

The Impact of Health & Safety, Work Environment and Discipline on Work Performance at Maersk Kenya Ltd

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Abstract: Accidents happening in many companies in Kenya need to be a cause of worry to all stakeholders. It is apparent that many employers fail to put in place suitable health and safety measures in their work places so as to defend not only the employees and management, but also their customers and other stakeholders who might have some kind of interests in their organizations. Ineffective occupational health and safety policies, and lack of discipline towards safety by employees pose negative effects on the organization as well as on its workforce. Some of these include, cost of wages paid for time lost, cost of damage to material or equipment, cost of overtime work needed because of accidents, temporary stoppage of operation etc. This study therefore seeks fill the gap in knowledge by investigating the impact of health and safety, work environment and discipline on work performance, and by extension the performance of the organization. The study aims at establishing the impact of health and safety, work environment and employee discipline on work performance. This study seeks to achieve the following objectives: to determine the relationship between health and work performance, to examine the relationship between safety and work performance, to establish the relationship between work environment and work performance, to access the relationship between employee discipline and work performance, to identify the relationship between health and safety policy and work performance and to assess the level of compliance of occupational health and safety practices and work performance. A descriptive cross-sectional survey design will be used. Secondary data will be collected from the company's records. Primary data will be collected through structured questionnaires targeting employees working inside Container handling depots, Warehouses and top managers. The area of the study is Maersk Kenya Limited, an entity of the Global Shipping company Maersk, with its head office located in Nairobi and a branch in Mombasa. The company has a complete department of Health Safety Security and Environment. Data will be drawn from two sources: primary sources and Secondary sources. Primary sources will include data collected through questionnaires, interviews, and personal observations in the selected relevant departments. The sources of secondary data will include data from company books, magazines, files, journals, internet and website. The target population for the collection of the data for the research is the employees in various departments. The office staff, operators of loaders or equipment handling machines, Cargo inspection staff, container wash bay staff, cargo stripping staff, Tallying staff, entry gate and exit gate security personnel, Health Safety Security and Environment staff, and selected managers. The paper concludes that Safety and health is a discipline dealing with prevention of work related injuries and diseases, and the protection and promotion of healthy workers. It aims at the improvement of working conditions and environment. The paper recommends that future studies can be extended to other firms to find out the Effect of Health & Safety, Work Environment and Discipline on Work Performance. The future research can assess the level of implementation and compliance of international and national laws related to health and safety in the workplace.

Introduction

1.1 Background of the Concept

Healthy workers, working in safe and clean environment, and who are supervised with good focus on safe work processes are likely to be highly motivated into their work, and thereby raising the ultimate productivity of the organization. Healthy workers have minimal cases of absenteeism from work and keeping workplace safe from practices or equipment that may lead to injuries ensure no lost time for production. This study has picked on one of the high-risk operations industries, the shipping industry, whose activities involve transportation of goods on the seas using containers and ships. This industry continues to record high numbers of accidents and deaths resulting from personnel fall from height, fatal container falls from handling equipment,

accidents caused by container loaders as well as container loaded trucks, and handling of dangerous goods. Similarly, the World Health Organization, (2010) gave an estimate of 160 million of new work related illnesses that occur yearly and specifies that work conditions are responsible for one third of back pain and hearing loss. Some 160 million workers suffer from work-related diseases and about two-thirds of those are away from work for four working days or longer as a result. The overall annual rate of occupational accidents, fatal and non-fatal, is estimated at 270 million (Hämäläinen, Takala and Saarela, 2006).

An overview of Workplace safety during 2021 UN World Day for Safety and Health at work, observed on 28th April (Kippra, 2021) highlighted that, globally around 6,300 workers succumb to work-related injuries or diseases daily, which is an average of 2.3 million fatalities annually. Fatal and non-fatal on-the-job accidents attributed to poor occupational safety and health practices were approximated at 337 million per year. These accidents result to employee absenteeism from work for prolonged durations. Furthermore, there are over 160 million reported cases of occupational diseases, with a third of these cases resulting to at least four days' absence from work annually. This leads to decreased productivity and performance, reduced revenue, and additional costs for compensating workers by firms. Such economic losses can be avoided, prevented, and controlled with the right measures put in place at the workplace. On households, some of the effects include increased dependency on other household members in cases where individuals are incapacitated and increased financial burden in cases where compensation is not forthcoming and loss of income or jobs.

The Constitution of Kenya (2010) Bill of Rights provides that every citizen has right to fair labour practices, reasonable working conditions and clean and healthy environment. The history of Occupational Health and Safety (OSH) in Kenya dates back to the 1950s when the need to have a legal instrument to manage the safety, health and welfare of factory employees became indispensable. The then British government adopted the British Factories Act of 1937. The Act was later amended in 1990 to Factories and Other Places of Work Act to widen its scope of coverage to additional workplaces initially not included under the Factories Act of 1937. Kenya has ratified and adopted 49 ILO Conventions out of which ten are OSH-related. The country compiled its first national profile on OSH in 2004, while the most recent one was compiled in 2013 (ILO, 2013). The profile provides labour market insights necessary for creating a safe and healthy workplace ecosystem in the country.

