1988 Law on safety in the workplace was eliminated and substituted. There are 38 SOs currently registered with the Department of Labor Inspection at the Ministry of Labor, working for 33 distinct companies.

Theodotou (2004)   points out that in 1997, Regulations on workplace safety committees (SCs) were delivered under the 1996 law, and at similar period laws from 1988 and 1993 were eliminated. Originally restricted to precise businesses, a procedure has begun - in line with nearly common decision of the Pancyprian Safety and Health Council. The procedure of prolonging the institution of SCs to all segments of economic operation was presented to the Ministry of Labor. Currently, the number of SCs is anticipated to rise, since the services segment particularly has the highest number of workers per responsibility.

Legislative change

On the statutory matters, the coordination that began in January 2003 on practically all the laws on safety and health at work with European Union beliefs and their application is

regarded to be particularly a significant growth. The necessities of the new law on professional safety and health, and the rules approved during the last four years, pursue to permit employees to operate in the sector of occupational safety and health in accordance to the spirit and letter of the EU regulation.

According to Theodotou (2004) harmonization is being attained by the Safety and Health at Work Law, as edited between 1996 and 2003. On the foundation of this rule, 23 Rules have also been approved with respect to several personal matters, such as:

- The least necessities for safety and health at work with visual display monitor equipment Rules (455/2001);
- The least requirements for safety and health at work for workers with constant-duration employment or provisional employment Regulations (184/2002); and
- The Maternity Prevention Rules (255/2002).

Below is a diagram showing Cyprus OSHA framework

Ministry of Labour & Social Insurance - Department of Labour Inspection	Ministry of Labour & Social Insurance - Department of Social Insurance Services
➢ Legislation ➢ Enforcement, control ➢ Good practices	➢ Legislation ➢ Insurance for "employment accidents" and "occupational diseases" ➢ Advice
Cyprus Safety and Health Association(CySHA) ➢ Organization of seminars ➢ Member of ENSHPO ➢ Advice	External prevention services & approved persons ➢ Risk assessment studies ➢ Medical surveillance

Companies

Safety Committees	Safety officer
➢ Social dialogue ➢ Risk assessment	➢ Advice ➢ Risk assessment

Figure 1Cyprus OSHA framework

Source: http://oshwiki.eu/wiki/OSH_system_at_national_level_-_Cyprus

2.11 Creating a Safety and Health Culture in organizations

In industrial hygiene, Glendon and McKenna (1995) underlines that health and safety are considered the most important issues affecting employees and other people in the place of work. Despite a significant improvement in the working environment, there are still casualties of workplace injuries being reported. As noted by Coggon (2010), how to avoid these casualties at the place of work remains a challenge to many employers and experts but what we both appreciate is that every organization has a unique internal structure based on various topographical factors. It is from this perspective that most experts conclude that the safety culture in an organization is strongly dependent on the attitude of the employees.

According to Glendon and McKenna (1995), to effectively manage the safety of the workplace the management has to divide the functions into two namely functional and humanistic approaches. The functional approach involves all the general management of the executive including communication and monitoring while the humanistic approach consists of functions of leadership both political and safety culture that are important in promoting the safety culture. For this culture to be achieved, it involves both a sound management system and active participation of the employees. Researchers have concluded that employees in companies that have a good workplace safety culture tend to have a positive attitude towards workplace safety.

In Rousseau's works of 1988, he defined culture as the way of thinking and beliefs that people of the same social status have in common. Similarly, Reason (2000) came up with some qualities that can make people achieve such safety culture. He went ahead to define an informed culture as the one that is knowledgeable enough to manage and run the humanistic and functional

branches of the safety culture while a reporting culture is when people are able to report

mistakes, dangerous objects and other unsafe objects around the company (Reason, 2000).

Reason (2000) notes that organizations that have just culture are characterized by

employees trusting one another and employees can be rewarded for providing information that

could be viewed as promoting safety of their workplace. In addition, Reason (2000) describes a

learning culture as when the workforce is willing to draw meaningful conclusions from the safety

precaution system and willingly implement them whenever necessary.

According to Glendon and McKenna (1995), there are four very important qualities you

can use to determine the safety culture in a workplace. The first indicator is the ability of people

in the workplace to clearly communicate the goals of a company and the methods that will be

used to achieve these goals. The second part deals with how well the organization deals with

health and safety basing on how much time and resources is dedicated to these areas. The third

part looks at how well the management of the organization deals with the economic environment

of the organization and finally the level of organizational learning should be determined. An

organization that has safety culture is bound to report less injuries at the workplace.

Chapter 3

METHODOLOGY

3.1 Introduction

The chapter explains the procedure used by the researcher in collection and analysis of the data on health and safety standards at work places in Leptos group of companies based in Cyprus. The chapter is divided into various sections including study area, study design, data collection and sample size determination, sampling procedures, instrumentation, analysis as well as presentation.

3.2 Research design and paradigm

The research approach to this study will be mixed, using both quantitative and qualitative. Quantitative methods will be used as an approach to surveying workers on health and safety standards at work places, in the form of a questionnaire. Qualitative method, entails the literature review that provides the theoretical understanding of the issue under investigation.

The study will apply interpretivism paradigm because it is the most suitable for this study. Creswell& Plano (2007) has noted that this paradigm recognizes that people with their own different background, beliefs, experiences and perceptions contribute to the continuing construction of reality. This approach matches well with our study which seeks to understand the health and safety standards workers in Leptos companies.

3.3 The study area

The present study was carried out using data from the Leptos group of companies, a real estate company based in Cyprus. Primary data was collected by carrying out research in some of the branches in Cyprus. Participants in this study were chosen across different job groups

including senior managers, supervisors and general workers. The reason for this using different level of staff as participants was to get the varied responses given that these employees undertake different roles at work and also come from varying backgrounds. This is consistent with the fact that people in the company are drawn from varied cultural, social and economic backgrounds and therefore their perception of safety will be drawn from these socio-economic aspects. What someone from a high income society considers poor working condition may not be the same as what another worker from a low income society considers poor working condition.

