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Safety Audit and Organizational Performance in the Fast Moving and Consumer Goods Industry in Kenya: A Case Study of PZ Cussons

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Abstract:

This study therefore sought to determine the influence of safety audits on organizational performance in the FMCG industry in Kenya, a case of PZ Cussons Kenya. The research was grounded on the social cognitive theory and safety climate theory. The research applied descriptive design to carry the study on a population of 215 top management workers, production personnel, marketing personnel as well as subordinate personnel of the PZ Cussons Kenya as provided by the Human Resource Department PZ Cussons. Questionnaires were used to collect primary data where descriptive statistics were employed in analyzing the data qualitatively and quantitatively. A regression model was also developed to show the relationship between the study variables. The study established that safety audit management practices helped the PZ Cussons Kenya meet its legal obligations and improve its performance. The organization had safety leaders across all teams and departments. The study also established that safety audit enhances compliance on internal regulations and help the organization to meet its safety obligations. The study recommends that there is need for the FMCG to carry safety audits regularly to establish the safety risks facing their organisations and come up with mitigation strategies.

Keywords: Safety audit, safety practices, employee safety, performance

1. Introduction

Safety practices at the place of work are becoming amongst the major risk management as well as regulatory compliance areas of focus amongst many international firms. Safety in the place of work is important in enhancing productivity of an employee within the organization (ILO, 2016). International Labour Organization (ILO) approximates, 2.2 million employees each year die due to injuries or illnesses that related to work, 350,000 of the deaths tend to be as a result of accidents and the others because of occupational accidents and illness. In addition to that, the ILO approximates that, two hundred and sixty-four million non-fatal accidents happen every year which lead to a more than 3 days' absence from work and One hundred and sixty million persons suffer from diseases that are related to work (Fernandez-Muniz, 2017).

In most European Union nations, there's robust cooperation amongst the employer and employee organizations to guarantee good performance on safety in the organization. Member countries have all shifted into their national legislation a pattern of directives which establish minimum standards on work-related safety and health (Zanko & Dawson, 2018). In UK, the Safety and Health Executive and local authorities (Health and Safety Act, 1974) enforce the safety and health legislation. Progressively in the UK, the regulatory trend is far from rigid rules, and on the road to assessment of risk. General performance of the UK is far much better as compared to many European nations like Poland, Spain, Italy, France and Germany in the main areas of fatalities, injuries and self-reported illness related to work (British Safety Council, 2014). In the continent of Africa, the concern of practices for safety has constantly been overlooked by many organizations and nations. ILO registered, 63,900 deaths related to work happened in the fifty-four nations in Africa and an approximate figure of 1,560,000 incapacitating injuries related to work happened (ILO, 2015). The essential viewpoint on the reason why many African organizations and nations struggle at fostering an operational safety place of work is that a big number of employer's emphasis much on profitability and productivity whereas compromising safety and health standards, policies, programmes and procedures (Grimaldi, 2015).

In Kenya the condition of safety within an organization continues to be a major concern by industrialists, employers, managers, government, employees as well as other stakeholders. Safety in an organization hasn't been offered much attention by the employers, managers, workers, employers' associations, trade unions as well as other stakeholders in present years (Nyakang'o, 2016). The Labour Ministry, Department of OHS handles safety, health and occupational concerns. The Factories Act Cap 254 provides health, welfare and safety provisions of individuals working in factories as

well as other work places. This Act is mainly socioeconomic and pays attention on floor status of the factory, devices for safety, maintenance of machines, precautions for safety where electrical faults, fire, gas explosions occur, provisions of protective equipment amongst others.

Safety Audits provide for a much more comprehensive review of all aspects of health and safety policies, procedures and practices. Safety audits can be conducted by safety advisers and/or human resource specialists, but the more managers, employees and employee representatives are involved the better (Jackson, 2016). Cole (2014) state that audits are often conducted/or carried out under the auspices of a health and safety committee with its members taking an active part in conducting them. Managers can also be held responsible for conducting audits within their departments and, even better, individual members of these departments can be trained to carry out audits in particular areas (Pun, 2016).

