

Effects of occupational health and safety strategies on the organization performance :(A case study on electric power corporation in wolaita sodo district)

A Thesis Submitted to the School of Graduate Studies of Jimma University in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Business Administration (MBA)

BY: ASHENAFI ABEBE BITIRE



**JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
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JIMMA, ETHIOPIA

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DECLARATION

I hereby declare that this thesis work entitled “**effects of the health and safety strategy on the organization performance: (A case study on electric power Corporation in wolaita sodo district)**.” is my own original work. I have carried out it independently with the guidance and suggestions of my research advisors.

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CERTIFICATE

This is to certify that the thesis entitles “*effects of occupational health and safety strategy of organization Performance: A case study on electric power company in wolaita sodo district, in Ethiopia*”) submitted to Jimma University for the award of the Degree of Master of Business Administration (MBA) and is a record of real research work carried out by Mr. *Ashenafi Abebe Bitire*, under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma and other certificates.

Main Adviser’s Name

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Co-Advisor’s Name

Date

Signature

ABSTRACT

The main objective of this study was to assess the effects of OHS strategies of organizational performance, a case study was Ethiopian electric power company at sodo district. To reach on the purpose, qualitative and quantitative research approach was used in which 112 closed ended questionnaire distributed. The data was analyzed by using SPSS (Version-23). Descriptive and inferential statistical techniques were used for data analysis. In descriptive by using frequencies, percentages, mean scores, Standard Deviations and in inferential statistics, Pearson's correlation and regression analysis were used to assess both relationships and effects between the OHS and organizational Performance. The finding of the study display that all occupational health and safety strategies almost similar mean and standard deviation value. Generally, scores in all OHS strategies were found to be strongly correlated with organization performance. based on the finding of the study the correlation analysis value R is 0.904 and regression analysis R² 81% showed the occupational health and safety strategies in electric power corporation are positive effects on organization performance. The study revealed that Ethiopian electric power corporation sodo district have significant effects in increasing organization performance through providing social welfare, accident prevention of employees, and, providing adequate training about health and safety to increase organization productivity and performance. Based on the result of the study the researcher conclude that, occupational health and safety strategies has positive significant effect on electric corporation at sodo district of organizational performance. However, further research continuous pre- requisite for the financial performance of occupation health and safety strategies in electric corporation in sodo district.

Keywords: OHS, strategies, organizational performance.

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ABBREVIATIONS

ACC:-----	Accident Compensation Corporation
EEP:-----	Ethiopian Electric Power
EPA:-----	Environmental Protection Agency
ESAW-----	European Statistics on Accidents at Work
HRM:-----	Human Resource Management
IEC:-----	Individual Education and Communication
ILO:-----	International Labor Organization
IRAC:-----	Identification Risk Assessment And Control
OHS:-----	Occupational Health and Safety
OOS:-----	Occupational Overuse Syndrome
OSH:-----	Occupational Safety and Health
OSHA:-----	Occupational Safety and Health Administration
OSHMS:-----	Occupational safety and health management system
SPSS:-----	Statistical Package For Social Science
USA:-----	United States of America
WHO:-----	World Health Organization

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

Health and safety strategies and techniques are protective with caring employees and people suffering from what the corporate produces and do against the hazards arising from their employment or their links with the corporate (Armstrong, 2012).

The necessity to supply secure work surroundings for workers had an extended history in personnel management. HRM, it's acknowledged that employment system cannot solely have an effect on commitment, competence, value effectiveness, and congruence. however even have semi-permanent consequences for individual well-being, 'there is a few evidence to point that employment system style might have effects on physical health, mental state, and longevity of life itself. This definitely understates the importance of safe and healthy work systems to the health of workers (Bratton and Gold, 2014).

Problems of activity safety and health (OSH) are gift since the emergence of human work. The popularity that employment is risky to life, safety and health was highlighted within the eighteenth and nineteenth centuries because the historic period occurred in Europe. The scope of activity safety and health has step by step broadened from the diseases or injuries thanks to work to the character of labor itself, the broader work surroundings, and employees upbeat. OSH is split into variety of specializations associated with explicit issues and applications inside physiology, psychology, sociology, ergonomics, medicine, hygiene, work safety, toxicology, and medical specialty amongst others (Elgstrandand Petersson, 2012).

Occupational health entails the promotion and maintenance of the best degree of physical and mental state and social well-being of employee's altogether occupations (Taderera, 2012). Activity Safety and Health has recently become a way higher priority in light-weight of the growing proof of nice loss and suffering caused by activity diseases and ill-health across many alternative employment sectors, and is of concern to managers a minimum of partially as a result of increasing variety of deaths and accidents occurring. Activity Health and Safety (OHS) could be a complicated space that interacts wide with a broader spectrum of business interests and issues.

To this point OHS has been confined to the edge of Human Resource Management (HRM), wherever its role, influence and importance are unnoted (Cassio, 2014).

The study were supported by Goal-Freedom Alertness Theory founded by Kerr (1954) and Distractions Theory founded by (Hinze,2005).Goal-Freedom awareness Theory states that well work performance is the result of psychologically rewarding job environment as workers will be safe in a positive work environment if managers and supervisors actively work to alleviate hazards, illnesses and accidents at the workplace. Distractions Theory states that safety and health is situational and has two components. The first component deals with hazards posed by unsafe physical conditions and the other dealing with a worker pre-occupation with issues not directly related to the task being performed. The study were carried out at Ethiopian Power Company at Wolaita sodo district because the company has failed to put in place adequate health and safety measures in the workplace to safeguard not only the employees and management but also customers and other stakeholders who might have some kind of interest in the company.

(Naidoo& Willis, 2015) identify a number of benefits to the organization from promotion of health and safety workplace as improvements of productivity as a result of reduced sickness absence, enhanced corporate image and staff turnover. Safety measures prevent accidents and ensure regular flow of work which helps to improve the morale and productivity of workers. It also contributes to team work and a sense of belonging to employees. On the other hand Boyd (2003) argues that when organizational performance increase, it will lead to the organization effectiveness. Among the positive consequences of safe and healthy workplaces are: higher productivity owing to few lost workdays, increased efficiency, quality from healthier workforce, reduced medical and insurance costs, lower workers' compensation rates and direct payments because of few chains being filed, and improved reputation.

According to (McCinney, 2019), the major valuable impact of job-related health and safety on performance is reduced absenteeism. The major concern of this study was to assess the OHS strategies on performance of Ethiopia Power Company in Wolaita sodo district. Actually, the study examined how the organization keep its place of work healthier and safe, and assess how the strategies applied as a catalyst to attain organizational goals and propagate sustainable performance to employees in specific and organization in general.

As (Bratton and Gold, 2014) highlighted in their study, In the 1960s, something like a thousand employees were killed at their work in the UK. each year of that decade about 500,000 workers suffered injuries in varying degrees of severity, and 23 million working days were lost annually on account of organizational injury and disease. Such statistics led investigators to argue that 'for both humanitarian and financial reasons, no society can accept with satisfaction that such levels of death, injury, disease and waste must be regarded as the expected price of meeting its needs for goods and services.

There are also indirect expenses related with occupational accidents. The indirect expenditures include overtime payments necessary to make up for lost production, cost of retaining a replacement employee, a wage cost for the time spent by HRM personnel recruiting, selecting and training the new employee and, in less typical cases, the cost associated with loss of revenue on orders cancelled or lost if the accident causes a net long-term reduction on sales, and attendance at court hearings in contested cases.

Regardless of the size of the enterprise, or how you choose to measure it, the safety of each and every employee is crucial to your organization's success. No matter how difficult the operations, activities, communication, and data processing systems are, they are designed, maintained, and operated by people. The significance of having an emergency plan, disaster recovery plan, or business continuity plan to minimize the negative impact of potential natural or man-made disasters cannot be overlooked. The need for planning has been reinforced by the lessons learned in the consequences of the accidents. And, the achievement of a healthy and safe place of work and the elimination to the maximum extent possible of hazards to health and safety is the responsibility of every person working in an organization, as well as those working there under contract. But the responsibility is on management to achieve and indeed go beyond the high standard in health and safety matters required by the legislation – the Health and Safety at Work, etc Act, 1974 and the various regulations laid down in the Codes of Practice (Armstrong, 2012).

The challenge of organizations today is how to join the hearts and minds of all their employees. Occupational exposures verse ergonomic, physiological and psychosocial factors are found in today's work environment. Such factors, individually or in several complex combinations, intimidate employees occupation safety and health and reduce well-being and performance of

organization (Health and Safety Executive, 2008). (World Health Organization 2013) estimates that over 160 million of new cases of work related illnesses occur every year.

International Labor Organization estimates that 2.2 million workers die every year as a result of work related ill-health and injury, 350 thousand of these deaths are due to accidents and the rest due to occupational illness and accidents. On top of these International Labor Organization estimates that there are 264 million non-fatal accidents occur each year that result in more than three (3) days absence from work and 160 million people suffer from work-related diseases.