In 2007, the Factories and Other Places of Work Act was repealed and replaced by the Occupational Safety and Health Act (2007), commonly known as OSHA 2007, and in the same year, the Work Injury Benefits Act (WIBA) was enacted. The Occupational Safety and Health Act promotes safety at workplace, preventing work-related injuries and sickness, while protecting third party individuals from being predisposed to higher risk of injury and sickness associated with activities of people at places of work. The Work Injury Benefits Act was enacted to ensure that workers who sustain work-related injuries and contract diseases that are work-related get compensated. Inspection and enforcement systems exist with a bearing to occupational safety, health, and labour inspections. Inspections related to environment at work, such as safety of workplaces, general health and basic welfare of workers are executed by the Directorate of Occupational Health and Safety Services – DOSHS – to ensure compliance with OSHA (2007). Core roles of DOSHS include, inspection of workplaces to foster compliance with safety and health law; measurement of workplace pollutants for purposes of their control; investigation of occupational accidents and diseases and aiming to prevent recurrence.

According to the European Statistics on Accidents at Work (ESAW), every year in the 15 Member States of the European Union (EU) before the enlargements of 2004 and 2007 about 5,000 workers were killed in accidents at work and about 5 million workers were victims of accidents at work leading to more than three days' absence from work (EU, 2004). In India and China, the rates of occupational fatalities and accidents are similar at, respectively, 10.4 and 10.5 per 100,000 for fatalities, 8,700 and 8,028 for accidents. In Latin America and the Caribbean, about 30,000 fatalities occur each year and 22.6 million occupational accidents cause at least three days' absence from work. In sub-Saharan Africa, the fatality rate per 100,000 workers is 21 and the accident rate 16,000. This means that each year 54,000 workers die and 42 million work-related accidents take place that cause at least three days' absence from work.

The contribution of Shipping industry is globally enormous. Former UN Secretary-General Ban Ki moon's message on World Maritime Day observed on 29 September 2016 highlighted that "everybody in the world benefits from shipping, yet few people realize it. We ship food, technology, medicines, and memories. As the world's population continues to grow, particularly in developing countries, low-cost and efficient maritime transport has an essential role to play in growth and sustainable development". Despite several years of campaign by the government of Kenya on the observance of Occupational Safety and Health following the enactment of The Occupational Safety and Health Act No. 15 of 2007, which stresses that, it is the responsibility of every employer to ensure the safety, health and welfare of all employees at work working in his/her workplace (OSH Act 2007, revised in 2010), many organizations, including those that are operating with high risk activities are yet to fully comply on the requirements of the Safety Act and related laws. The occupational safety and health law provides for the safety, health and welfare of workers and all persons lawfully present at

workplaces, and its requirements are based on the foundations that employees' health and safety at the work place are paramount, and the work environment should be improved to the level that has no negative effect on the health of workers, and relevant trainings are conducted to align employee behaviors towards safe and healthy work practices. The ILO's mandate for work in the field of occupational safety and health dates from its very foundation, (ILO, 2021).

No country is entirely self-sufficient, and every country relies on maritime trade to sell what it has and buy what it needs. Much of what we use and consume in our everyday lives either has been or will be transported by sea, in the form of raw materials, components or finished articles. Maritime transport is the backbone of global trade and the global economy. The jobs and livelihoods of billions of people in the developing world, and standards of living in the industrialized and developed world, depend on ships and shipping.

Maersk Kenya Limited will be the focus of the study and it is a branch of the global leading shipping Line, MAERSK headquartered in Denmark. Maersk Kenya, like all other Shipping agencies has operations at the port of Mombasa, where its containerized goods arrive, and are thereafter transported to its various customers across the country, and further into the landlocked countries of Uganda and South Sudan. Apart from offices where customer documents are processed, other facilities operated include depots where full and empty containers are stored, and warehouses.

1.2 Statement of the Problem

Accidents happening in many companies in Kenya need to be a cause of worry to all stakeholders. It is apparent that many employers fail to put in place suitable health and safety measures in their work places so as to protect not only the employees and management, but also their customers and other stakeholders who might have some kind of interests in their organizations. Ineffective occupational health and safety policies, and lack of discipline towards safety by employees pose negative effects on the organization as well as on its workforce. Some of these include, cost of wages paid for time lost, cost of damage to material or equipment, cost of overtime work needed because of accidents, temporary stoppage of operation etc. D.O Putri et al (2018 IOP Conf), while highlighting that employee performance is the supportive factor of company performance, indicated that employees can have optimal performance if they feel safe, have good working environment and have discipline.