3.4 Study Approach

According to Creswell (2003) surveys are methods of data collection that encourage gathering of data via conducting oral interviews, written interviews also called questionnaires while encouraging consistency of the methods of data collection throughout the exercise. The collected data is then formally structured. It is in this respect that the descriptive survey design was adopted for this particularly research as it is consistent with the findings of Creswell (2003). Choosing this method was greatly influenced by its ability to test the current state of affairs on various hypothesis developed in the past. The test questions and tests were structured such that one test question about a situation in the place of work is asked to many participants in the same way and the variations in their responses measured for analysis.

The descriptive analysis method is suitable in a study design because it is designed to generalize findings made in the sample to the whole population. This, in turn, makes this method cheaper in terms of the cost of research and also faster in that less time is used in the survey and research. Therefore, this is the most suitable method to use in work places to infer the behavior, characteristics and other attributes of the population of Cyprus.

3.5 study Population

According to the findings of Cohen, Manion, & Morrison (2007), a population is a complete set of individuals in a specific environment with similar characteristics whom the researcher is interested in. in this research, the population referred to the top management officials, branch supervisors and general laborers. A total of 20 individuals were selected for the study of a population of about 100 employees of Leptos Companies.

3.6 Sampling

Creswell (2003) described sampling simply as the entire process of selecting a portion of the population to represent the entire population in a research study and the findings generalized to represent the entire population. In this research therefore, the 20 sample was carefully selected as the unit to represent the entire population bearing in mind the difference in background. Researchers greatly differ on what are the main components that enhance the quality of a sample and an opinion held by many researchers notes that to get a more reliable sample you have to make the sample size large enough. Creswell& Plano (2007) noted that the quality or accuracy of findings from a sample wholly depended on the variations in background of the population, the nature of data being sought and the availability of the resources for the data. From the two lines of thought, the researchers were able to deduce that the sample size must be drawn from a good size of the population while also respecting the differences in population backgrounds and making this perception represented.

Therefore out of the sample of 20 people, 5 represented the top management, 5 represented the supervisors and the remaining 10 were general workers

The selected sample was taken through various sampling techniques including stratified sampling, random sampling and finally purposive sampling. The first technique used was the stratified sampling where the data was classified into three major classifications namely the top

management, supervisors and general labor workers. Therefore, each stratum was analyzed

differently from the others making the final sample for the study. In order to select now the

sample from the population, probability sampling or random sampling was used to select a

sample from the population to be used in all the three strata. The main reason that influenced this

decision was that this method gives each individual in a population an equal chance of being

selected for the study. Individuals of different variations stand a better chance of being selected.

Finally, purposive sampling was used on top management officials who are responsible for

influencing major decisions in companies. Creswell& Plano (2007) defined purposive sampling

as a method of sampling that allows the researcher to use sample groups that are more likely to

give correct information. Consequently, the researchers concluded that top management officials

were more likely to give reliable information than the other strata

The supervisors and general workers in the remaining two strata were randomly selected because

this method allows for high reliability of findings, high degree of representation and a reliable

generalization of research findings.

3.7 Instrumentation

In descriptive survey analysis, the main challenge is getting the participants to fill in the

questionnaires and return the forms to the researcher. Therefore, for the case of top management

officials, a semi-structured interview was used so as to minimize the risk of participants not

returning questionnaires but more importantly was to gain consistency in the questions asked and

therefore reduce the bias in participants. The method additionally helped the researcher to get

information from participants in their most comfortable position.

Additionally, self-administered questionnaires were used as an instrument in this research.

Ernest (1994) argues that a questionnaire is a method of data collection from a relatively large

group to describe current events and characteristics of a population at a given time. Therefore, a questionnaire hopes to collect a large amount of data from a varied population and gain results that are reliable within a short period of time and using relatively few resources. Questionnaires give high quality of information that is accurate because the interpretation of the questions is accurate as there are no misinterpretations due to varied spoken accents. People with Arabic accents may not be understood well by the native people in Cyprus due to difference in accent and therefore witting is much better. Finally as compared to the prospect of interviewing each person, it is much faster to give each of them and wait for their responses at a time.

3.8 Data Collection

Primary data on safety and safety standards at places of work was collected from the field through interviews, direct observations and questionnaires. Additionally, secondary data was collected through written material from the Leptos group of companies and also from national and local companies documentations in Cyprus.

As mentioned by Creswell& Plano (2007) there are two methods of acquiring data namely primary data and secondary data. Primary data refers to when the researcher goes to the fields and gets their own findings through conducting surveys, interviews and questionnaires. On the other hand, secondary data refers to the data that is collected by someone else other than the researcher. In this case, the secondary data used was derived from the Leptos group of companies, several national and local organisations in Cyprus and various publications and documentations relevant to this study.

3.8.1 Data collection technique

The process of data collection took a total of two weeks with the data being collected through questionnaires, interviews and other secondary material. All data collection operations were undertaken by the researcher. The questionnaire was made of a total of 10 items and the

interview guide has 12 questions. The respondents were accorded one week to complete the

questionnaire starting from **21 September, 2015 to 27 September 2015.** Three days after

distributing the questionnaires, the researcher went ahead to go round reminding the respondents

on finishing their questionnaires, replacing lost questionnaires and responding to queries. The

last week of the process was used to conduct interviews with top management officials and the

information and data was gathered for analysis.

3.9 Data Validity and Reliability

Errors in the data collected were scrutinized and carefully sorted, edited and coded for reliability.

This is to eliminate discrepancies and omissions that may hinder the process of deriving

conclusions. As noted by Creswell (2003) it is important to maintain data validity and reliability

to ensure that the results obtained are factual and can be used in answering the set objectives of

the study.

3.10 Procedures for data analysis and presentation

Data analysis was done via frequencies and distribution tables using SPSS, and presented in the

form of tables and graphs for easy understanding of the findings. Descriptive analysis was as

well used to explain the various findings.