2. Statement of the Problem

There have been a remarkable rise of injuries and accidents of employees, in fast moving and consumer (FMCG) industry in Kenya, where fatalities were reported (MOH, 2013). Between the year 2010 to 2016, around 240,000 employees, have been registered as injured, having lost limbs because of machines in a poor condition within the company, and others as dead, as a result of being intoxicated by benzene as well as other gases that are toxic within the sector (WHO, 2015). In the sector of FMCG in Kenya, Occupational safety and Health (OSH) risk evaluation was conducted by Kenya's Industrialization Ministry together with pertinent stakeholders within the nation between the year 2015 and the year 2017 showed, the industry particularly companies that deal with manufacture and production of products, did not have an all-inclusive program for health and occupational safety (Mberia, 2017).

PZ Cussons has developed policies, guidelines and programs on organisation safety that are applied and implemented across the board to all employees (Ndegwa, 2014). The company is also committed to excellence and success in the sector through motivation kitty awarded to best performing employees and departments. PZ Cussons has an occupational safety and health program that has been designed to recognize organisation performance. However, from the statutory health and safety audit report carried out in 2017 shows that work related accidents, illness and injuries have elevated by 20-30% particularly amongst technical employees, and that there are challenges with execution of the health and safety programs (Zanko & Dawson, 2018). Health care costs have constantly increased and this has led to a conflict among the company's needs to push for augmented efficiency and output and employees' needs to be safeguarded from hazards and accidents in the place of work. Absenteeism for health reasons was also cited by the audit report as among the many reasons often disrupts performance of individual's employees as sick or injured employees are likely to perform less if they do try to work (Ndegwa, 2014). Based on this knowledge, the study therefore aimed at establishing the relation between safety audit and performance of an organization, a case of PZ Cussons Kenya.

3. Objectives of the Study

The study's overall objective was to determine the influence of safety audit on organizational performance in the FMCG industry in Kenya, a case of PZ Cussons Kenya

4. Literature Review

The research was grounded on the social cognitive theory, safety climate theory and the domino/sequence of events theory.

4.1. Social Cognitive Theory

Social Cognitive Theory which is the anchor theory started as the Social Learning Theory in the 1960s and was proposed by Albert Bandura (1960). It is linked with the idea of self-assuredness and result expectancy. Bandura (2001) proclaimed that the concept aforementioned has widely been used in a range of settings linked to safety. Further, it's further contended, self-assuredness is selected in the social cognitive theory framework as a result of the actuality that it has a number of applications in many settings and as well as a result of significant overlay of factors between this theory and corresponding theories related to safety. This theory has 2 tenets. The 1st gives a description of the need for psychology to adopt the social framework in the study of behavior of humans because humans are naturally social. The 2nd tenet describes how humans use their reasoning for communicating and thinking avenues to be accustomed to social settings. Conversely, the theory interprets cognition as being section of social activities (Barone, 2016).

4.2. Safety Climate Theory

This theory was developed by Zohar (1980) who opined that safety climate as the molar and unified set of cognitions regarding the safety aspects of their organization. Law (2011) states that psychological safety climate (PSC) alludes to shared insights of procedures, practices and policies of an organizations for employees' protection, psychological safety and health emanating largely from practices of management. The theory of PSC further states, the work demands-resources context and states that the PSC level in an organization, draws from viewpoints from the literature work of psychological risk, stress and climate of an organization. During their research, Dollard and Bakker (2010) identified, PSC alludes to a feature specific element of the climate of an organization linking to liberty from psychological damage at the place of work.

4.3. Empirical Review

Saunders (2017) defines safety audit as the examination of the entire organization for purposes of testing if it meets its objectives and aims on safety. It assesses hierarchies, processes of planning on safety, policy-making, delegation, decision-making and execution and also safety program planning areas. Safety audits may be carried out by advisers on safety or staff experts, but would be much better where trade unions, employees and managers are engaged. Often, audits are conducted under the support of a committee on safety and health with the members participating in carrying them out. Managers as well can be held accountable for carrying out audits in their departments and, much better, discrete departments' members may be coached on conducting audit in certain areas (Armstrong, 2017). The audit exercise is enabled if a catalog is prepared and just a simple form applied in recording the outcomes (Cole, 2017).