In economic terms, the ILO has estimated that 4% of the world's annual GDP is lost as a consequence of occupational diseases and accidents (ILO, 2018). In past three year slightly more than three (3) million US workers suffered from occupational injuries and illnesses resulting from accidents at work number of fatal accidents. This statistics results in an incidence rate of 3.3 cases per 100 equivalents to full time workers (Bureau of Labor Statistics, 2016). In the United Kingdom 2 million people are reported to be suffering from illness believed to be caused or made worse by their current or past work. Overall UK performance is better than many other European countries such as Germany, France, Italy, Spain and Poland in the key areas of injuries, fatalities and self-reported work related ill-health (British Safety Council, 2014).

The concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose. Organization performance is the achievement of a given job measured against preset known standards of accuracy, completeness, cost, and speed in a manner that releases the performer from all liabilities under the contract (OSHA, 2015).

Those providing the assets will only commit them to the organization so long as they are satisfied with the value they receive in exchange, relative to alternative uses of the assets. As a consequence, the essence of performance is the creation of value. So long as the value created by the use of the contributed assets is equal to or greater than the value expected by those contributing the assets, the assets will continue to be made available to the organization and the organization will continue to exist. Therefore, value creation, as defined by the resource provider, is the essential overall performance criteria for any organization.

There is very little research completed on the topic of organizational performance, partly because there are so many other factors that influence the overall performance of the business. Subject to the influence of four types of influences that impact an organization, namely, (i) internal influences (e.g., power relationships); (ii) external influences (e.g., regulatory environment); (iii) process issues (e.g., management of political processes); and (iv) transformational issues (e.g., degree of top-level support and risk of gain or loss from change), the performance measurement metrics do not remain constant and are subject to constant change.

Organizational performance is a central and fundamental feature that should be focused in details. It is a frequent processes that attended by the organization in order to guarantee the performance of the organization is still succeeding and growing. Organizations performance is a process to increase the effectiveness of an organization and the goodness of its employees through intended planned. Other study said that organizational performance is the outcome that reflects the organization efficiencies or effectiveness in terms of company image or financial performance. (Faiz, 2015) reported that organizations should estimate their internal and external factors which supports in getting the viable advantage and enhanced performance.

1.2. Statement of the Problem

Occupational safety and health is an important strategy not only to ensure the health and safety of workers, but also contribute positively to productivity, quality of products, work motivation, job satisfaction and thereby to the overall quality of life of individuals and society (WHO, 2013).

The electric power corporation is a significant sector of any national economy, especially regarding its employment and organizational performance. But accidents, incidents, injuries and fatalities continue to occur unabated on electric power sites around the world at consistently high rates (Watkins DA,2017). The electric power corporation tends to have a little consciousness of the long-term benefits of occupational safety strategies, while the tendering process often gives little attention to safety, resulting in cost and corner cutting (Biggs et al, 2015). Sometimes, occupational safety is found to be the first item to face expenses cutting. This is because a number of the employers often consider that the accomplishment of OSH in organization performance will cost more. The unsatisfactory OSH record of the electric power corporation has always been highlighted. It is because the OHS strategy system is a neglected area and a function

that has not been pursued systematically in the power industry. Safety is a significant issue to effects organization performance, but many employers do not feel it is fundamental to the achievement of companies.

According to (lauriski,D 2020), the electric power company can benefit from an improved attitude change that cultivates a vision for the future which elevates safety concerns and effectively integrates them into the overall organization performance. High charge of injury are mainly due to insufficient or non-existence of an OSH personal protective equipments. Many occupational accidents and injuries are due to a breakdown in the existing OSH strategy. Therefore, the application of an ‘effective’ strategies can lead to safer systems of power company and reduce incidence of injuries and work related diseases in organization

Ethiopian Power Company at Wolaita sodo town has developed policies and strategies on occupational safety and health that are applied and implemented across the board to all employees. The company is also committed to excellence and success in the power sector through motivation fund awarded to best performing, providing occupational health and safety protective equipments to organizational employees and departments to enhance organizational performance. Ethiopian electric Power Company at Wolaita sodo town has an occupational safety and health strategies that has been designed to recognize organization performance. Health and safety rules and strategies are concerned with caring employees and other people affected by what the company produces and does against the hazards arising from their employment or their links with the company. Problems of occupational safety and health have been present since the emergence of human work. The recognition that work is risky to life. Increased the chances that significant numbers of people both employees and members of general public, could have their health and safety endangered by workplace hazards, deaths and personal injuries.

The occurrence of accidents, incidents, injuries and fatalities continues with significant reduction in intensity on power company sites, with consistently high rates worldwide (Thewodros, 2016). Despite existence of various policies, standards, regulations and rules regarding the work place safety and health, in most of the regions and nations in world, the situation tends to persist in the power industry. Globally, about 330 million work-related accidents and 160 million work-related diseases are estimated to occur annually (ILO, 2010). Assessed In Their Study on effects of

occupational health and safety strategies on Organizational Performance, occupational health and safety strategies has A direct Effect On Organizational Performance. The effectiveness of organizations depends upon the effectiveness of their OHS strategies.

In Ethiopian Power Company, few researchers conducted studies concerning the effects of occupational health and safety strategy on organization performance which specifically assessed and determined the problem in these companies. The research gap under review of related literature in the area of electric power company exposed those previous researchers who were observing lack of safety trainings, lack of personal protective equipments and accidents. The reviews show that still lack of employee awareness on personal protective equipments, lack of health and safety trainings, and fatalities are there and very high in places of work. Regardless of occupational health and safety strategy, and other stakeholder's efforts on health and safety equipments of people, still in workplaces are risky and not safe place to go. So, the gap of this study want to fill is that to explore and assess the extent of health and safety strategies and policies on effects of organization performance in the corporation. This study were intended to try to influence employers and workers to emphasize OHS strategies to enhance organizational performance, to gain competitive advantages and achieve sustainable growth of organization. Therefore, this study intended to be carried out to fill the gap by identifying the prevalence of occupational accidents, diseases and the related causing factors in organization performance among Ethiopian Power Company in Wolaita sodo district.

1.3. Research Questions

In accomplishing the study in order to achieve the objective of the study, all the efforts and This study attempts to address the following research questions.

These are:-

1. What is the effect of health and safety strategies on organizational performance?
2. What is the effect of social welfare strategies on organizational performance?
3. What is the effect of accident prevention strategy on organization performance?
4. Do occupational health and safety training strategies affect organization performance?

1.4. Objectives of the study

1.4.1. General objective

The general objective of the study was to assess the effects of occupational health and safety strategies on the organization performance of Ethiopian electric power company in the case of Wolaita Sodo district, southern Ethiopia.

1.4.2. Specific objectives

1. To assess the effect of health and safety strategy that determines organizational performance in the study area.
2. To assess the effects social welfare strategies that contributes to the success of organization.
3. To assess the effect of accident prevention strategy on organization performance.
4. To identify the effects occupational health and safety training strategies in the organization.

1.5. The Significance of the Study

The findings of the studies are also expected to be useful to other public and private organization. It will shade lights on how useful the OHS strategies are on the organization performance well-growing. It will help to reduce the risk of hazard or harm caused by either new technologies or poor occupational health and safety to enhance organizational performance. The findings of this study will also help other organization which will adapt the findings to increase organizational performance through reduced costs of training new employee, reduced employees turnover at all and increased employees satisfaction, hence to increase organization performance. It is expected to help policy maker to design and devising health and safety policies which will support the international attempts to reduce number of work related accidents, diseases and hazards at workplace.

The research finding will help other researchers as they may use it as a reference book when conducting out a similar study on the effects of occupational health and safety strategies on organizational performance. It will help them identify the gap left by the researcher in the course

of carrying out this study. The findings will be useful for policy makers, practitioners, and implementers who could use the results of the study to identify and bridge the gap of occupational safety and health strategies in the workplaces. This would help in improving performance and reducing accidents and work related illness.

1.6. Scope of the study

The study was not considered on all public institutions in Ethiopia or in south National Regional State, but limited to wolayita sodo district electric corporation. It was limited to investigate effect of occupational health and safety strategies on organization performance of sodo district electric corporation. The respondents of the study are employees and administrative employees of the corporation.

The study covers the variables of health and safety strategy, social welfare strategies, effects of accident prevention strategies, occupational health and safety training and organization performance to assess having occupational health and safety strategies in the organization performance.

The research methodology used to determine the sample size was purposive sampling, quantitative approach and data was collected from respondents by using questionnaire. Lastly, the study was analyzed by using descriptive and inferential statistical techniques.

1.7. Organization of the Study

The thesis is organized into five chapters. The first chapter deals with background, statement of the problem, objective, significance, and scope and limitation of the study. Chapter two presents the theoretical and empirical review on the effects of occupational health and safety strategy on organization performance. Chapter three explains about the research methodology which includes description of the study area, data source and data collection, sampling method and sample size, method of data analysis. Chapter four presents the results and discussion of the research outcomes and finally section five presents, summary, conclusion and recommendation.

CHAPTER TWO

2. LITERATURE REVIEW

The chapter focused on the literature review on occupational safety and health strategies on organizational performance. The chapter highlights the theoretical foundation, occupational safety and health strategies, and the effects of occupational safety and health strategies on organization performance.