Chapter 4

4.0 ANALYSIS, DISCUSSION AND PRESENTATION OF RESULTS

4.1 Introduction

This chapter is an analysis of the data collected from the respondents to help in determining the influence that health and safety standards has on Leptos Group of companies in Cyprus. Questionnaires were used to collect the primary data, this was first issued on all the respondents and later there was another questionnaire handed to the respondents that were managers in the organization who numbered five. The objectives of the study included the following: to identify the standards of health and safety in the organization; to determine the influence that health and safety has on the employees' productivity; to determine the levels of employees' understanding of policies on health and safety; to determine the management's attitude towards employees' health and safety; and lastly to point out the challenges that face the standards of health and safety within the organization. The findings of the study are discussed according to the research questions of the study. The findings are also evaluated using supportive and alternative views that are proposed in the literature review.

Frequency distribution tables and charts are used to present the results from the respondents. Two-way questions on the Likert-type scales, with 'yes', 'no' or 'agree', 'disagree' responses, were scored as either 2 or 1 to enhance the interpretation process.

4.2 Presentation and Analysis of Preliminary Data

The first section of this chapter will cover the analysis of preliminary data that was collected in the study, this data is mainly on the demographic characteristics of the respondents, these characteristics include things such as gender, age, work experience, and educational

background of the respondents. The data that was collected in the study will be presented using charts and frequency tables that will be shown in this chapter.

4.3 Gender of Respondents

The determination of gender of the respondents is important in research especially on studies that are influenced by behavioral factors, from the results from previous empirical studies it is shown that females have views and attitudes towards work that tend to differ from those views and attitudes held by their male counterparts (Sarantakos, 2005), as such the constituent of gender is important factor in research and as such for reliability and viability to be ensured in any research there is need to ensure that both genders are well represented in any study. From the analysis of the questionnaires filled by 20 respondents that this research covered, it was determined that 15 of the respondents were males compared to 5 who were females. This implied that majority of the respondents that is 75% were males while the remaining 25% were females. The results are shown in table 1 below.

Gender of Respondents

25%

75%
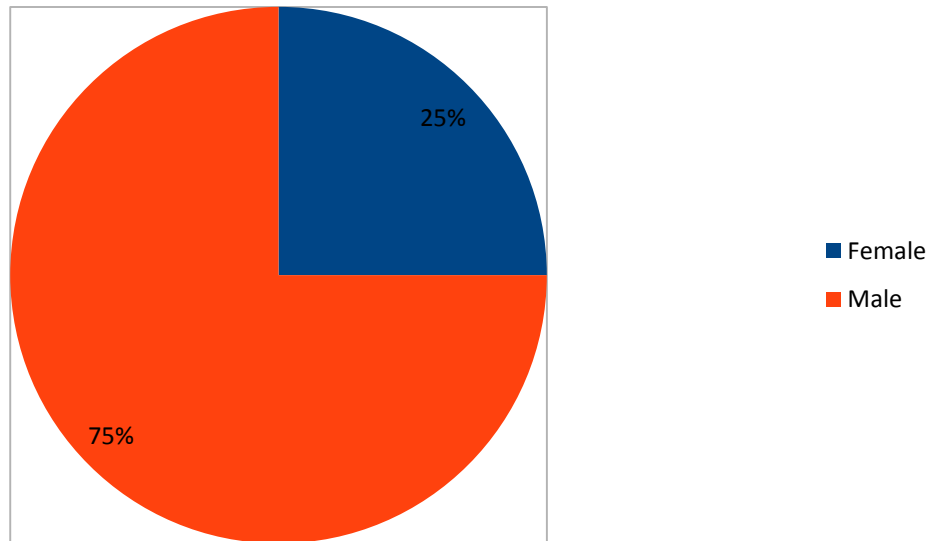
■ Female
■ Male

Figure 2Gender of Respondents

Table 1Gender of respondents

Gender	Value	Frequency	Percent	Valid Percent	Cum Percent
Male	1	15	75.00	75.00	75.00
Female	2	5	25.00	25.00	100.00
Total		20	100.0	100.0	

Table 2 Gender of respondents Statistics

Statistic	Valid	20
	Missing	0
Mean		1.25
Std Dev		.44

Minimum	1.00
Maximum	2.00

4.4 Age of Respondents

Age like the case of gender also plays a key role in creating different perceptions ,attitudes and views towards work, and other undertakings within and outside the organizational set up, as such for this study it was important to consider the age distribution of the respondents and analyze it, different age groups belong to different generational groupings which portray varied ways of behavior at work and in the market set up. As shown in table 4.1.2 below, the respondents were grouped into four main age groups: that is those aged between 20-29 years, 30-39 years, 40-49 years, and 50-59 years. In the study the respondents that were aged between 20 and 29 years numbered 5 this represented 25% of all the respondents. 40% of the respondents which translates into 8 respondents were aged between 30 and 39 years,this age group comprised the majority of the respondents, 15% of the respondents were aged between 40 and 49 years, and 20% that is 4 of the respondents belonged to the 50 and 59 years age group. The analysis is shown in the figure 3 and table 3 below.
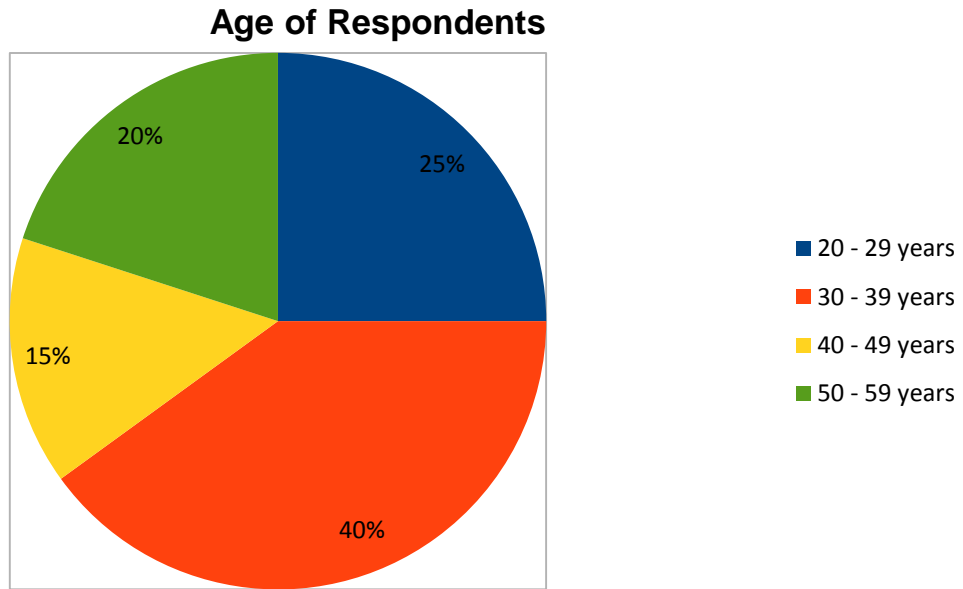
Age of Respondents