Williamson (2016) states that safety reviews are fashioned for examining a certain area of a company's working department or process of manufacturing for purposes of locating and defining faults present in machines, plant, equipment, system or errors from operations which might be accidents' causatives. Safety reviews are supposed to be conducted systematically and regularly. Abualrejal (2016) in his study conducted in Malaysia sought to examine the safety and health audits that are applicable to manufacturing industry and evaluated the importance of Occupational Safety and Health Practices. The study similarly identified sorts of hazards, injury as well as accidents that occur in the workplace. Primary data was 20 obtained by way of interview. The study's findings revealed that the industry undertook the Safety and Health audits to lower the occurrences of the accidents in workplace. The study hence recommended that the knowledge regarding the Safety and Health Practices to the employees ought to be enhanced so as to lower accidents occurrences in the workplace.

Chun-Yu (2019) assessed the aspects that affect the execution of work-related safety and health audits in the printed circuit board sector in Taiwan. That was enabled by the actuality that these sectors were certified as being acquiescent to the OHSMS guidelines of the work-related Health and Safety Assessment Series (OHSAS) 18001. The survey outcomes showed that the execution of the OHSAS 18001 in PCB sectors was externally inspired by client requirement, and internally through corporate image and commitment to the top- management. The very critical aspect for effectiveness of the OHSAS execution was commitment from top-level management and aid whereas the major cause of failure was poor cooperation amongst company staff.

Colin (2019) conducted a research of a division of a UK global oil firm to determine employee-management agreement in conducting audits on safety for constant enhancement on safety management. It observed issues that affect the effectiveness of worker involvement structures and techniques employed in the course of execution stages of the program to address them. Collins registered a worker-management agreement method to identify safety initiatives which were relevant to the environment of work and as well perceived as relevant by the workers. The study identified that for some sectors, attention of the management was mostly diverted from safety by some other matters which competed for the management's time, for instance, quality, efficiency, costs, productions and the surroundings.

Nayanthara and Wimalaratne (2017) identified further 10 audits of OSH to be executed in the Sri Lankan Industry of construction to ascertain a healthy and safe environment of work for its employees. The audits comprised supervision of safety, site surroundings, controlling the health and safe behavior of workers, centralized OSH unit of management, insurance and resources policies, commitment of the management, supportive devices, documentation of OSH, OSH awareness and education, and the committee of OSH. These approaches effectiveness in the domestic sector was examined and was then employed in developing the OSH management context to be executed in Sri Lankan sites of construction.

Conversely, Ariffin (2017) while conducting his research tried identifying the level of health and safety at different places in Malaysia's Kebangsaan Ungku Omar (KUO) university college. Generally, the standard score of safety examined at 3 distinct areas in KUO was 77.6 per cent that is placed as a 1st class of reformed safety pointer. Nonetheless, amongst the 3 areas, the overall administrative work place identified as the sole area which was safe. They came to a conclusion that grounded on the reformed safety pointers, the work-related health and safety level in KUO was absent and the college authority would employ the research as a guide to enhance some college infrastructures to the level required of a quite safe category. Likewise, employees and students are supposed to play a practical role through chiefly notifying the management of the college of areas prone to risk.

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4.4. Conceptual Framework



Figure 1: Conceptual Framework

5. Research Methodology

5.1. Research Design

The research applied the descriptive design of research for it shows a true shape of how the situations are (Cooper & Schindler, 2014). It is aimed at describing the features of a certain phenomenon within a given case. The descriptive design was applied for purposes of gathering information that regard the present position of the sector, surveying that which exits in regard to state of affairs in a given situation.

5.2. Target Population

Population is defined as a complete set of elements, persons or objects that have some common characteristic defined by the sampling criteria that has been established by the researcher (Cooper & Schindler, 2014). The study's population entailed 215 top management employees, production personnel, marketing personnel as well as subordinate personnel of the PZ Cussons Kenya as provided by the Human Resource Department PZ Cussons.