2.1. Theoretical Literature Reviews

Basic Concepts and Definitions of Operational Occupational health and safety elements

For the purpose of easily understanding this study by readers from various disciplines, definitions of some technical and operational terminologies it was attempted to determine as follows.

Occupational: means work-related matters and work concerned activities.

Occupational Health is to be defined as a state of optimal physical, mental and social well-being. The word „**job safety**’ is the interrelationship between employee and work, material, equipment and technology, environmental, and economic considerations such as productivity.

Occupational safety and health(OSH) is the science of the expectation, identification, assessment and control of hazards arising in or from the workplace that could impair the health and well-being of workers, taking into account the possible impact on the surrounding communities and the general electric power company environment (OSHA, 2015).

The European Union defines health and safety, in a wider sense, as going beyond the avoidance of accidents and prevention of disease to include all aspects of the worker's well-being.

Accident is an unplanned event/incident that happen suddenly and unintentionally resulting damage to property or injury and loss of life; short and long term effects or incidents due to exposure on installing electric power site and consequently interruption to power process (ESAW, 2019).

Work-related accident refers to an event that directly affects a worker's health during the performance of work activities (Roberto, 2006), but ill health is to be defined as an identifiable/ or adverse physical or mental condition arising from and/or made worse by a work activity and/or work related situation.

Hazard is source, situation, or act with a potential for harm in terms of human injury or ill health and damage to property (OSHA, 2015).

It can be defined as potential for harm which is often associated with a condition or activity that can result in an injury or illness to people and damage to property, when not properly controlled.

Physical hazards:- this hazards interrelated to damage cause to the body from noise, vibration, light shock and radiation.

Biological hazards: - this related mainly to sickness resulting from bacteria, fungus and viruses;

Psychosocial hazards:- this related mainly to stress, violence and bullying;

Ergonomic hazards: - this related to harm cause to the body repetitive movements and improper setup of work station.

Risk is the chance or probability that a person will be harmed or experience an adverse health effect if exposed to a hazard (a source of potential damage or harm). Risk is combination of the likelihood of an occurrence of a hazardous event or exposure with specified period or in specified circumstances and the severity of injury or damage to the health of people, property, environment or any combination of these caused by the event or exposure, while,

Risk assessment is process of estimating and evaluating the risk(s) arising from a hazard(s), taking into account the adequacy of any existing controls, and deciding whether or not the risk(s) is acceptable.

Occupational injury can be defined as damage or loss of any part of body resulting from the occupational accident.

Occupational disease is disorders of health resulting from behavioral factors and environmental conditions in the workplace. Work related injuries can be “fatal” which lead to the death of the victimized person whether immediately or later, and “non-fatal” injuries those do not result in the death of the person, but cause temporary and permanent disability or loss of victim part of the body.

Company/ organization is a social unit of people systematically structured and managed to meet a need or to pursue collective goals on a continuing basis.

Workplace is a physical location in which electric power activities are performed and whenever OSH effect on personnel are involved.

Employee is an individual who is employed to give services to a company/organization on a regular basis in exchange for compensation and who does not provide these services as part of an independent business, whereas the member of the company is to be employer.

Personal Protective Equipment (PPE): worker-specialized clothing or equipment wear by employees for protection against health and safety hazards at the workplace.

Occupational safety and health management system is part of the company's overall management system used to establish and implement OSH policy and objectives, and to achieve those objectives.

Organization performance is the achievement of a given job measured against preset known standards of accuracy, completeness, cost, and speed in a manner that releases the performer from all liabilities under the contract (OSHA, 2015).

Policy is the set of fundamental ethics and associated guidelines, formulated and enforced by the governing body of an organization, to direct and limit its actions in pursuit of long-term goals.

Corrective action is an action to eliminate the cause of a detected nonconformity or other undesirable situation. Continual improvement is an iterative process of enhancing the OSHMS to achieve improvements in the overall OSH performance (Kawasan, 2014).

2.1.1. Occupational Health and Safety at Workplace

About 5,000 people worldwide pass away daily as a result of work – related accidents or diseases. International Labor Organization (ILO) estimated that over 53 000 fatal accidents at workplace take place in Sub – Saharan region. International ILO says that employees do suffer approximately 270 million occupational accident each year (fatal and non-fatal), and fall victims to some 160 million incident for occupational diseases. This rings a bell whether people really value safety and health at their employees while at their workplaces and how informed are employers on the need for safety of their employees while at work.(Bell. T,2015)

The world marks the ILO occupational Safety and Health day every 28th April. Addressing employees last April, ILO East Africa Director Ali Ibrahim said both human and economic costs of approximately 4 percent of the world’s gross domestic product lost through injury, death and

diseases, resulting in absence from work, sickness, treatment, disability and the need for survivor benefits (OSHA News letter, October 2005: 4). It has been estimated somewhere in UK there is accident at work every 3½ seconds. Every year, about 600 of these accidents are fatal of the rest some are minor (Greeperson, (2016)

2.2. Health and Safety Matters

This part will try to show the possible elements of health and safety workplace-related problems. in relation to Covid-19, it is business as normal at health matters. the top priority is always the health and safety of customers and employees of the organization of Ethiopian electric power company at wolaita sodo town.

2.2.1. Stress

Stress in the workplace can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Place of work anxiety can lead to poor health and even injury. The theory of job stress is often confused with challenge, but these concepts are not the same. Challenge energizes us sensitively and physically, and it motivates us to learn new skills and master our jobs.(william J,2018)

When a challenge is happen, we sense relaxed and satisfied. Thus, challenge is an important element for healthy and creative work. The significance of challenge in our job lives is probably what people are referring to when they say "a little bit of stress is good for you" (Center for disease control and prevention, 2010).

Job stress is rising internationally in all countries, organizations, professions, and among employees, employers, families and society in general. Occupational stress has been known as a serious health issue for organizations and employees. Thus, the stressful situations of the workplace due to occupational stress lead to negative consequences like anxiety, headache, stomach distress and cardiovascular disease. So, occupational stress can be described as any discomfort that perceived by individuals who their capabilities and resources cannot be coped to demands, events and stressful situations in their workplace (Karimi and Alipour, 2017).

Impact of work-related stress on employee performance has been renowned as an important area of concern for organizations. Negative stress affects the physical and mental health of the employees that in turn affects their performance on job. Stress is many times misunderstood and misinterpreted resulting into avoidable problems. It is therefore important to understand the stress well before thinking of managing it. Stress has changed over the years. Initially it was considered as environmental pressure, then strain within the person. Stress is a psychological and physical state that results when the resources of the person are not adequate to cope with the demands and pressures of the situation. Thus, stress is more likely in some situations than others and in some individuals than others (Tekeste, SF 2014). Stress is defined as a response to a demand that is placed upon a person. It can be simply understood as “a condition where one experiences a gap between the present and desired state.

2.2.2. Smoking

Workplace smoking can be a serious safety and health hazard and a cause of conflict. Promotion and implementation of a smoke-free work environment therefore fall under the ILO’s mandate to create healthy and safe workplaces. This working paper, based to a large extent on an informal survey carried out by ILO Safe Work in 2017, sets out to provide an overview of attitudes, legislation and practices related to smoke-free workplaces in different parts of the world. It could serve as a background paper for further ILO tripartite discussions leading up to a new international instrument. In addition to harming the smoker’s health, it is a long-known fact that passive smoking causes irritation to non-smokers, especially those who are subject to allergies or asthma. However, it has only relatively recently been made public the actual extent to which second-hand tobacco smoke is dangerous to non-smokers, regardless of their physical condition. In 1986, the International Agency for Research on Cancer (IARC) published a Monograph on Tobacco Smoking, in which it was established that cigarette smoking causes various types of cancer to humans.

In 2012 IARC went one step further by also taking into account the risks of passive smoking. The IARC Monograph Tobacco Smoking and Tobacco Smoke (Vol. 83) state that tobacco smoking and tobacco smoke are carcinogenic to humans.

According to the IARC monograph the Surgeon General of the United States published the 1964 report reducing the Health Consequences of Smoking. This was the first official statement in the United States that smoking can cause lung cancer as well as other diseases. Since then, the Surgeon General has released over 30 reports about the negative health effects of smoking and passive smoking and the message has become common knowledge in many corners of the world. Another agency acknowledging that passive smoking could cause illness or even death is the United States Environmental Protection Agency (EPA).