It is against the foregoing background that this research has become necessary to properly assess the impact of health and safety practices as well as the work environment on the ultimate performance of an organization. Being a container shipping company whose activities include high risk operations such as equipment lifting, lifting of human beings for work at height, container stacking inside the ship and on the ground, container washing, cargo de-stuffing, handling and storage of dangerous goods etc, Maersk Kenya Limited has been picked as an ideal representation of companies where health and safety, work place environment and the discipline of employees around these are expected to be kept at high levels, for the good of employees and the organization's ultimate performance.

Although some studies have been conducted on occupational safety and health in Kenya e.g O.C Achieng (2018), C.W Buyela (2018), shipping and container handling industry is yet to receive adequate attention in terms of in-depth studies on the existing health and safety considerations and systems, to enable credible generalizations. This study therefore seeks to fill the gap in knowledge by investigating the impact of health and safety, work environment and discipline on work performance, and by extension the overall performance of the organization.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study is to establish the impact of health and safety, work environment and employee discipline on work performance.

1.3.2 Specific Objectives

This study seeks to achieve the following specific objectives.

- i. To determine the relationship between health & safety and work performance.
- ii. To examine the relationship between work environment and work performance.
- iii. To determine the relationship between employee discipline and work performance.

1.4 Research Questions

- i. What is the relationship between health & safety and work performance?
- ii. What is the relationship between work environment and work performance?

iii. What is the relationship between employee discipline and work performance?

1.5 Significance of Study

The findings are expected to provide guidance to shipping industry stakeholders on the effect of health and safety, work environment and employee discipline on work performance. The information gathered and presented in this study will serve as a guideline on safety and work performance for the parties concerned. This is expected to provoke more research and inform further studies in this area of study. It is hoped that the findings will also contribute to body of knowledge to be shared in seminars, educational journals and references materials for scholars.

1.6 Organization of Study

The project was organized in numerical headings. Chapter one is the introductory chapter which focuses on the background of the study, statement of the problem, objectives of the study, research hypothesis, significance of the study, and Organization of the study. Chapter two covered the Conceptual review with a focus on the basic concepts of the paper. Chapter three discuss Theoretical and Empirical Review and Chapter four describes the methodology to be used and is broken down into an introduction, target population and area of study conclusions and recommendations while providing suggestions for further research.

Conceptual Review

2.1 Introduction

In this chapter the paper will conceptually review literature on health and safety, work environment and employee discipline on work performance and also define some basic concepts.

2.1.1 Evolution of occupational health and safety

In the late 19th and early 20th centuries, employees ran their businesses as they saw fit to make profit. Employee safety and health were not their concern. In fact, in official terms these things were nobody's concern. In the U.S. injured employees had to litigate to obtain compensation for their injuries. The cost of doing so effectively prevented employees from going to court. Besides, employees were rarely successful since, under common law, if they knew of the hazards the job entailed or if the injuries were brought about as a result of the negligence of the employee or a co-worker, the employer was not liable.

From these origins, there has emerged an approach and practice with regard to health, safety and welfare issues. The national safety council had been established in 1913 in the U.S. after safety conscious managers and engineers spearheaded its founding (major disasters led changes in thinking). Significantly the international labour organization 1959, provided that occupational health services should be established in or near a place of employment for the employee welfare (International Labour Organization, 1959).

2.1.2 Responsibilities and rights of employees and employers in health and safety issues

Specific duties of the employer include; filing government accident reports, maintaining records, posting safety notices and legislative information, education and training on health and safety precautionary measures. (Gany, Desler *et al.* 1942) state that employers are responsible for taking every reasonable precaution to ensure the health and safety of their workers, this is called the "due diligence" requirement.

Employees also have responsibilities which include, taking reasonable care to protect their own health and safety and, in most cases, that of their co-workers. These specific requirements include; wearing protective clothing and equipment, reporting any contravention of the law of reputation.

Downey, D.M. *et al.*(1995) identified the following as employees' basic rights under the joint responsibility model: the right to know about workplace safety hazards, the right to participate in the occupational health and safety process, the right to refuse unsafe work if they have "reasonable cause" to believe that the work is dangerous. "Reasonable cause" generally means that an objection about a workplace hazard has not been suitably determined, or a safety problem places employees in direct danger. If act of a task would harmfully affect health and safety, a worker cannot be disciplined for refusing to do the work.

2.1.3 Overcoming occupational health and hygiene problems

Measures to overcome occupational health and hygiene problems have been identified (Turner and Lawrence, 1965) to include; dominating hazard at source through design and process engineering, isolating hazardous processes and substances so that workers do not come into contact with them, changing the process or substances used, to promote better protection or eliminate the risk, providing protective equipment but only if changes to the design, process or specification cannot completely remove the hazard, training of workers to avoid risk, good housekeeping to keep premises and machinery clean and free from toxic substances, pre-

employment medical examinations and regular checks on those exposed to risk, ensuring that ergonomic considerations (thus, those concerning the design and use of equipment, machines, processes and workstations) are taken into account in design specifications, establishing work routines and training, developing and maintaining health standards for each job and including regular audits of potential health hazards and regular examinations for anyone at risk. Maintaining plant and equipment to eliminate the possibility of harmful emissions, controlling the use of toxic substances and eliminating radiation hazards.