Figure 3 Age of Respondents

Table 3Age of respondents

Age of Respondents	Value	Frequency	Percent	Valid Percent	Cum Percent
20 - 29 years	1	5	25.00	25.00	25.00
30 - 39 years	2	8	40.00	40.00	65.00
40 - 49 years	3	3	15.00	15.00	80.00
50 - 59 years	4	4	20.00	20.00	100.00
Total		20	100.0	100.0	

Table 4.1.2b Age of respondents Statistics

Statistic		
Statistic	Valid	20
	Missing	0
Mean		2.30
Std Dev		1.08
Minimum		1.00
Maximum		4.00

4.5 Educational Background of Respondents

The study also collected data that focused on the educational backgrounds of the respondents so as to determine the professional qualification of the participants in the study. The responses were collected in three major groups: that is those who had obtained Middle school certificates, those with an education level of GCE/O Level, and lastly those with tertiary degree level certification. The study analysis showed that 4 respondents which make up 20% of the respondents had achieved the Middle school certificates, 10 respondents who represented 50% of the total had achieved GCE/O Level certificates lastly 6 respondents representing 30% had tertiary degree. The summary of the analysis is shown in the table below.
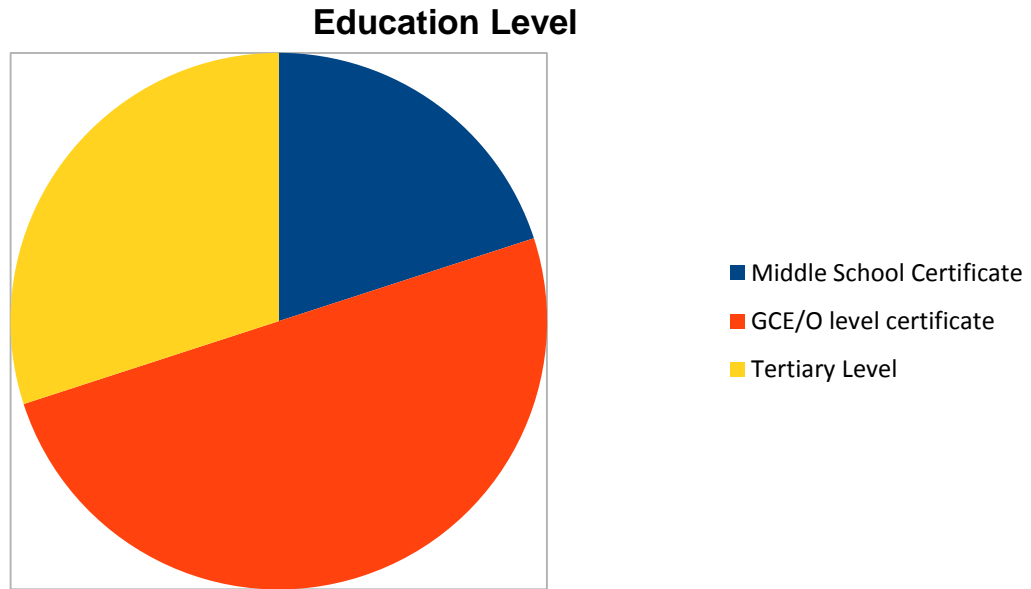
Education Level

Figure 4 Education level of the respondents

Table 4Educational background of respondents

Education Background	Value	Frequency	Percent	Valid Percent	Cum Percent
Middle school certificates	1	4	20	20	20
GCE/O Level certificates	2	10	50	50	70
Tertiary Level	3	6	30	30	100
Total		20	100	100	

Table 5Educational background of respondents Statistics

Statistics	Valid	20
	Missing	0
Mean		2.10
Std Dev		.72
Minimum		1.00
Maximum		3.00