The EPA in 1992 classified second-hand tobacco smoke as a “Class A” or human carcinogen, for which there is no protection. The negative health effects of smoking or inhaling second-hand tobacco smoke can multiply if a person is simultaneously exposed to other hazardous substances in the environment. Smoking is also an occupational safety hazard. The likelihood of fires and explosions in buildings where smoking is allowed is considerably higher than in buildings with a non-smoking policy (Parrott, 2000; Levine, 1997). WHO estimate that 300,000 persons were killed in the year 2000 due to fires caused by smoking (Mackay, 2014)

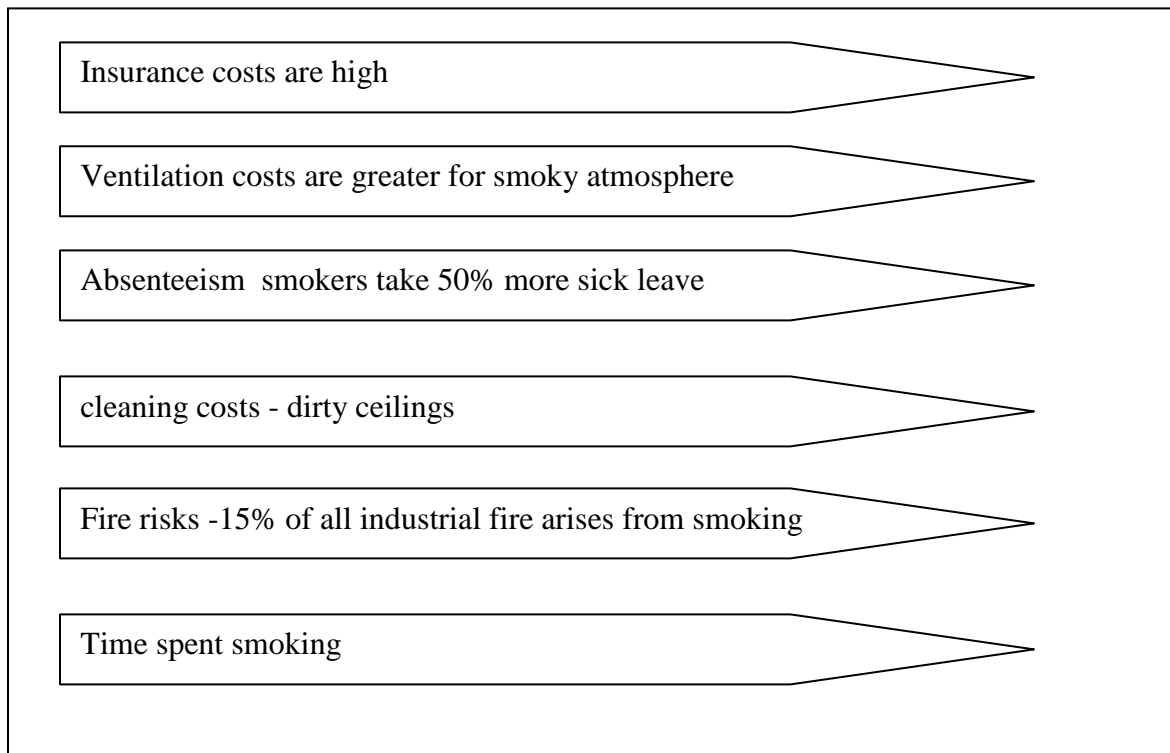
Smoking cigarette can also reason for accidents because of the distractive effect of lighting the cigarette or cigarette smoke causing decreased visibility. At the psychosocial stage, smoking cigarette can cause conflicts between smokers person and non-smokers at work, especially where no clear strategy exists or where the existing policy is badly implemented. In additional imperative to promote smoke-free workplaces is to lower the costs for the employer and society in terms of productivity, maintenance costs and insurance premiums. The costs are also considerable for smokers, especially since the recent trends around the world show that persons within lower income brackets smoke more than those within higher income brackets (Mackay, 2002). Studies also show that employers and governments that are successful in reducing workplace smoking benefit from increased productivity, lower rates of absenteeism, lower costs related to cleaning of premises and safeguarding of machinery, and minor health care and insurance costs (McKinney 2019,).

When trying to measure the impact of tobacco smoke, two aspects should be taken into consideration: firstly, the extent of occupational diseases and deaths caused by exposure to

tobacco smoke; secondly, the amount of smoke in the air and the length of time workers are exposed to tobacco smoke. However, these measurements are not without difficulties.

To measure the extent of diseases and deaths caused by tobacco smoke, we are confronted with the following problems:

- ❖ Tobacco smoke is not composed of a single substance but is actually a compound of hundreds of chemicals, complicating the exercise of singling out the cigarette smoke in the air. Some of these chemicals are more hazardous depending on the environment, as they sometimes have a synergistic effect when reacting with other substances.
- ❖ There is a time lag between exposure and illness. Cancer, lung and heart diseases often appear after decades of smoking, which means that workers may experience illnesses related to passive smoking after retirement.
- ❖ It is difficult to isolate the effects of exposure at work from the effects of tobacco smoke exposure outside the workplace in places such as homes, restaurants or sports events.



2.2.2.1.Hazard at Work

A hazard is the potential for harm. In realistic terms, a hazard often is related with a situation or activity that, if left uncontrolled, can outcome in an injury or illness. Identifying hazards and eliminating or controlling them as early as possible will help prevent injuries and illnesses (OSHA, 2017).

Electric power company employees may be exposed to various hazards at their work sites. Hazards may include physical, chemical and biological agents, and infectious diseases that pose a level of risk to life, health, property or environment. The hazard potential may be dependent on several factors, which may interact together to create a risk (EACO, 2014).

Electric power work accident may occur as a result of unsafe working condition, unsafe acts, personal failure and lack of awareness on the side of both the employers and workers. The failure on the part of the management in realizing and applying properly guarded machine, proper illumination and ventilation, non-defective tools usage could be considered as one of the causes to work accidents (MOLSA, 2016).

Hazardous work places or electric power sites pose a multitude of health and safety concerns, one of which could result in serious injury or death (Takele, 2011). There are five general sources/or categories of safety and health hazards in electric power workplace: Physical, Psychological, Biological, Physiological and Ergonomic hazards. These hazards are a function of the nature of the site as well as a consequence of the work being performed, such as chemical exposure, fire and explosion, oxygen deficiency, ionizing radiation, biological hazards, safety hazards, electrical hazards, heat stress, cold exposure, vibration and noise.

According to (Demand media, 2013), common hazards and their descriptions at place of work are. Physical Hazards include heat, cold, vibration and high noise. Working at heights on roofs, ladders or scaffolding creates a risk of falling. Workers can be struck by equipment or become entangled in machinery. Other equipment-related hazards include risk of electrical shock or exposure to harmful radiation such as with X-rays, lasers and radio- frequency energy. Improper lifting technique can cause back injuries, while just working at a computer for long periods can result in repetitive stress injuries. Simple housekeeping problems, such as spilled coffee on the

floor, can cause a serious injury from a slip and fall. The most common cause of work-related injury is driving. According to the Bureau of Labor Statistics, highway incidents were the leading cause of workplace fatalities in 2006.

2.3. The effects of Occupational Safety and Health strategies on organization Performance

The organization performance can be positively affected by Occupational health and safety which means if there is high performance in job the organization's performance also gets affected hence also affecting the overall organization performance. For instance: If the workplace is not health danger evidence it will cause a disease among labor force hence negatively affect the worker job performance and organization performance as affirmed by (Karen Danna et al 2014).

A concern in principle for the health and safety of employees and encouragement of employee's self-interest and safety are obvious prerequisites. Workplace actuality can be different because of perceptions that health and safety constraints operational freedom and inhibits productivity. Higher performance HR strategies recognize creating an environment where people feel physically and psychologically safe seems to a fairly fundamental demonstration that workers are valued (Pilbeam & Corbridge, 2010).

According to Badakale (2012) also conducted a study that sought to determine the effects of occupational health and safety policies on organization performance. The study established the amount of time wasted during accident and cost that is ignorantly spent on health care is higher than the cost spent on planning and providing a safe working environment and a good safety strategy. The study concluded that occupational health and safety should be given a serious concentration on the shop-floor manner it in mind that it is a right for the employees and required by law.

According to (Musyoka, 2014) studied the relationship between health and safety strategies and performance of organization in Mombasa County, Kenya. Hence the study found out that many of the organization had taken some health and safety measures and those they had shown positive effects on work performance. Among the four factors that were being investigated, health and safety measures, social welfare strategies, accident prevention strategies and occupational health

strategies. The four factors had a positive and significant correlation with organization performance. Therefore, the implementation of health and safety strategies at the work place has a positive impact on employees' performance. The study concluded that health and safety measures at work place have a positive and significant correlation to work performance therefore each and every organization should perform or implement the health and safety strategies at their work place if they are to improve organizational performance.

The achievement of the highest standards of health and safety in the workplaces is important because the elimination or at least minimization of health and safety hazards and risks is the moral as well as legal responsibility of the employers. The tangible benefits from better health and safety management include higher productivity, lower absences, avoiding the cost of accidents and litigation, meeting clients demands and improved staff morale and employee relations within the organization.

2.4. Social welfare strategies and organization performance

Formal social security systems cannot be exclusively relied upon in developing countries, it is necessary to reform them and to extend their application where and when appropriate. Rural employment schemes, wage upgrading for rural labour, food subsidies linked to public distribution systems, child nutrition and contingency related support for old age, maternity, survivors, and the disabled could constitute a minimal social assistance package. Prima facie, a target of 3 per cent of GDP for such basic minimum social assistance appears to be reasonable and affordable in most developing countries. Employee welfare refers to all the efforts that is put forward by the employer in providing various benefits and measures to their employees to be happy. Because satisfied workforce increases their efficiency in turn it leads to the overall organizational performance. In any organization the employees are regarded as the key assets, and it is the prime duty of the employer to provide various kinds of welfare measures for their well being. (Siva KalyanKumar E, LathaSri CH, 2019)

According to the (Anil Parbhakar and Ghazala Ishrat, 2013): Organizations today need to change themselves by being more innovative, creative and reorienting themselves towards employees 'based system that focuses on motivation, empowerment and freedom. Empowerment involves removing limits and recognizing the talent of employees in order to prevent employee dissatisfaction. Empowerment thus

inspires change and increases the level of individual's commitment and helps in achievement of Organizational goal.