Holt and Andrews (1993) on their part suggested the following steps to be taken to increase the effectiveness of safety: avoid negatives – successful safety propaganda should contain positive messages not warnings of the unpleasant consequences of actions. Expose correctly – address the message to the right people at the point of danger. And, maximize comprehension – message should be simple and specific.

2.1.4 Safety committee

Regulations relating to safety committee, contained in Kenya's OSH Act 2007 of Kenya Laws also include obligations about the establishment and operation of such committees at the workplace. The overall objective of a safety committee is the promotion of co-operation between employers and the employees in investigating, developing and carrying out measures to guarantee the health and safety of employees at the workplace.

Cole (2002) identified key functions of safety committees. These include: studying trends in accidents, with the view to make suggestions for corrective actions. examining safety reports and making proposals for avoiding accidents etc, examining and discussing reports from safety representatives, making proposals for new or revised safety procedures, acting as a link between the organization and the enforcement agency (the Directorate of Occupational Safety and Health DOSH); and monitoring and evaluating company's safety policies, and making proposals for changes, if necessary.

Michael (2006) also stated that employees frequently participate in safety planning through safety committees, often composed of workers from a variety of levels and departments. A safety committee generally meets at regular scheduled times and has specific responsibilities for conducting safety reviews and makes recommendations for changes necessary to avoid future accidents.

Today, employees expect their employers to offer work environments that are protected, safe and healthy. However, many employers especially in the developing countries still tend to view accidents and occupational diseases as obvious by-products of work.

2.1.5 Health, Safety and Security

Health has defined as a general state of physical, mental, and emotional well-being (Robert and John (2004). A healthy person is therefore free of disease, injury or psychological and emotional problems that harm normal human activity. Health management practices in organizations attempt to sustain the overall wellbeing of individuals.

Safety on the other hand refers to protecting the physical wellbeing of people (Robert and John, 2004). The main purpose of effective safety programmes in organizations is to avoid work related injuries and accidents. And the purpose of security is to protect employees and organizational facilities.

The general goal of providing a safe, secure and healthy workplace is reached when there is assistance between managers and HR staff members. An HR manager or safety specialist can help organize health and safety programmes, examine accidents, construct safety programme materials and accomplish formal safety training. However, department supervisors and managers play key roles in maintaining safe working conditions and a healthy workplace. For example, a supervisor in a cargo warehouse has several health and safety responsibilities: reminding employees to wear safety hats; checking on the cleanliness of the work area; observing employees for any alcohol, drug or emotional problems that may affect their work behavior; and recommending equipment changes (such as screens, railings or other safety devices) to engineering specialists in the company. Health, Safety and environment officer position is becoming more common in many companies.

2.1.6 Maintaining a healthy work environment

David and Stephen. (1999) indicate that unhealthy work environment is a concern to us all. If workers cannot function properly at their job because of constant headaches, watering eyes, breathing difficulties, or fear of exposure to materials that may cause long term health problems, productivity will decrease. Consequently, creating a healthy work environment not only is the proper thing to do, but it also benefits the employer. Often referred to as sick buildings, office environments that contain harmful airborne chemicals, asbestos or indoor pollution (possibly caused by smoking) have forced employers to take drastic steps. For many, it has meant the removal of asbestos from their buildings.

The cost of providing it is peanuts compared with the expense of cleaning up a problem, (Palmer (1989) made suggestions for keeping the workplace healthy, as follows; making sure workers get enough fresh air. Avoiding suspected building materials and furnishing. A general rule is that if it stinks, it is going to emit an odour. Providing a smoke free environment. If you do not want to ban smoking entirely, then establish an area for a smoker that has its own ventilation. Keeping air ducts clean and dry. Water in air ducts is a fertile breeding ground for fungi. Servicing the air ducts periodically can help eliminate the fungi before they cause harm. Paying attention to worker’s complaints. Dates and particulars should be recorded by a designated employee. Because employees are often closest to the problems, they are a valuable source of information.

2.1.7 Occupational diseases and accidents

Occupational disease is any illness associated with a particular occupation or industry. Such diseases result from a variety of biological, chemical, physical, and psychological factors that are present in the work environment or are otherwise encountered in the course of employment. Occupational medicine is concerned with the effect of all kinds of work on health and the effect of health on a worker’s ability and efficiency.