Population	Frequency	Percentage
Top management	15	7
Production personnel	67	31
Marketing personnel	79	37
Subordinate personnel	54	25
Total	215	100

Table 1: Target Population

Source: (PZ Cussons Kenya Human Resource Department, 2020)

5.3. Sample and Sampling Technique

Sampling refers to the process of obtaining representative data or observations from a group or from a larger population (Saunders & Thornhill, 2013). The size of the sample was grounded on the populace of the top management personnel, production personnel, marketing personnel as well as the subordinate personnel of PZ Cussons Kenya. The Yamane formula (1967) was applied to obtain the sample for the study.

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

Based on the formula above, n describes the size of the sample, N describes the overall target population, and e describes the level of significance or the error. The conventional 5% level of significance was employed for purposes of balancing between committing Type I & II errors. A 5 per cent level of significance was applied to guarantee an outcome that is quite accurate the sample.

 $n = 215/[1+(215x\ 0.0025)]$

= 215/1.538 n = 140

This study was carried out to 140 participants from departments selected. That was perfect for the research for purposes of achieving quality study through employing the ideal methodology and strategies of sampling. The technique of Stratified random sampling was employed because the population targeted was not homogeneous and could be subdivided into strata or groups towards obtaining a sample that is representative.

For purposes of obtaining significant information regarding the population, questionnaire was employed. A questionnaire refers to an instrument for data collection in which each respondent is asked to answer a same set of questions in a predetermined order (Saunders, Lewis, & Thornhill, 2013).

5.4. Data Analysis and Presentation

Before the responses were processed, the questionnaires were checked for consistency and completeness. Thereafter, coding was done for purposes of enabling grouping of the responses into different categories. The gathered data was in quantitative form. Descriptive tools of statistics aided the researcher in data description and determination of the level used. Descriptive statistics were employed in analysing the data quantitatively. This entailed standard deviation, mean and percentages, whose presentation was carried out by use of bar charts and tables for purposes of giving an accurate picture of the study findings. As well, analysis of the quantitative data was done by use of the Multiple Linear Regression Model

6. Data Analysis, Results and Discussion

6.1. Response Rate

The study targeted a sample size of 140 respondents from which 118 filled in and returned the questionnaires making a response rate of 84.3%.

	Questionnaires Administered	Questionnaires Filled & Returned	Percentage		
Respondents	140	118	84.3		
Table 2 Damana Data					

Table 2: Response Rate

This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent.

6.2. Safety Audit

Respondents were required to indicate their level of agreement with the following statements assessing the extent to which the organization had implemented safety Audits practices.

Statements	Mean	Std dev
Safety audit are undertaken by trained and qualified personnel	4.08	0.63
Safety audits point out dangers in the workplace	4.06	0.83
These audits are conducted regularly	4.11	0.70
The reports are shared to every staff	4.14	0.72
The company undertakes inspections on regular basis	4.13	0.69
The inspections assist in formulating safety plans and procedures	4.13	0.82
that are designed to fit the organization		
Inspections pinpoints hazard materials	3.90	0.62
Employees participate in the inspection process	4.07	0.98

Table 3: Statements Related to Safety Audit Practices

From the study findings, majority of the respondents agreed that the audits reports are shared to every staff (M=4.14 SD=0.72), the company undertakes inspections on regular basis(M= (4.13 SD=0.69), the inspections assist in formulating safety plans and procedures that are designed to fit the organization (M= 4.13 SD=0.82) and that the audits are conducted regularly (M=4.11 SD=0.70). These findings go hand by Cole, (2017) safety audits practices gives the organization a unique opportunity to conduct a review of the performances.

Further, the study established that Safety audit are undertaken by trained and qualified personnel (M=4.08 SD=0.63) employees participate in the inspection process (M=4.07 SD=0.98) Safety audits point out dangers in the workplace (M=4.06 SD=0.83) and that Inspections pinpoints hazard materials (M=3.90 SD=0.62). This finding concurs with the recommendations by Williamson (2016) Safety Audits can serve to increase employee awareness and understanding of environmental and safety regulations.

6.3. Organizational Performance

Respondents were required to indicate their level of agreement with the following statements assessing the on organizational performance.