According to the (Lalitha K.and Priyank T. 2014): The basic purpose of employee welfare is to enrich the life of employees and keep them happy. Employees spend at least half their time at work or getting to it or leaving it. They know that they contribute to the organizational performance when they are reasonably free from worry and they feel that when they are in trouble/ problems, they are due to get something back from the organization.

According to (Babu K.V.S.N Jawahar, Valli S. 2012): In this study health, safety and welfare are the measures of promoting the efficiency of employee and organization performance. The various welfare measures provided by the employer will have immediate effect on the health, physical and mental efficiency, alertness, morale and overall efficiency of the worker and thereby contributing to the higher performance. The basic purpose of employee welfare is to enrich the life of employees and to keep them happy and conducted. Welfare measures may be both statutory and non-statutory, laws require the employer to extend certain benefits to employees in addition to wages or salaries. In the present study an attempt has been made to study the employee welfare facilities and its effects of employees efficiency at Ethiopian electric power corporation in wolaita sodo district.

The concept of employee welfare has been used by many organizations as a strategy of improving productivity of employees; especially in the mobile industry since work related problems can lead to poor quality of life for employees and a decline in performance. It is argued that, welfare services can be used to secure the labour force by providing proper human conditions of work and living through minimizing the hazardous effect on the life of the workers and their family members. (Manzini and Gwandure, 2011)

In a study observed that job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions. It is one of the major challenges for today's organization. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Mean while, when a worker employed in a organization, brings with it the needs, desires and experiences

which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. (Brikend, 2011)

2.5. Effects of accident prevention strategies on the organization performance

Prevention of occupational injuries is an important task for human resource management. Intervention to reduce occupational suffering should be multi-factorial to be successful. Activities on different levels, workplace visits, risk assessment activities, development projects targeting certain risks, print media and electronic media campaigns, attitude surveys among the general public need to be combined in order to influence claims incidence and underlying occupational morbidity. In depth analyses of the specific tasks and risk exposures identified together with a systematic collection of risk scenarios from exposed workers through critical incident and other techniques, should be the next step of intervention. Occupationally and task related appropriate engineering, ergonomics and design solutions should be developed for the different problems highlighted above. The choice of such applied development activities should be made with a priority towards reducing injury severity. Substantial reductions in non fatal injuries may reflect changes in work organization, increased automation and improved safety standards. Knowledge of predictors of work related injury, comprehensive training for workers may contribute to injury prevention strategies especially among newly employed workers. (Barreto SM, Swerdlow AJ et. al, 2018)

Development of a standardized surveillance occupational injury database across companies with different database configuration is feasible. Personal protective equipments dramatically reduced injuries incidence severity and days lost to medical leave. (Yager JW, Kelsh MA, 2013)

Upper level managers must establish a safety policy, develop the policy into a program, and ensure that the program is effectively executed. Although safety policies vary from one organization to another, most safety policies will include the following items:

1. A commitment to provide the greatest possible safety to all employees and ensure that all facilities and process will be designed with this objective. Similarly, purchasing policies must provide that all equipment, machines, and tools meet the highest safety standards.

2. A requirement that all occupational injuries and accidents be reported and corrective action taken to ensure that similar incidents do not occur.
3. Clear explanation to all employees of the safety and health hazards to which they are exposed and the establishment of training program to inform employees of how to minimize their risk of being affected.
4. Regularly scheduled systems safety analyses of all process and work stations to identify potential safety hazards so that corrective actions can be taken before accidents occur.
5. Disciplinary procedures for employees who engage in unsafe behavior and for supervisors who encourage or permit unsafe activities. While the chief executive officer is ultimately responsible for the safety of all employees, this responsibility should be delegated throughout all levels of management. Line and floor supervisors play a key role in the execution of safety programs because of their direct contact with employees. Supervisors must ensure that all pieces of equipment comply with applicable safety standards and regulations and that employees use safe work practices. In addition, the supervisor must make certain that all injuries are promptly reported and treated. Some organizations use safety competitions, in which supervisors compete to achieve the best safety record. These contests yield beneficial results when supervisors are encouraged to bring their departments into compliance with applicable safety standards and regulations. Unfortunately, however, such competitions sometimes discourage the accurate reporting of accidents or appropriate medical care for injuries. For this reason, safety competitions may lead to unintended and counterproductive results and should be undertaken with caution. Care should also be taken to avoid giving supervisors incompatible goals, such as unreasonably high production standards, when lower rates are necessary to guarantee safety. Larger worksites usually have a full time safety director, a manager responsible for the day to day administration of the safety program. Typical responsibilities include developing and presenting safety training, inspecting facilities and operations for unsafe conditions and practices, conducting accident investigations, maintaining accident records and performing analyses to identify causal factors, and developing programs for hazard control. The safety director must work with the engineering and purchasing departments to ensure that equipment and facilities are designed and purchased in compliance with all applicable safety standards. The safety director also works closely with the plants medical staff to ensure that all injuries are properly recorded and investigated. (Sorock GS, Lombardi DA, 2015)

Personal Protective Equipment

Personnel must be provided with appropriate PPE, including heat-resistant gauntlet gloves and facemasks when a spray lance is used due to the possible break of the armored hose

The following PPE should be provided to site personnel at all times:

1. Hand gloves if there is risk of hand contact with hot bitumen.
2. Helmets.
3. Safety boots.
4. High visibility jackets.
5. Protective overalls.
6. Goggles, a face shield or other face protection if handling hot bitumen.
7. Respiratory equipment if exposure to fumes is likely.

2.5.1. First Aid

Internationally, millions of people die each year as a result of accidents or serious injury. Unfortunately, a lot of those deaths could have been prevented had first aid been administered at the scene immediately, before the emergency services arrived. Emergency first aid is the care that is given to an injured or sick person prior to treatment by medically trained personnel.

Any victim of a burn or other serious injury should be evacuated to a medical centre immediately rather than be treated on site. However, suitable first-aid equipment for dealing with bitumen burns must be provided on site. Recommendations are provided in the Sabita Manual 8 Bitumen Safety Handbook. In the case of a burn injury from hot bitumen falling on to exposed skin, cooling of the burn area should be carried out by applying cold water or an ice pack. Firmly adhering bitumen should not be removed from the skin; it must either be allowed to fall off gradually or it may be removed by warm medicinal paraffin. A standard bandage must not be applied to burnt skin, as this will stick to the burnt area.

If eyes are affected they should be washed for fifteen minutes. In the case of ingested bitumen, vomiting must not be induced. If vomiting is unavoidable, breathing should be monitored. In the case of inhalation of bituminous fumes, the victim must be moved to an uncontaminated area.

Trained personnel should administer artificial respiration if breathing stops, or CPR if the heart stops. In all cases of direct exposure to hot bitumen or bitumen fumes, medical attention must be sought immediately.

2.6. Occupational Health and Safety Training

Employee training is one of the vital tools that help to enhance effective organizational performance and at the same time helps to promote the stability index of the organization. It is very important for the organization to exert extra efforts and invest much in employee training if it wants to achieve its objectives in the most economical way (Shaw ,2011).

Training as a process that provides employees with skills, information and understanding of the organization and its goals. Training is a systematic process, which helps people to learn how to be more effective at work by modifying knowledge, skills or attitudes through learning experience to achieve effective performance (Buckley & Caple, 2015).

Training is very important in achieving the objectives of the organization by continuing to view the interest of employees and organization Improved capabilities knowledge and skills of the talented workforce have been proved to be the main source of competitive advantage in a global market (Stone, 2012).

When the organization is unable to deliver effective training to its employees it is not only the employees who suffer, the impact can be felt by the organization itself. If someone is not delivering the training in an impressive style and he is not capturing the attention of the audience it means he is wasting the time Training primarily focuses on teaching the organizational members how to perform their current jobs and at the same time help them to acquire the knowledge and skills they need to be effective performers. In order for managers to meet the objectives of their employees' training, they must understand the benefits of the training to the organization and to the employees, identify the training needs of the employee and finally have effective training design that lies in the heart of organizational objectives . The need and objectives of the training program should be identified before offering training to employees (McKinsey, 2016).

Effective training programs help employees to advance themselves with new technology and at the same time gaining full command of the skills and competencies necessary to carry out a specific task and to avoid mistakes on the job (Gunter Walden, 2011).

Employee training can be on the job training or off the job training, this depends on the decision of the organization itself on which method meet its training needs and objective on which method meet its training needs and objective, some organizations prefer on the job training while others prefer off the job training. It is better for the organizations to give their employees on the job training because it is cost effective and time-saving (Ruth & Doug 2014).