Occupational diseases are essentially preventable and can be ascribed to faulty working conditions. The control of occupational health hazards decreases the incidence of work-related diseases and accidents and improves the health and morale of the work force, leading to decreased absenteeism and increased worker efficiency. In most cases the moral and economic benefits far outweigh the costs of eliminating occupational hazards (Encyclopedia Britannica, 2009).

Table 2.1 Summary of Conceptual Review

CONSTRUCTS	UNDERSTANDING	INDICATOR
Health and Safety	The term Health and Safety is generally used to describe Occupational Health and Safety, and relates to the prevention of accidents and ill health to employees and those who may be affected by their work.	Loss of primary containment. Severe lost time injuries. Hours worked. Occupational fatalities.
Work Environment	Work environment refers to the elements that comprise the setting in which employees work and impact workers.	Policies and Practices Capability and culture Leadership Connectedness
Employee Discipline	Discipline refers to the actions imposed by an organization on its employees for failure to follow the organization's rules, standards, or policies.	Shared Vision Personal mastery Thinking System Team learning

Source: Researcher, (2021)

Theoretical and Empirical Review

3.1 Introduction

In this chapter the researcher will conduct theoretical and empirical review in accordance with the key themes of the independent paper.

3.2 Theories and models for health, safety and work environment

3.2.1 The ABC theory of theory of Safety

A – Attitudes

Employee behavior apparently one of the greatest determinants in workplace safety, especially as employees interact amid a host of varying safety issues. The human behavior thus plays a major role to a task performed by an employee. The task may have a negative or a positive impact on the person doing it.

A person’s work attitude does not only affect how well he or she does the job, but also affects how safe he or she is when doing it. Positive people usually perform better in the workplace because they maintain open mind and consider the outcome of their behavior, while Negative people on the other hand complain about many things including on practicing safety. A person with negative work attitude is less likely to care about the quality of the job he is doing or how he does it. A negative work attitude can lead to unsafe work habits and accidents.

B – Behavior

Behavior in the workplace is all about emotions such as happiness, aggression, or depression. Negative workplace behavior, such as workplace bullying, is an important work-related psychosocial hazard with a potential of contributing to employee ill health. Effective health and safety considerations need to be in place, and the responsible safety and health personnel need to have skills such as, Technical support skills i.e ability to ensure that the desired products or services are produced without any risks, Human Skills, i.e ability to effectively work as a leader of teams, and Connectional skills i.e the ability to see everybody in the Health Safety and Environment cycle, and how they are intergraded.

C – Conditions

The condition that follows or consequences are what happen after the behavior – reward or punishment. Past conditions become influencers to future behavior. Most people do not want to suffer the "consequences" of their behavior. When people understand and believe in the potential conditions, behavior starts to change. The motivating conditions are different for people. The impact an injury has on them personally or their family is key. For others, losing their job, or having a consequence directly impacting their social life is considered more significant and can lead to behavior change. People are motivated differently. Therefore, attempting to understand the varied motivations among employees for safety becomes important for long-term behavior change.

3.2.2 The Domino Theory of Safety

The Domino Safety Theory was developed by pioneer industrial safety experts H.W.Heinrich and Alfred Lateiner to explain a sequence of how industrial injuries can occur and how they may be avoided - an accident occurs from a sequence of events. It is a chain reaction, that can be explained across five Dominoes in a row. **First Domino:** Background - represents a worker's lifestyle and personality. **Second domino:** Personal Characteristics – represents a worker's attitude, level of knowledge and physical and mental conditions. **Third domino:** Unsafe Acts and Unsafe Conditions – represents a worker's behavior and unsafe job conditions. **Fourth domino:** The Accident - represents the unplanned event caused by an unsafe act or condition. **Fifth domino:** The Injury – represents someone getting hurt.



Source: Forest Resources Association, (2002)

For any given incident, not much can be done about a worker's background and personal characteristics. The domino that must be targeted is unsafe acts and unsafe conditions. When an unsafe act is detected, the worker should be stopped; the situation should be studied; a safer way to perform the task must be found; instruct and train the worker to do it the safer way; check and retrain as necessary; and as a last resort discipline the worker. When an unsafe condition is detected, the condition needs to be removed, guarded, or warned against.

Company supervisors and managers have the opportunity and authority to control unsafe acts and conditions. The Opportunity and Authority gives the supervisor or manager the Responsibility to control accidents on their job. Being alert for, illuminating, stopping, and correcting Unsafe Acts and Unsafe Conditions will result in the reduction of accidents.

The potential injury only occurs as a result of an injury (Final Domino). An accident only happens as result of personal or mechanical hazard. Hazards only occur as result of people faults, and Faults of people are inherited, born bred and educated. Therefore, removing one significant domino e.g unsafe act, causes the accident not to happen. This can be achieved through training of employees and making them aware of the potential dangers in the workplace.