4.6 Working Experience of Respondents

The distribution of the respondents based on their experience at work was inquired from the respondents and on analysis there were various levels of experience of the respondents, working experience is important as it greatly impacts on views and attitudes of the respondents. The respondents placed their experience in four main categories based on number of years working in the organization. These included experience in years ranging from 1-5 years' experience, 6-10 years' experience, 11-15 years' experience, and lastly those respondents having experience that is more than 16 years. From the analysis of the data collected in the study 5 of the respondents signaling 25% of the respondents had been on the job between 1-5 years, 7 respondents that is 35% of the total respondents had experience ranging between 6-10 years, 5 respondents which translates to 25% of the respondents had experience that ranged in the 11-15 years cohort. Lastly the remaining 3 respondents which eventually translates into 15% of the study respondents had experience that was more than 16 years. The results are shown in the charts and table 6 and figure 5 below.
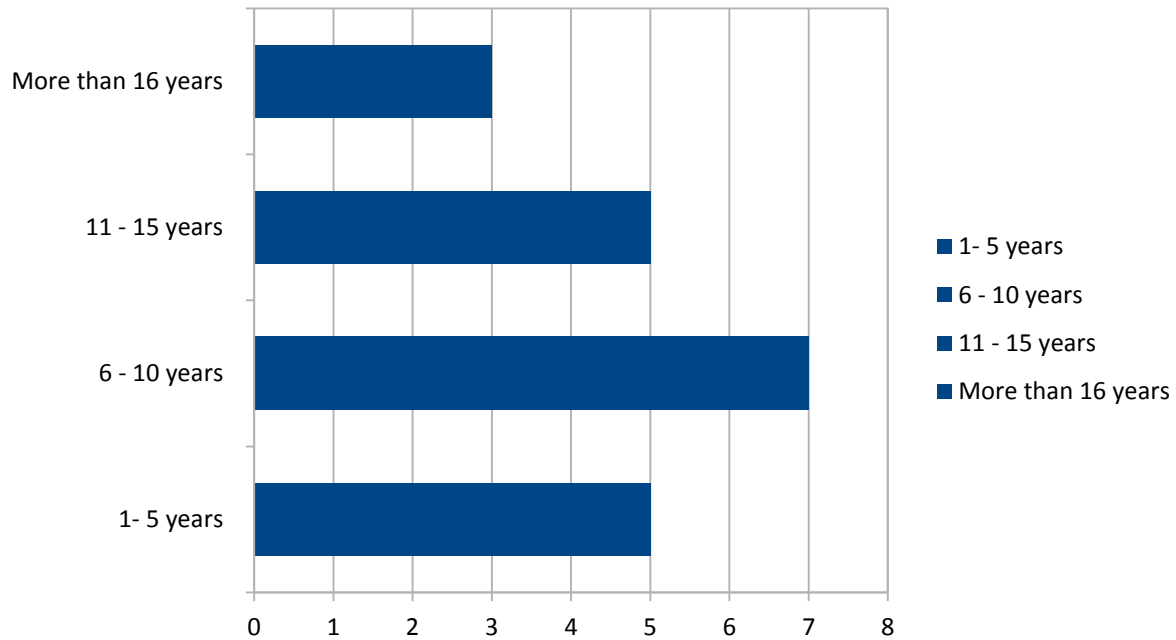
Figure 5Work Experience

Table 6 Work experience of respondents' statistics

Statistic	Valid	20
	Missing	0
Mean		2.30
Std Dev		1.03
Minimum		1.00
Maximum		4.00

4.7 Safety Standards put in place in Leptos Group of companies

The aim of this question was to gain information on how the various respondents from the company viewed the various safety measures that was in place within the organization. The questions asked varied and in their totality they aimed to get the information pertaining to safety

policy, existence of a safety and health unit, safety procedure handbook and risk assessment within Leptos. Table 7 below shows the various respondents responses.

Table 7 Employees awareness of safety procedure

Question	Yes	No	Total
Existence of a safety policy?	18 (90%)	2 (10%)	20 (120%)
Existence of a written policy containing procedures and programmes to help deal with health, safety and environmental factor in the work environment?	16 (80%)	4 (20%)	20 (100%)
Is the company's safety policy accessible to all the organization's employees?	19 (95%)	1 (5%)	20 (100%)
Has there been any occurrence of disease or accident in the organization over the past year?	17(85%)	3 (15%)	20 (100%)
Does there exist procedures within the organization where employees can report diseases and accidents relating to the job processes?	6 (30%)	14 (70%)	20 (100%)
Is there an accident recording system in the organization?	18 (90%)	2 (10%)	20 (100%)

The respondents who said that the company had in place a safety policy numbered 18 representing, this represented 90% of the study respondents while the remaining 2 respondents who comprised of 20% of the respondents stated that the company lacked any safety policy in place. When asked about the presence of written policies that covered safety and health within the organization, 16 of the respondents which represents 80% of the total respondents agreed that there were policies covering safety ,environment and health within the organization the remaining 4 respondents representing 20% of the total were in disagreement on whether there

existed such a policy. As opined by Schein (1992) through organizations working on how they improve the safety of its employees while they are in the workplace helps in making the employees of the organization feel treasured and more secure as such they are open to new ideas and can easily accept and adapt to new practices and procedures, that comes with health and safety policies. Employee safety helps ensure that they take into safety policies which gives them a voice in making decisions as it concerns to their health and general safety.

In regard to the investigation on whether the employees were knowledgeable on occurrence of illnesses and accidents in the organization over the past year, around 85% of the respondents stated that they were aware with the remaining stating that they were not aware of the same. On whether there existed procedures to be used in reporting the emergence of accidents and illnesses in the workplace 30% stated that there existed such procedures with the remaining 70% stating that they were unaware of such policies. As shown in Pantry (1995) it is upon the management of the organization to ensure that there exists procedures in place that are to be followed when employees or any other person in the organization wants to report accidents and diseases in the workplace. Supervisors are to be accountable to all cases that touch on health and safety within the organization especially those affecting the people under them. It was further pointed out in Pantry (1995) that it should be a key requirement of the organization to provide its employees with training, guidance and any help whatsoever needed for them to undertake their responsibilities within the organization. For employees to be effective in their work place they need to be helped to achieve physical and other mental needs which are assured when their safety and health is made a key priority of the management and the organization in its entirety.

The respondents were lastly asked whether there existed a system to record accident occurrence within the organization 90% of the respondents stated that such a system was in existence, with

the remaining 10% denying the existence of such a system within the organization. Organizations are required to make it a habit to record illnesses and accidents that relate to the workplace in the event such take place, this is because this will help ensure that there is a way that organizational safety and health can be measured and evaluated later by the company when the organization is doing risk assessment and OHS audit. As held by the World Health Organization (2002) an organization can only succeed in ensuring health and safety of its employees by facilitating the collaboration of the employees and the management on matters that concerns health and safety of the employees individually and collectively ,considering that healthy employees results in the organization experiencing improved efficiency and increased productivity it is of great importance for organizations to ensure that its employees remain healthy and are safe at work.