Employee Training as a Motivation Factor

One of the most important factors that motivate the employee is training. affirmed that employees normally perform better when they are given adequate and appropriate training programs that motivate them and lead them to fulfill their needs. (Swart, et al 2005)

Employee Training as a Source of Productivity

In recent years training has been one of the crucial element that plays a vital role in increasing organizational performance. proposed that training is a fundamental and effectual instrument in the successful accomplishment of the firm's goals and objectives, resulting in higher productivity. opined that effective training programmes and high productivity on the part of the employee are positively correlated. (Bartel, 2014)

Employee Training Improved Performance

According to (Swart *et al.* 2005) learning through training is said to be a key factor in increasing employees performance, achieving corporate goals and also influencing the performance of the organization. suggested that performance gap of employees can be bridged by implementing a relevant training method in order to develop particular skills and abilities of the workers thereby enhancing the performance of employees.

Employee Training Increase Job Satisfaction

stressed that employee performance depends on many factors like job satisfaction, knowledge and management. Well trained and developed employees are satisfied with their job hence leads to an increase of the organizational productivity and performance. (Amisano 2010)

2.7. Empirical Literature Reviews

2.7.1. Empirical Reviews in the World

In developed nations there are good practices and standardized ways of providing timely and reliable information about work related accidents and diseases from which worker force of world is suffering. But in developing countries do not have such standardized ways of recording and keeping work accidents and resulting ill health consequences to help obtain relevant data in order to withstand the (Lucy, 2016).

Annually, throughout the world, an estimated number of 271 million people suffer with work-related injuries and about 2.3 million die as a consequence of these work related diseases and injuries (MOLSA, 2016) and (Lucy, 2016). While industrial disasters, especially those resulting in multiple fatalities, make global headlines; the reality is that many thousands of people die from their work activities every day and numerous fatalities are unreported or ignored. In addition, several millions of employees suffer non-fatal injuries and illnesses and that represents a huge social and economic burden for enterprises, communities and countries, not to mention the awful human and economic problem for workers and their families (ILO, 2014).

The magnitude of the international impact of occupational accidents and diseases, as well as major organizational disasters, in terms of human suffering and interrelated economic costs, have been a long-standing source of concern at work-place, national and international levels. Important efforts have been made at all levels to come to terms with this problem, but nevertheless ILO estimates are that over 2 million employees die each year from job-related accidents and diseases, and that globally this figure is on the increase. OSH has been a middle issue for the ILO ever since its creation in 1919 and continues to be a basic requirement for achieving the objectives of the well-mannered Work Agenda. In addition to established measures to prevent and control hazards and risks, new strategies and solutions need to be developed and applied both for well-known hazards and risks such as those arising from dangerous sub-stances, machinery and tools and manual handling as well as for emerging issues, such as biological hazards, psychosocial hazards and muscular-skeletal disorders.

Moreover, as OSH is an essential part of community relations it is affected by the same forces of change that prevail in national and global socio-economic contexts. The special effects of

demographic factors and dynamics, employment shifts and work organization changes, gender differentiation, the size, structure and life cycles of enterprises, the fast pace of technological progress, are examples of the key issues that can generate new types of patterns of hazards, exposures and risks. The expansion of an appropriate answer to these issues should rely on and make use of the collective body of knowledge, experience and good practice in this area. Safety and health measures are undertaken to create and sustain a safe and healthy working environment; furthermore, such measures can also improve quality, productivity and competitiveness. (ILO, 2015)

The occupational health status of the workforce in every country has an immediate and direct impact on national and world economies. Thus, making working environments safe and healthy is the interest of workers, employers, governments as well as the community at large (WHO, 2008). A recent report of WHO has verified that it seems simple and obvious, this idea has not yet gained meaningful universal recognition. Hundreds of millions of people throughout the world are employed today in conditions that breed ill health and/or are unsafe (ILO, 2014).

2.7.2. Empirical Reviews in Africa

the majority of African countries are renowned for poor occupational health and safety practices. on the other hand, regardless of numerous occupational health and safety advances in recent years, several occupational health and safety issues still proliferate in most African countries. This study will be review paper aimed at finding key issues on occupational health and safety practices in Africa. (Bill Buena Puplampu, 2012)

Occupational health and safety practices encompass in general been given little research consideration. As a effect, occupational health and safety has continued to remain outside mainstream organizational and management researches (*Barling et al. 20012*). Most countries and industries scarcely recognize occupational health and safety practices as a crucial determinant of national development. Therefore, mainstreaming occupational health and safety into general agenda becomes a significant consideration for not only developed countries but also for the developing countries as well. (WHO,2019)

Despite the struggling attempts, some steps have been taken to protect employees' health and safety at both the national and industrial levels. However, there is still little attention to occupational health and safety (here after OHS) issues, as this is shown by several occupational health and safety hazards, risk and diseases in the country. Many believe that this is due to lack of political will. Similarly, it is easily observed that, there is lack of effective interventions from qualitative and quantitative action-researches. explanation recommend that, there are poor attitudes toward occupational health and safety strategies, as employers are not really concerned about the protection of employees' health and safety (Ministry of Health Report, 2017) and even worse, some employers do not realize that they have the legal responsibility to protect employees' health and safety.

2.7.3. Empirical Review In Ethiopia

The present rapid economic growth has brought changes in workplaces in developing countries, including Ethiopia. The organization of occupational health and safety strategies is not yet resilient enough to handle the growing demands for workers' health in the context of organization. There is limited information on the gaps and needs of occupational health strategies in workplaces in Ethiopia. (Abera, Tadesse, 2016)

There are negative consequences in terms of the effect it may have on workers' health and on the immediate environment. This side effect were felt if an effective and sustainable interaction between development and environment is not in put place. There are international labor conventions on occupational safety and health that are required to be adopted and ratified for the maintenance of workers' health through policy, regulatory framework and provisions of enforcement by UN member countries. Ethiopia has ratified about 20 ILO conventions, including core conventions such as – Occupational Safety and Health Convention, 1981(No. 153)(3). These conventions are the foundation for developing laws in the area of workplace protection.

Ethiopia has had a regulation on occupational safety and health (OSH) since 1940,s. the ministry of labour and social affairs (MOLSA) is the state organ that regulates workers safety and health in work place, both private and state owned. MOLSA and its regional networks have an organizational structure lined to margin Ethiopia is one among the

many countries from around the world that have adopted ILO conventions No. 155 of 1981 in 1991 which resulted in two major regulations:

labour proclamation number No. 377/2003 and labour proclamation No. 515/2007 on public civil servants (5). the national level policy on occupational safety and health (OSH) has recently been developed and approved (July 2014) by the central government.

Ethiopia is moving quick towards industrialization and civil reform to advance output (GTP) According to the annual report of the confederation of Ethiopian trade unions released in 2012, at the time the report released, there were 702 undertakings that absorbed 370,000 employees.

The Ethiopia's health policy was issued in 1993, with the aim of giving special attention to women and children, to neglected regions and segments of the population, and to victims of man-made disasters. The priority areas of the strategy are in the fields of work, Information, Education and Communication (IEC) of health to create awareness and behavioral change of the society towards health issues. Emphasis is placed on the control of communicable diseases, epidemics, and of diseases.

that are associated to malnutrition and poor livelihood situation; promotion of occupational health and safety; the development of environmental health; rehabilitation of health infrastructures; appropriate health service management systems; provision of essential medicines.

Published information on the status of OSH at the national level is very limited. even the limited amount that is available is not updated to contain the dynamics of workplace exposures and the introduction of new technologies. (EEP report,2018)

2.8 The Conceptual Framework of the study

Work place accidents rates are very high compared to other sectors. Various losses would be incurred by the injured workers after the occurrence of an accident. These losses may include costs to victims and their families; and to employers and society. Accidents and the corresponding damage they cause to performance, property, equipment and morale can have unfavorable effects on a electric power company's profit and loss statement. Sustainable performance in the organization can be achieved through the effort of effects of occupational health and safety strategy. It usually not brought about by a single variable but rather an interaction of various networks of different variables and factors.

The conceptual framework of these variables was a guide to this research on how they determine organization performance. Organizational performance of electric power company across space and time are influenced by different strategies and their associations. **strategies such as** health and safety strategies, social welfare strategies, accident prevention and health and safety training determine the probability of organizational performance. It is obvious that different studies have been conducted to look into the direction and magnitude of the influence of different strategies on organizational performance.

A strategies, which is found to enhance organizational performance of a particular company in one locality at one time, was found to hinder it or to be irrelevant to performance of the same company in another locality. Although some known determinants tend to have general applicability; it is difficult to develop a universal model of the process of organizational performance with defined determinants and hypotheses that hold to everywhere. The dynamic nature of the determinants and the distinctive nature of the areas make it difficult to generalize what strategies influence which company performance. Hence, the following theoretical structure showed the most important variables expected to influence the organizational performance considering the study area specifically.

The differences in performance patterns were attributed to variations in variables. From the literature the following conceptual framework is developed to indicate independent and dependent variables in the study.