3.3 Theories and models for employee discipline on work performance

Theory X and Theory Y. This theory will be profound, from McGregor (1960) who developed a philosophical view of humankind with his. These are two opposing perceptions about how people view human behaviour at work and organizational life. Theory X states that; People have an inherent dislike for work and will avoid it whenever possible, People must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organizational objectives, People prefer to be directed, do not want responsibility, and have little or no ambition and People seek security above all else. With Theory X assumptions, management’s role is to coerce and control employees. On the other hand, Theory Y states; Work is as natural as play and rest, People will exercise self-direction if they are committed to the objectives, Commitment to objectives is a function of the rewards associated with their achievement, People learn to accept and seek responsibility, Creativity, ingenuity, and imagination are widely distributed among the population. People are capable of using these abilities to solve an organizational problem and People have potential. With Theory Y assumptions, management’s role is to develop the potential in employees and help them to release that potential towards common goals. This theoretical framework relates the discipline measures with employees’ performance. It further suggests that there are critical linkages through a number of intermediate factors. Discipline should be imposed without generating resentment to develop employees to perform in an organization. An organization which manages discipline well and treats their employees as customers can achieve higher employee’s performance. Enhancing employees’ performance can retain good employees and improve organization’s performance through taking full use of disciplinary strategies. Ultimately, the organization can achieve performance through their employees. This study will engage the theory of McGregor, thus will apply humanistic approach. This is because the approaches take into consideration the organizations dimension of performance. There have been several approaches applied in analyzing discipline. Among the various approaches are trickle down, to humanistic approach. This study seeks how the discipline of employees through theory X where management’s role is to coerce and control employees, and theory Y where management’s role is to develop the potential in employees and help them to release that potential towards common goals they relate, impact on employee’s performance given application of any theory at any particular time.

3.3.1 Summary of theoretical Gap

The table below gives a summary of the theories and models adopted in this paper.

Table 3.1 Summary of Theoretical Gaps

Theory	Author	Constructs	Gap
The ABC theory of theory of Safety	Ian Ackland	Attitude, Behavior, and Control. A safe attitude means staying alert and focused on the job at hand. Safe behavior means taking safety guidelines and practices seriously. Control means taking responsibility and keeping your work area clean and orderly.	A major problem with ABC is the fact that Attitude, behaviorism and control are held up to the scrutiny of the scientific method and it failed. “As behavior research accumulated it was apparent to even the most ardent followers of the theory that the experiment specimen being studied frequently acted in ways the theory couldn’t explain and the data was still adopted.
The Domino Theory of Safety	H.W.Heinrich and Alfred Lateiner	First Domino: Background - represents a worker’s lifestyle and personality. Second domino: Personal Characteristics – represents a worker’s attitude, level of	the domino theory focuses more on the American foreign policy at the time and saw the United States become involved in two major wars.

		<p>knowledge and physical and mental conditions. Third domino: Unsafe Acts and Unsafe Conditions – represents a worker’s behavior and unsafe job conditions. Fourth domino: The Accident - represents the unplanned event caused by an unsafe act or condition. Fifth domino: The Injury – represents someone getting hurt.</p>	
<p>Theory X and Y</p>	<p>Douglas McGregor</p>	<p>Theory X and Theory Y These are two opposing perceptions about how people view human behaviour at work and organizational life. Theory X states that; People have an inherent dislike for work and will avoid it whenever possible, People must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organisational objectives, People prefer to be directed, do not want responsibility, and have little or no ambition and People seek security above all else. With Theory X assumptions, management’s role is to coerce and control employees. On the other hand Theory Y states; Work is as natural as play and rest, People will exercise self-direction if they are committed to the objectives, Commitment to objectives is a function of the rewards associated with their achievement, People learn to accept and seek responsibility, Creativity, ingenuity, and imagination are widely distributed among the population.</p>	<p>Theory X management can obviously lead to a very punitive atmosphere with a strong blame culture. It also suffers from diseconomies of scale: as an organization grows an ever larger proportional number of centralized managers are needed to keep employees under control.</p>

Source: Researcher (2021)

3.4 Empirical Review on health, safety and work environment

The findings of a study by Ndegwa, Guyo, Orwa and Ng’ang’a (2014), revealed that there was a positive correlation between OSH programmes and leadership support. Findings of the study also indicated that leadership support created enhanced work environments that reinforced the implementation of OSH programs, which were required to enhance both employees and organizational productivity. This was as a result of improved work satisfaction due to reduced workplace accidents and injuries.

O’Toole (2002), conducted an employee safety perception survey over a 45-month period at a Concrete producer within the United States of America. The study found that leadership commitment to safety generated the strongest positive perception and that this perception was closely associated with a reduction in the workplace injury rate.

Kariuki and Murimi (2015) based on a study on employees of Tata Chemical Magandi Limited found that job autonomy and decision making latitude has no significant influence on organizational performance. The findings of the study however apply to a localized situation as the sample was composed of employees of one organization only.