4.8 Level of employee understanding of matters related to safety and health within the organization

In this question the study aimed to garner the respondents view on policies relating to safety and health that Leptos Group of companies had in place. The main aim of this question was to determine the level in which the employees of the company understood the organization's safety and health policies that was currently in place. The study collected data on the views of the subjects concerning the implementation of controls within the organization that will aid in the organization protecting itself from entrance of foreign components into the organization , procedures, in addition to facilitate the investigation of accident occurrence in the work place, there is also the issue that pertains to matters relating to training of employees on how to handle equipment and other machineries in the day to day production and manufacturing processes ,lastly policies touching on the discrimination of the employees who reported on accidents that

had taken place during the daily running of the organization was also covered. Table 8 that is below shows the eventual results from the respondents of the study.

Table 8 Employees understanding of safety procedure/policies

Statements	Yes	No	Total
Do own a copy of the organization's health and safety manual and introduction to information touching on health and safety that has been handed by the company?	4 (20%)	16 (80%)	20 (100%)
Does regulations and procedures touching in safety and health exists within the organization?	17 (85%)	3 (15%)	20(100%)
Is there a predefined working standard that has been adopted in the workplace?	19 (95%)	1(5%)	20(100%)
Are you informed on Safety and Health Laws and Regulations?	5 (25%)	15 (75%)	20(100%)
Have you been advised by the management on matters pertaining to health and safety of your workplace?	17 (85%)	3 (15%)	20(100%)
In the event of any health issue faced when undertaking your duties do you inform the management?	18 (90%)	2(10%)	20(100%)

The respondents on answering the question of whether they owned a copy of health and safety manual in addition to the information pertaining to the orientation of the employees into the organizational safety and health, 20% of the respondents had the copies with 80% of them lacking the copies. As such majority of the respondents lacked the safety manuals this tend to increase the chances of most of the employees not knowing how to act in the event of an emergency as such this compromises the OHS. On whether there existed regulations charged with ensuring organizational health and safety within the company 85% of the respondents surveyed stated that such regulations existed with the remaining refuting the existence of such

regulations, from this more people in the organization acknowledge the existence of safety regulations which shows that save for a few individuals most of the organization is informed on matters pertaining to health and safety within the organization. In analyzing whether there was a predefined standards that had been adopted in the workplace of the company 95% of the respondents accepted that there existed set standards while the remaining 5% stated that such standards were non-existent, there may be reasons why some within the organization feel that the organization lacks safety standards maybe it is an issue of miscommunication of the standards ,but it is promising considering most in the organization acknowledge the existence of the standards. As demonstrated by Weeks et al. (1991) there is need for organizations to work at empowering its employees by availing to them the required training that touches on the policies which relate to organizational health and safety, in addition to the rules and regulations touching on how to operate different machineries and equipment this will help organizations to elevate safety within the organization setup and as such reduce the chances of accidents occurring in the workplace. Krishnan (1999) in his study argues that when it comes to those issues which concerns with errors that results from our practices as humans in addition to actions which are borne out of issues such as technical flaws, limited training and actions considered to not being safe chances of accidents arising are increased as such ensuring that employees are well informed on such matters is key if organizations are to reduce occurrence of accidents in the workplace. Through organizations ensuring that they have in place training that is up to standard on matters that relate to health and organizational safety within the organization helps the organizations to find it easy to solve issues and problems that tend to result in high cases of accidents within the organizations.

4.9 The attitude of organizational management towards employee health and safety

This question aimed to investigate how the respondents of the study viewed issues relating to employee health and safety within the organization .In answering the above question the question would give the attitude the management of the organization had on matters that touched on the health and safety of the employees within the organization. Among the aims of this question was on how the management viewed matters concerning to the provision of training to new employees and supervisors in various ranks within the organization in addition investigation of how accidents within the organization were investigated.

Initially the study had dweelled on the views of employees regarding health and safety, by focusing on the views by the management a balance could be achieved getting the attitude of the management on matters of employee safety and health as this helps give the story from different components of the organization that is from the top and bottom, which are key as one is charged with institution of procedures and polices while the other which are the employees are concerned with putting the procedures in practice. The responses of the management on the above question varied greatly.

Among the questions asked aimed at determining whether the management of the organization initiated trainings which helped in making the supervisors better at their job. The management stated that they have a programme that helps in improving the supervisors especially their ability to undertake matters relating to their work but not on matters dealing with safety and health per see. There is in-house training that line managers and supervisors of the organization are given in the event any unfortunate event such as an accident occurs. The management stated that during the course of undertaking the evaluation of the achievements made by supervisors among the

factors put in consideration includes safety at work. These views that are demonstrated by the management mirrors the views that are held by Jorma (2004) who in his study observed that it is the responsibility of the management to ensure that safety within the organization is ensured due to their control over the distribution and assignment of various resources owned by the organization, in addition the management is charged with factors that are not just tied to development of organizational policies , issuance of health and safety training to supervisors among other roles.

Another question asked aimed to determine whether the management did undertake any investigation about an accident upon its occurrence. The management stated that upon receipt of any occurrence of an accident they did investigate the casehardening to one party the investigation is undertaken in three tiers, that is at first there is the immediate supervisor, the committee charged with issue of safety and health within the organization and lastly a special investigation that is dependent on how severe an injury is.

On the importance of having a record keeping of safety and health instances by the organization most of the managers stated that "it is paramount to once in a while review the organization health and safety standards and from that formulate better and innovative standards".As opined by Beach (2000) improving of safety within a firm is the key undertaking of the top management this calls for the organization to always investigate what results in accidents within the organization, employees also have a key role to play through reporting of accidents and and following through with the safety rules and policies of the organization.

In the interview it was further demonstrated that it is not a requirement for new employees to have a safety certificate to get employed into the organization. In the interview it

was further revealed that management helps in giving employees incentives to take part in practices that ensures they are safe at work. The management further pointed out that employees get safety instructions via their supervisors through verbal orders before they start any work.

On the question of whether the management of the organization undertook safety awareness. It was demonstrated that the management discussed with the employees matters relating to their health and safety through the use of promotional posters touching on safety awareness. The management   stated that they issue employees written information touching on employee health and safety. The management on reducing accidents and illnesses noted that it helped in increasing the general employee productivity. This is the same as the views held by Zohar, (2000) who in their study demonstrated that when the management is committed to ensuring safety of the employees this can work in determining whether the organization will have a low or high accident rate. In the study Zohar (2000) further added that the commitment to ensure safety is upheld can be undertaken through taking part in committees charged with safety, initiating occupational safety and health programs among other ways.