Independent variables

dependent variable

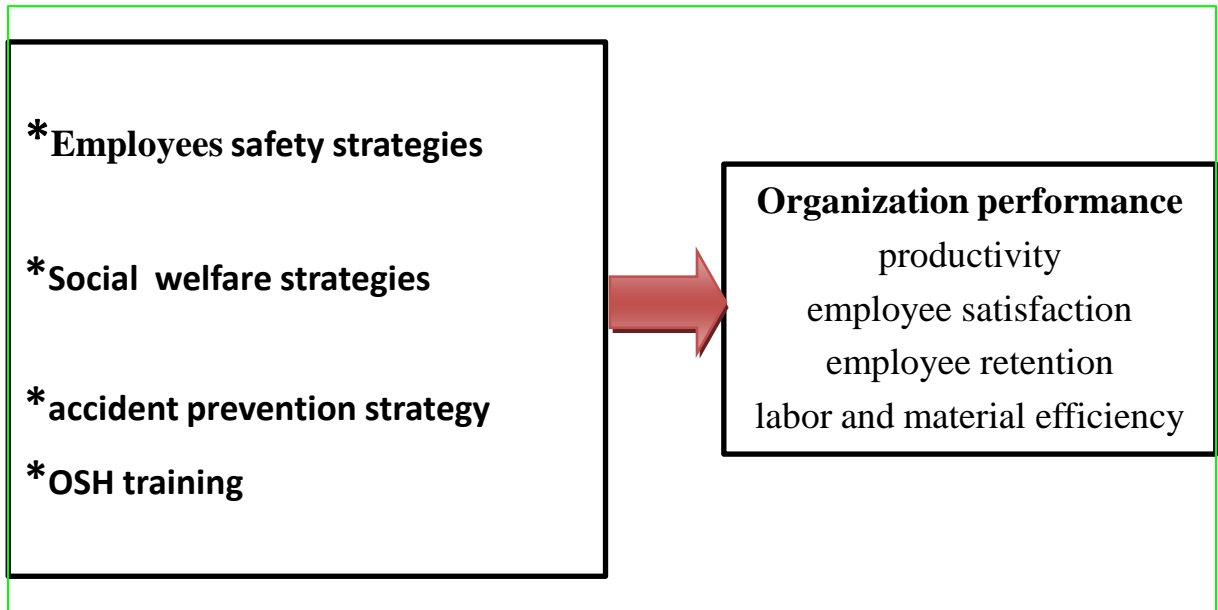


Figure 1..Conceptual framework of the study

CHAPTER THREE

3. RESEARCH METHODOLOGY

In this chapter, description of the study area, research design, types and sources of data, sampling method and sample size, methods of data collection, methods of data analysis, descriptive, multiple linear regression, and definitions of variables hypothesized to assess the effects of occupational health and safety strategies on the organization performance in Ethiopia electric power company the case of Wolaita Sodo district were presented.

3.1. Description of the study area

The study was conducted on Wolaita Soddo town which is located 383 km and 170 km far south west and west of countries capital Addis Ababa and regional city Hawassa respectively. Astronomically, the town is located 6.49° north and 37.45° east. According to the information stated on the five-year strategic plan of the municipality, the total area of the town is about 22,500 hectares, divided into seven administrative units (sub-cities). The town is established at the foot of mount Damota and from this mountain, its altitude descends toward in all directions. The relief of the town is mainly characterized by mountains, gorges and plain lands especially towards southern direction. The highest & lowest altitude of the town ranges from 1600-1900 meters above sea level. Accordingly, the average altitude of the town is 1,800 meters above sea level. The mean annual temperature of the town is 20c° and the mean annual rainfall is 1212mm. The current population of the town is over 268,478 with annual growth rate of 5.7%, which is greater than the regional average urban population growth rate 5.13% (WZTA, 2019).

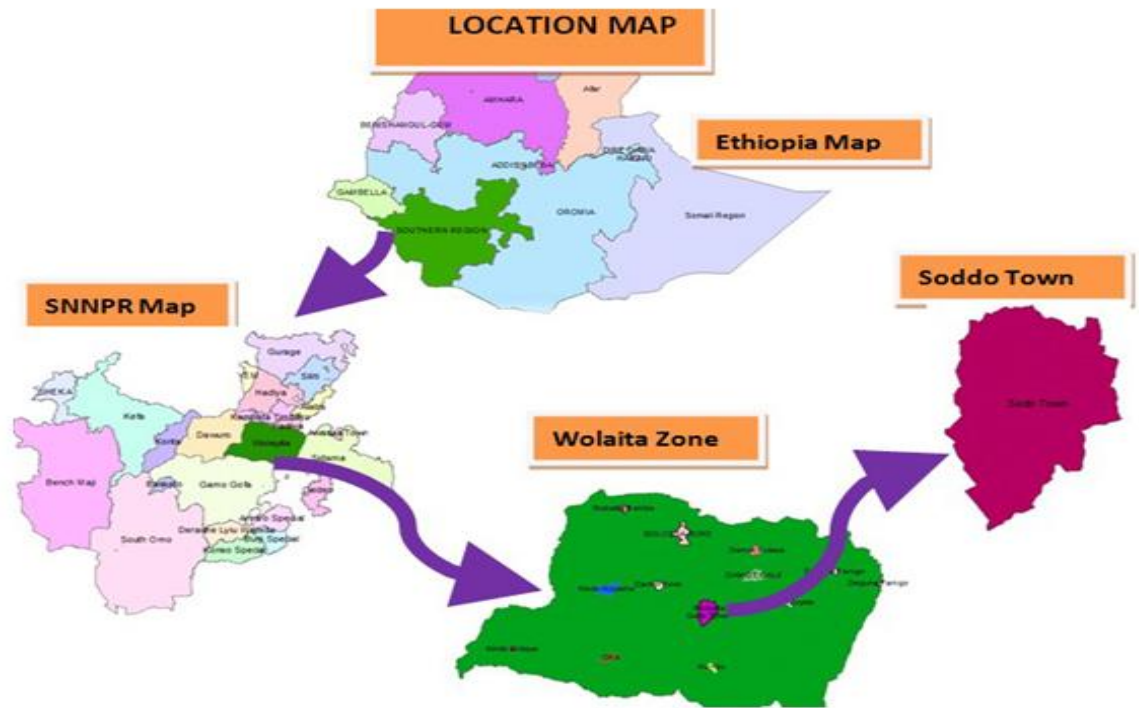


Figure 2. Location map of the city

Source: Wolaita sodo town Land Administration Office (2019)

3.2. Research Design

Research design is the frame work of research methods and techniques chosen by the researcher. The design allows researchers to perfect in on research methods that are suitable for the subject matter and set up the studies up for success. Proper research design sets our study up for success. In explanatory design, researcher is only interested in explaining the situation or case under the research study. It is a theory based design method which is created by gathering, analyzing and presenting collected data. This allows a researcher to provide insights into the why and how of the research.

This study was conducted to assess the effects of occupational health and safety strategies to the organization performance in Ethiopia electric power company the case of Wolaita Sodo district. The study used both qualitative and quantitative approaches and obtained the relevant data through structured questionnaire survey and formal interview.

3.3. Target Population

This study tried to identify the relationship between occupational health and safety strategies and organization performance in wolaita sodo district electric corporation. The target populations of this study were administrative and employees of electric corporation of sodo district and they are 112 in number, (90 employees and 22 administrative members).

3.4. Types and Data Sources

In this study both primary and secondary data was used. The primary data were collected from managers/or operators of the organization, employees of the Power Company at Wolaita Sodo district, members of management and with the actors of the Ethiopian Power Company at Wolaita Sodo district through face to face interview by using structured questionnaire. Secondary data used to support the topics in some different issues were collected from different published and unpublished reports, written document such as magazines, internet, and book, office in Sodo town and research articles were collected.

3.5. Methods of Data Collection

Both primary and secondary data was collected from primary and secondary sources. The primary data was collected from sample respondents through questionnaire and interview schedule. Whereas the secondary data were collected from both published and unpublished documents from the concerned organization of Ethiopian Power Company at Wolaita Sodo district. The survey questionnaire was prepared to questionnaire 112 sample workers to gather necessary data regarding effects of occupational health and safety strategies to the organization performance of Ethiopia electric power company.

3.6. Sampling Method and Sample Size

Both purposive and two stage sampling method was applied in this study. In the first stage the study area was selected purposively because the company consists of large number of employees and due to lack of the occupational health and safety equipments application, large number of employee were exposed to different challenges like health problems, accidents and etc. In the second stage, from the total of 156 employee of the organization, 112 employees were selected using simple random sampling so as to represent the total number of the employee in the company. Sample size was determined on the basis of the following formula given by Yamane (1967).

$$n = \frac{N}{1 + N(e^2)} = \frac{156}{1 + 156(0.05)^2} = 112 \text{ ----- (1)}$$

Where

n = is the sample size,

N = is the total population under study

e = is the level of precision assumed to be 5%.