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Statements	Mean	Std Dev
Execution of the safety practices in the organization will make workers	4.08	0.76
feel safe and more productive		
Comfortable and adequate environment of work and also safety practices	4.12	0.74
have a positive impact on the performance of our organization		
Safety practices protects employees from injuries and this improves	3.92	0.78
organisation performance		
To enhance productivity, safety education/ training must be given to	4.12	0.72
every worker before starting a fresh job		
Positive environmental conditions given at the place of work will enhance	3.95	0.88
my output at the work place		

Table 4: Statements Assessing on Organizational Performance

From the study findings, majority of the respondents agreed that comfortable and adequate environment of work and also safety practices have a positive impact on the performance of the organization (M=4.12 SD=0.74) to enhance productivity, safety education/ training must be given to every worker before starting a fresh job (M=4.12 SD=0.72) and that execution of the safety practices in the organization will make workers feel safe and more productive (M=4.08 SD=0.76). These findings concur with the recommendations by Jan & Bodil, (2018) Comprehensive and effective training of employees is essential to ensure compliance and efficiency at workplace. Further, the study established that positive environmental conditions given at the place of work will enhance my output at the work place (M= 3.95 SD=0.88) and Safety practices protects employees from injuries and this improves organizational performance that (M=3.92 SD=0.78). These findings concur with concludes Kariuki (2017) concluded that safety performance and business performance are directly compatible.

6.4. Inferential Analysis

After the descriptive analysis, the study used inferential statistics (Pearson correlation and regression test) to predict the linear association between the predictor variables and explanatory variables as well as in determining the strengths of association in the model.

		Organizational Performance	Safety Audit
Organizational	Pearson	1	
Performance	Correlation		
	Sig. (2-tailed)		
	N	118	
Safety Audit	Pearson	.491**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	118	118

Table 5: Correlations Results

The study also found a strong positive correlation between safety audit and organizational performance as shown by correlation coefficient of 0.491; the significant value was 0.000 which was less than 0.05. This finding concurs with the recommendations by Williamson (2016) Safety Audits can serve to increase employee awareness and understanding of environmental and safety regulations.

6.4.1. Regression Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.691ª	.478	.460	.61350		
Table 6: Model Summary						

The study used coefficient of determination to evaluate the model fit. The adjusted R^{2} , also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The model had an average adjusted coefficient of determination (R^2) of 0.460 and which implied that 46.0% of the variations on organizational performance are explained by the independent variables understudy.

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.946	1	9.737	25.869	.000 ^b
	Residual	42.531	116	.376		
	Total	81.477	117			

Table 7: Summary of One-Way ANOVA results Critical value = 2.45 From the ANOVA statics, the study established the regression model had a significance level of 0.000% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value (25.869 > 2.45) an indication that safety audit has a significant effect on organizational performance. The significance value was less than 0.05 indicating that the model was significant.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		В	Std. Error	Beta		
	(Constant)	.324	.542		.598	.001
	Safety Audit	.698	.142	.348	4.906	.000

Table 8: Coefficients

Source: Survey Data, (2020)

As per the SPSS generated output as presented in table above, the equation $(Y = \beta_0 + \beta_1 A_1 + \varepsilon)$ becomes: Y= 0.324 + 0.698

Results show that a unit change in safety audit while holding the other factors constant would positively change organizational performance by a factor of 0.698, similar research observations with the above were made by Cole, (2017) safety audits practices gives the organization a unique opportunity to conduct a review of the performances.

7. Conclusions

This study concludes that safety audit had a positive significant impact on performance in the PZ Cussons Kenya. Leaders should develop appropriate safety audit programs that supports risk control and ensure the full participation of all members of the organization, and that safety audit management practices helped the PZ Cussons Kenya meet its legal obligations and improve its performance.

8. Recommendations

The HR department is needs to develop comprehensive safety Audit measures for hazard controls programs. By conducting these internal safety audits, the management safeguards the business from ordinariness, because the business can identify areas of improvement and identify any red flags before they develop into potential crises. The HR management should ensure that workplace safety policies are reviewed and revised regularly to reflect changes in organizational safety and health objectives.

8.1. Areas for Further Research

This study sought to establish determine the influence of safety practices on organizational performance in the FMCG industry in Kenya, a case of PZ Cussons Kenya. This study recommends that an in-depth study should be done on the challenge facing the implementation of health and safety in FMCG industry in Kenya.

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