4.10 Challenges of health and safety standards in Leptos Group of companies.

This question aimed to elicit from the management and their employees their views relating to challenges that are associated with safety and health standards within the organization. As such the study aimed to identify the issues relating to safety and health within the organizations. According to management there are some key problems that Leptos Group of companies is faced with when it comes to efficient management of safety and health. Among the noted challenges associated with safety and health within Leptos Group of Companies was lack of professionals charged with health and safety within the organization ,the organization also lacked capacity to

formulate a health and safety manual and policy, added to this there is also the issue of resources where there is lack of enough resource to help in ensuring efficient management of matters relating to safety and health in the company, this will help the organization to have the best practices and standards in place.

The study further pointed out that most employees do not follow procedures and other rules that help ensure safety and health of the employees in the organization. Most of the employees tended to avoid using safety equipment that the organization had in place.

Employees of the organization stated that they were not afforded the required training to handle the issues related to health and safety, they also feared to be victimized in the event they reported occurrence of accidents and illnesses within the workplace. In addition the employees pointed out that there exists discrimination from supervisors when one reports an accident in the organization.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter a summary of the study will be presented with the process that was followed, the main findings of the study. To conclude the chapter will give a conclusion of the study after which recommendations for practices and policies be forwarded. Lastly the chapter will close by suggesting possible future avenues to pursue when undertaking future and further research.

5.2 Overview of the Study

This study was done on the Leptos Group of companies where it aimed to document the occupational health and safety aspect of the organization. The study worked in identifying the occupational health and safety standards within the Leptos Group of companies. The study then determined the effects that health and safety had on the employees of the organization and their eventual productivity. In addition the study also focused on determining how the employees of the organization understood aspects of health and safety especially in terms of the policies in place.

The study in addition aimed to assess how the management perceived employee health and safety, further the study aimed to unearth the challenges that are associated with health and safety standards within Leptos Group of companies. The research approach to this study used a mixed approach where both quantitative and qualitative methods were adopted and used.

Quantitative methods were used in the survey of employees of the organization on matters related to health and safety at the organization, this information was collected through administration of questionnaires. Qualitative method in the study entailed review of secondary literature helping the study to get a theoretical grounding that is key in understanding the key issues under review and investigation. The respondents of the study were employees and management who numbered 20 in number .The paradigm that was adopted by the study was interpretivism paradigm which considers people having different backgrounds and how they contribute to the construction of reality as shown in Creswell & Plano (2007), this is important as the study aimed to understand health and safety of employees in Leptos Group of companies..

The respondents of the study consisted of people drawn from different job groups within the organization. The background of the respondents consisted of people from different social, culture and economic background. The sample of the study as pointed out above was 20 which was drawn from a total of 100 employees through the use of a number of sampling techniques including stratified, random and purposive sampling in the end the employees used in the sample consisted of 5 representatives of top management, 5 supervisors and the remaining 10 were general employees .In addition to the questionnaires a structured interview was used to collect qualitative data from the managers of the organization. The collection of data took 21 days after which the data collected was cleaned, coded and analyzed using SPSS and Microsoft Excel. The findings was summarized using frequency tables and charts.

5.3 Key Findings

In the study the majority of the respondents 75% were males while the remaining 25% were females. In regard to the age group most of the respondents were aged between 30 and 39 years and they represented 40% of the respondents. More than 80% of the respondents had education

level that was beyond O-levels in addition of the employees sureyed more than 355 had experience of between 6 and10 years; Regarding whether the organization had in place a safety policy, more than 90% of the respondents stated that the organization had a safety policy in place; with 10% stating that there was no safety policy in place. This result indicates that some of the employees (10%) do not understand safety policy measures, as such answered negatively. On whether there existed a policy covering safety and health more than 80% of the respondents stated that there was a policy covering safety and health within the organization.

When asked about whether they owned a copy of health and safety manual and information pertaining to the orientation into organization safety and health, 20% of the respondents had the copies with 80% lacking the copies. And on the existence of regulations on organizational health and safety 85% of the respondents stated that such regulations existed with the remaining refuting the existence of such regulations.

Regarding the attitude of organizational management towards employee health and safety. The management stated that they have a programme that helps in improving the supervisors especially on their ability to undertake matters relating to their work but not on matters dealing with safety and health per see. There was in-house training that existed which helped line managers and supervisors of the organization to be ready in the event any unfortunate event such as an accident occurs. In addition the management stated that during the course of undertaking the evaluation of the achievements made by supervisors among the factors put in consideration includes safety at work.

Among the key challenges of health and safety standards in Leptos Group of companies. That was determined by the study includes the issue of lack of professionals charged with health and

safety within the organization ,in addition the organization also lacked capacity to formulate a health and safety manual and policy, added to this there was also the issue of resource constraint. In the event such measures are put in place will help the organization to have efficiency when it comes to matters relating to safety and health within the organization. It was further pointed out in the study that that most employees did not follow procedures and other rules that help ensure safety and health of the employees in the organization. Most of the employees tended to   avoid using safety equipment that the organization had in place.

Employees of the organization stated that they lacked the needed training that would allow them to handle the issues related to health and safety, added to this most employees feared to be victimized in the event they reported occurrence of accidents and illnesses within the workplace. In addition the employees pointed out that there exists discrimination from supervisors when one reports an accident in the organization.

From the study all respondents agreed that with safety procedures in place, this has been viewed to help in increasing the productivity of the organization.