Harter, Schmidt, Schmidz, Killham, Angawal and Plowman (2013) in a study on relationship between engagement and organizational outcomes found that there is strong correlation between employee engagement and customer loyalty, productivity and profitability, turnover, employee and customer safety incidences, absenteeism, shrinkage and defects. The correlation was found across different organizations. In addition, the study found that the differences in organizational outcomes (productivity, customer loyalty, profitability, employee turnover, safety incidences, shrinkages, and absenteeism and product defects) between top performing and bottom performing organizations are very pronounced implying that the influence of employee engagement on business success is significant.

Kabandize (2004) carried out a study on employees control through rules and regulations set by individual organizations in Uganda and observed that, rules and regulations are enforced through management, disciplinary committees, supervisors and every one involvement in the process. According to Matsoga (2003), during his study on discipline in Organizations of Botswana, he discovered the wide spread violence and misbehavior that existed in many organizations. This lack of discipline, which interfered with the normal organization working process, manifested itself in various ways including absenteeism, vandalism, alcohol consumption and substance abuse, truancy, inability or unwillingness to do delegated work by the supervisor. Theft was also identified as a common activity among staffs. However, these researchers concentrated on discipline in organizations without studying its effects on employees’ performance, which called for this study.

Table 3.1 Summary of Empirical Gaps and Research Gaps

Author /Year	Country	Philosophical foundation	Purpose of the Study	Study Focus	Methodology	Findings	Research Gaps
Ndegwa, Guyo, Orwa and Ng’ang’a (2014)	Kenya	Positivism	Influence Of Occupational Health And Safety On Organizational Performance In The Manufacturing Sector In Kenya: A Case Study Of Kapa Oil	Work environment	A case study design was used. The study targeted a population of 2000 employees of Kapa oil refineries, from which a sample of 100 respondents was drawn using 5% of the target population.	.Findings of the study also indicated that leadership support created enhanced work environments that reinforced the implementation of OSH programs, which were required to enhance both employees and organizational productivity.	The current study focuses on the shipping sector and not oil refinery.

			Refiner es Limited				
O'Toole (2002),	USA	Positivism	The Relation ship between Employee s' Percepti ons of Safety and Organiz ational Culture	Health and Safety	An employee safety perception survey was conducted, and injury data were collected over a 45- month period from a large ready-mix concrete producer located in the southwest region of the United States	The study found that leadership commitment to safety generated the strongest positive perception and that this perception was closely associated with a reduction in the workplace injury rate.	The current study will adopt descriptiv e research design
Kariuki and Murimi (2015)	Kenya	Positivism	The Influenc e Of Relation al Employee Empowe rment On Job Perform ance In National Polytech nics In Kenya	Work Performance	The study employed descriptive survey design. Respondent s were selected using disproporti onate stratified sampling. The sample consisted of 337 respondent s out of the 2993 staff in the National Polytechnic s in Kenya.	job autonomy and decision making latitude has no significant influence on organisational performance	
Harter, Schmidt, Schimidz, Killham, Angawal and Plowman (2013)	USA	Positivism	relations hip between engagem ent and organisa tional outcome	Employee Discipline	The correlation was found across different organisatio ns.	the study found that the differences in organisational outcomes (productivity, customer loyalty,	The focus is only on direct influence of EE on business outcomes

						profitability, employee turnover, safety incidences, shrinkages, and absenteeism and product defects) between top performing and bottom performing organisations are very pronounced implying that the influence of employee engagement on business success is significant.	
Kabandize (2004)	Uganda	Positivism	The Management of Student Discipline in secondary school in Kampala District	Employee Discipline	Cross sectional parallel sample survey design was used. The target population consisted of headteachers, teachers and students.	Rules and regulations are enforced through management, disciplinary committees, supervisors and every one involvement in the process	The current study will focus on descriptive research design
Matsoga (2003)	Botswana	Positivism	Crime and School Violence in Botswana Secondary Education: The Case of Moeding Senior Secondary School	Employee Discipline	The research was carried out over an eight week period among a school population of approximately 1570 students, 95% of whom lived in the hostels.	he discovered the wide spread violence and misbehavior that existed in many organizations.	The current study focuses on employees as the key informants

Source: Researcher (2021)

Conclusion and Recommendations

4.1 Introduction

This chapter draws conclusions and highlight recommendations based on the reviewed literature, ed on the proposed research hypothesis, Conceptual aspect, methodology, conclusion and recommendation

4.2 Proposed Research Hypothesis

The study will seek to accept or reject the following hypothesis.

- H₁. There is a significant relationship between health safety and work performance.
- H₂. There is a significant relationship between work environment and work performance.
- H₃. There is a significant relationship between employee discipline and work performance.

4.3 Proposed Conceptual Aspect

Conceptual Framework is a diagrammatic explanation of the research problem hence an explanation of the relationship among several factors that have been identified as important to the study (Ngechu, 2006).