5.4 Conclusions
Based on the findings of the above study OHS practices at Leptos Group of companies .The study has pointed out a number of limitations that Leptos Group of companies has in terms of health and safety. Among the key concerns lies with the issue of lack of a clear cut line to show the responsibilities of the employees and the management when it comes to OHS reporting and actions .There are a number of challenges that abound such as limited training of the employees   on matters of health and safety such affects OHS within the organization, added to this there is also the issue of resource constraint to help in development and efficient running of a OHS programme. In as much as the organization has in place a health and safety policy, the

availability of such policy to all employees is what is lacking making some of the employees not to know of the various health and safety processes and procedures spelt out with regards to health and safety. Employees are not trained in strategies for protection against hazards at the workplace.

Safety at work is of great importance as productivity which is the extent with which labor of an organization is used is influenced by employee health and safety. The study has also pointed out that ensuring employees are healthy and safe helps in motivating them in increasing their performance and general productivity. As such an organization that fails to invest in employee health and safety may end up losing on the benefits that comes with safe and healthy employees.

Organizations putting in place measures that ensure health and safety is upheld not only ensure that their employees are safe in the workplace but it also helps in ensuring that their families are always provided for. As pointed out by the study there are a number of challenges that Leptos Group of companies is faced with when it comes to OHS, through getting innovative ways that such challenges can be overcome, Leptos Group of companies is bound to not only experience increased productivity but it will have in its ranks an army of satisfied and fulfilled employees.

5.5 Recommendations
From the above findings and conclusions of this study, there are a number of recommendations that can be proposed to the organization.

5.5.1 Recommendation 1: Management to be more responsible
There is need for the management of Leptos Group of companies to demonstrate more responsibility in regard to the needs and concerns of its workforce. This is because safety and health is a sensitive topic in the workplace and it not only results in satisfied employees but it also helps in increasing the productivity of the organization.

5.5.2 Recommendation 2:Policies of Improving OHS

The management of Leptos Group of companies needs to ensure that it has in place the policies and other necessary structures that will help improve the aspects of occupational health and safety within the company. Management should move away from creating committees after accidents and incidents have taken place and resort to have a structure that will always ensure adequate monitoring and evaluation of any occurrence of an accident within the workplace. In the event an accident takes place there should be a record system in place that helps in recording such and the data collected can be used to reduce the re-occurrence of such accidents.

5.5.3 Funding of OHS within the organization.

Leptos Group of companies needs to seek innovative ways of acquiring funds that will help in improving the OHS of the organization. This can entail a programme that is made up of measures such as risk assessment, compliance and auditing of safe and better technologies, investigation of accidents when they occur among other measures.

5.5.4 Establishment of OHS committees

Leptos Group of companies can put in place a OHS committee that has the mandate to formulate and implement its solutions and recommendations. To add on this there is need to ensure that copies of OHS manuals and procedures are availed to all the organization's workforce this will help the employees to be more informed about the various policies and procedures relating to OHS. In addition the committee can help put in place safety precautions and rules that will limit the occurrence of accidents in the workplace.

5.5.5 Employee Training

Leptos Group of companies should put in place health and safety measures through creation of a policy as shown above in addition the employees should also be trained on various aspects of health and safety such as how to act when there is an emergency,first aid skills , how to operate

various devices and machines in the organization so as to limit the occurrence of accidents at work. The organization should also undertake a continuous review of OHS policies and make sure that the health and safety policy or manual is always up to date. To ensure that employees are well immersed in their training the organization can do competitions and drilling exercises that can help gauge the preparedness of the organization in the event of an emergency.

5.6 Suggestions for Further Research

This study can be expanded to look at occupational health and safety training of employees. From the study it has been pointed out that employee training is among the main OHS challenges that face organizations such as it is the case with Leptos Group of companies .In study employee training in OHS organizations will get information and knowledge on how to undertake employee training ,its benefits and existing bottlenecks.

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APPENDIX I

QUESTIONNAIRE

This questionnaire aims to help with the investigation of the institutional framework of Health and Safety at work. Implementation and effectiveness of Health and Safety in Leptos Group

companies. . I would like you to be objective in answering the questions that follow.This study is purely academic and as such ensures your privacy is upheld. All the information

collected will be treated with utmost confidentially.

Please tick (√) in the appropriate box.

1. Gender of the Respondent

Male [ ]   Female [ ]

2. Age

a. 20-29 years [ ]

b. 30- 39 years [ ]

c. 40 – 49 years [ ]

d. 50- 59 years [ ]

3. Educational Background:

a. Middle school certificates [ ]

b. GCE/O Level certificates [ ]

c. Tertiary Level [ ]

d. Other [ ]

4. Working Experience:

a. 1 – 5 years [ ]

b. 6 – 10 years [ ]

c. 11 – 15 years []

d. More than 16 years

SECTION B

Please tick (√) in the appropriate box

Question	Yes	No	Total
1. Existence of a safety policy ?			
2. Existence of a written policy containing procedures and programmes to help deal with health ,safety and environmental factor in the work environment?			
3. Is the company's safety policy accessible to all the organization's employees?			
4. Has there been any occurrence of disease or accident in the organization over the past year?			
5. Does there exist procedures within the organization where employees can report diseases and accidents relating to the job processes?			
6. Is there an accident recording system in the organization?			

Statements	Yes	No	Total
7. Do own a copy of the organization's health and safety manual and introduction to information touching on health and safety that has been handed by the company?			
8. Does regulations and procedures touching in safety and health exists within the organization?			
9. Is there a predefined working standard that has been adopted in the workplace?			
10. Are you informed on Safety and Health Laws and Regulations?			

11. Have you been advised by the management on matters pertaining to health and safety of your workplace?			
12. In the event of any health issue faced when undertaking your duties do you inform the management?			

APPENDIX II

INTERVIEW FOR MANAGEMENT

Statement	Yes	No	Comments
1. Is there training of supervisors and employees to improve their work capabilities?			
2. Does the organization evaluate supervisors achievements, and notes of factors of safety at work as a key supervisor capability?			
3. Is there existing records of health and safety in the organization?			
4. Is safety record paramount to the management and organization ?			
5. Does the organization investigate accidents occurrence in the workplace?			
6. During recruitment of new employees, is safety certification a key consideration?			
7. Does the organization offer employees incentives for implementing the safety and health policy ?			
8. Are the employees provided with other safety information?			