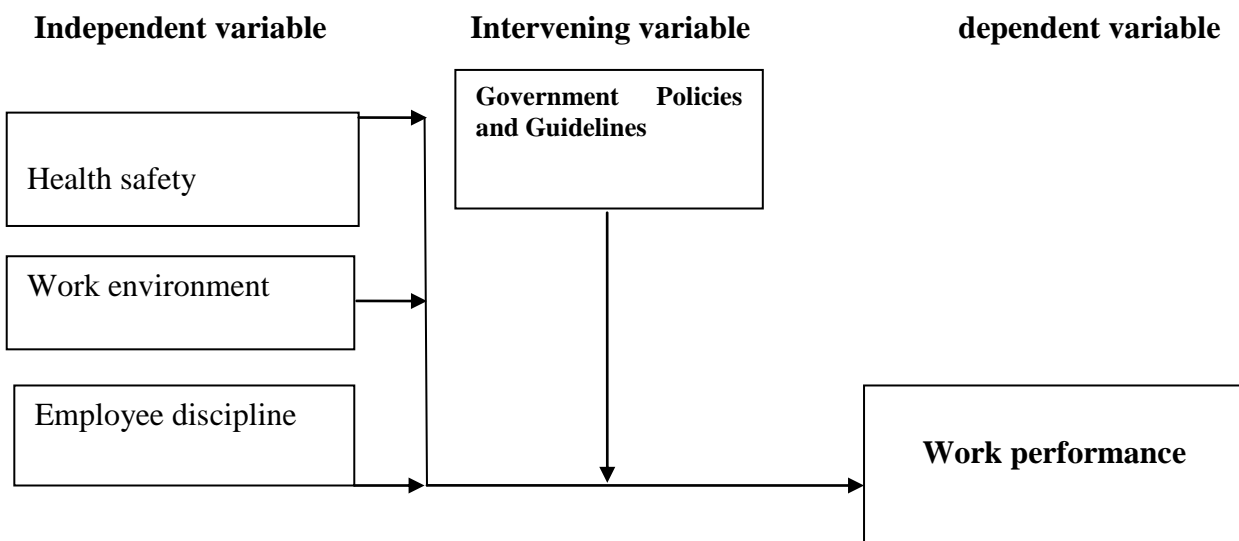


Figure 4. 1: Conceptual framework on the effect of health and safety, work environment and employee discipline on work performance

Source: (Author, 2021)

The Conceptual framework above depicts that Health safety, work environment and employee discipline would affect work performance however government policies could intervene on this relationship.

4.4 Proposed Methodology

4.1 Research Design

A descriptive cross-sectional survey design will be used. Secondary data will be collected from the company’s records. Primary data will be collected through structured questionnaires targeting employees working inside Container handling depots, Warehouses and top managers.

4.2 The study area

The area of the study is Maersk Kenya Limited, an entity of the Global Shipping company Maersk, with its head office located in Nairobi and a branch in Mombasa. The company has empty container storage yard in Nairobi, full-cargo container depot in Mombasa, Warehouses in Nairobi and Mombasa and offices in both cities. The vision of Maersk is to remain the undisputed leading global shipping company. The company strives to achieve its vision through good focus on its customers, having well trained, motivated, and disciplined result-oriented employees. The company has a complete department of Health Safety Security and Environment.

Data will be drawn from two sources: primary sources and Secondary sources. Primary sources will include data collected through questionnaires, interviews, and personal observations in the selected relevant departments. The sources of secondary data will include data from company books, magazines, files, journals, internet and website.

4.3 Population and sampling technique

The target population for the collection of the data for the research is the employees in various departments. The office staff, operators of loaders or equipment handling machines, Cargo inspection staff, container wash bay staff, cargo stripping staff, Tallying staff, entry gate and exit gate security personnel, Health Safety Security and Environment staff, and selected managers.

4.5 Conclusion and Recommendation

4.5.1 Conclusions

Safety and health is a discipline dealing with prevention of work related injuries and diseases, and the protection and promotion of healthy workers. It aims at the improvement of working conditions and environment. Occupational health entails the promotion and maintenance of the highest degree of physical and mental health and social well-being of workers in all occupations. Safety and Health has recently become a much higher priority in light of the growing evidence of great loss and suffering caused by occupational diseases and ill-health across many different employment sectors, and is of concern to managers at least partly because of increasing number of deaths and accidents occurring at work. Safety and Health is a complex area which interacts widely with a broader spectrum of business interests and concerns. To date Safety and Health has been confined to the periphery of Human Resource Management (HRM), where its role, influence and importance have been overlooked.

4.5.2 Recommendations

It is suggested that future studies can be extended to other firms to find out the Effect of Health & Safety, Work Environment and Discipline on Work Performance. The future research can assess the level of implementation and compliance of international and national laws related to health and safety in the workplace.

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