3.7. Method of Data Analysis

The collected data were first checked for its consistency, completeness, missing and other errors before the entry process. The data coding make ready the completed and correct questionnaire for analyzing process. Therefore, data has been analyzed by descriptive and inferential statistics using Statistical Package for Social Science (SPSS-version 23). Descriptive statistical indexes like percentage, mean and standard deviation were used for analyzing. Similarly, inferential statistics such as correlation and multiple linear regressions were also used to identify the strength of relationship and the degree of prediction between occupational health and safety strategies and organization performance. the interview is any person- to –person interaction between two or more individuals with a specific purpose in mind. semi - structured interview was administered to all employees and administrated employees as they are perceived by researcher to be

more knowledgeable in safety and health strategies. The researcher construct guiding questions which lead the interview to extract more information relevant to the study.

3.7.1. Descriptive statistics

Descriptive statistics such frequency, percent, mean, standard deviation were applied to facilitate meaningful analysis and interpretation of research findings. Detailed analysis on the types of workplace hazards, accidents and their causative factors, injuries, ill health and their costs based on the conditions was conducted and the qualitative data collected from sample workers through questionnaire and interview were analyzed using SPSS software, statistical tools and presented using tables and figures for better and easier understanding and analyzed by used multiple linear regression model .

The correlation and regression analyses between variables were carried. The reason is that correlation analysis helps to show association or relationship between variables on the study while regression analysis is used to measure the effect of independent variables on the dependent variable (see conceptual framework. Moreover, the inferential analysis deals with the results of the linear regression and data analysis that constitutes the main findings of this study. The model of the study will be multiple regressions Multiple Regression Analysis refers to a set of techniques for studying the straight line relationships among two or more variables analysis because it involves more than two independent variables. Multiple regression model is statistical tool that always used to examine how multiple independent variables are related to dependent variables.

The respondents was asked to rate their opinion according to five point Likert ranking scale, with rating five being “Strongly Agree” and one being “Strongly Disagree”. Because, the Likert scale is a measurement tool commonly used in many studies on cognitive behavior applied theory of planned behavior (Francis et al., 2004). The regression analysis were used to determine with statistical significance, the influence or effect that the independent variables on dependent variable. The multiple regression models involve the following which includes both independent and dependent variables in the model:

Model Specification $Y_i = f(X_1, X_2, X_3, X_4,)$

☞ Therefore the equation was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

☞ Where; Y =organizational performance

β_0 is the intercept term. the intercept is defined as the average value of dependent variable, (Y) the effect of independent variables (X) is eliminated.

$\beta_1, \beta_2, \beta_3, \beta_4$ are coefficient of independent variables

X_1 = occupational health and safety strategy

X_2 = social welfare strategy

X_3 = accident prevention strategy

X_4 = health and safety training strategy

☞ $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$, are the coefficients associated with each independent variable, which measures the change in the mean value of y, per unit change in their respective independent variable. Regress organizational performance (as dependent variable) on the selected linear combination of independent variables using multiple regressions.

3.8. Definition of Variables

3.8.1. Dependent Variables

Organizational performance: It was a ordinal variable that represents the dependent variable and the actual performance that individual employment show in the organization during survey period.

In this study the dependent variable is measured by non financial elements which is:- Material and labor efficiency, Turnover of the employees, Employees satisfaction and Productivity of employees.

3.8.2. Independent Variable

Based on factors of consideration in dealing with the safety and health strategies on the organization performance issues related to the organization performance, the independent variables of the study are categorized in four.

occupational health and safety strategy: the existed strategies works well in organization, to insist on health and safety at workplace, compensation provided to the employees considering the nature and type of accident and PPE.

Social welfare strategies: satisfaction towards the labour welfare, Transport facilities, Sports and recreational Facilities and Housing facilities

Effect of accident prevention strategy: accident reduction and risk minimization scheme, identify accidents, actions are taken for implementation, and Accident reduction enhances organizational performance

Occupational health and safety training: provided adequate training, Company educate employees about a healthy work-style and lifestyle, and provide Information about safety and health

Validity and reliability

Validity Test

According to Creswell (2003) validity is the extent to which results acquired from process of analysis of the data actually embodies the phenomenon under study. There are two types of validity: content validity and face validity. **Face validity refers to** probability that a question is misinterpreted or misunderstood. According to Cooper and Schindler (2006) pre-testing is a proper way to increase the possibility of face validity. On the other hand,

A **test** has **content validity** if it measures knowledge of the **content** domain of which it was designed to measure knowledge. Another way of saying this is that **content validity** concerns, primarily, the adequacy with which the **test** items adequately and representatively sample the **content** area to be measured.

content validity, also referred to as logical validity, refers to the degree to which a measure depicts all facets of a given social construct. In this study, the content validity was improved by seeking the opinions of experts in the field of study, particularly the supervisors. Also, the face validity of the research instrument was improved by carrying out a pilot test and changing any unclear and ambiguous question.

Reliability Test

Measurement or questionnaire adopted from several journals was used to ensure higher validity. The questionnaire adopted for this research undertaking, is known as the Workforce diversity survey. The decision to utilize the particular measuring instrument is because its psychometric properties were evident, and the questionnaire had been used in a number of empirical studies Cooper & Schindler (2003). The questions consisted of 5 point Likert scale where the respondent expected to strongly agree, agree, neutral, disagree and strongly disagree with carefully constructed that ranged from very positive to very negative toward an attitudinal phenomenon.

The questionnaire was tested by Pilot test using Cronbach reliability coefficient testing. Cronbach's Alpha can be interpreted as percentage of variance where the observed scale would explain in hypothetical true scale composed of all possible items in the universe. According to Zikmund *et. al.*, (2010) scales with coefficient alpha score of 0.6 and 0.7 indicate fair reliability, a Cronbach's alpha score of .70 or higher and considered as adequate to determine reliability. An alpha coefficient of 0.7 was obtained. Thus, the data generation was reliable and free of random error.

CHAPTER FOUR

4. RESULTS AND DISCUSION

This chapter focuses on the data analysis and presentation based on the data collected from the field survey. The information was collected through interview, observation and questionnaire. This study has included 112 employees respondents in power company wolaita Sodo town.

4.1. Descriptive Statistics Results

4. 1.1. Demographic characteristic of the respondents

Table 1. Demographic characteristic of the respondents in Power Company in Sodo town

Variables	Description	Frequency	Percent
Respondents gender	Male	80	71.4
	Female	32	28.6
Respondents age	Below 20 yrs.	5	4.46
	20-29yrs	60	53.57
	30-39yrs	30	26.79
	40-49yrs	15	13.39
	50 and above	2	1.79
	Total	112	100%
Employment pattern	Permanent	98	87.5
	Contract/ temporary	14	12.5
	Others	0	0
	Total	112	100
Respondents position	Top Management	46	41.07
	Middle Management Level	38	33.93
	Lower	28	25.00
	Other (specify)	0	0.00
	Total	112	100
Education level of respondents	PHD	1	3.57
	Masters	15	13.39
	Bachelor's Degree	70	62.50
	Diploma	20	17.86
	Others	6	5.36
	Total	112	100

Source: own computation (2020)

Survey results showed that, out of the total 112 sampled respondents, 71.4% and 28.6% were male and female respectively. As indicated in the above table large number of employee in power company were male employees.(Table 1).The analyzed survey data revealed that, about 4.46%, 53.57%, 26.79%, 13.39% and the rest 1.79% were age of the respondents below 20, 20-29, 30-39,40-49 and 50&above respectively. The age 20-29 data shows that majority of the employees were young employee who have huge power to work and improve the performance of power company if they get access to occupational health and safety strategy.

Education is very important for the employee to understand and interpret the information coming from any source. It also enhances the capacity to obtain, process, and utilize information disseminated by different sources. According to survey result, about 3.5%, 13.39%, 62.50%, 17.86% and 5.36% were education level of respondents PhD, Masters, BA degree, Diploma and others respectively. As indicated in the table large number of employee in power company were BA-degree holder. The data shows that majority of the employees have attained BA-degree.

Concerning the employment pattern of the sample respondents, majority of the sample respondents 87.5% were permanent and the rest 12.5 % were contract/temporary. The sample respondents were asked whether they have position or not. Out of the total respondents 41.07%, 33.93% and 25% have top management, middle level management and lower level management respectively.

Table 2. The socio demographic characteristics of respondents (experience, Department in which he/she work, access to training)

Variables	Description	Frequency	Percent
Experience of respondents	Below 1 year	18	16.07
	1-5 year	63	56.25
	6-10 year	21	18.75
	More than 10 year	10	8.93
	Total	112	100
Working department	Economics	23	20.54
	Finance and Accounting	28	25.00
	Information, Communication and Technology	21	18.75
	Human Resource and Administration	31	27.68
	Procurement and maintenance Services	9	8.04
	Other	0	0
	Total	112	100
Access to training	Yes	69	61.61
	No	43	38.39
	Total	112	100
Working hour	8hrs	13	11.61
	Less than 8hrs	19	16.96
	More than 8hrs	80	71.43
	Total	112	100

Source: own computation (2020)

4.1.2. Socio-demographic characteristics of respondents

Regarding experience of respondents, about 16.07%, 56.25%, 18.75% and 8.93% of sample respondents have below 1, 1-5, 6-10 and more than 10 years of working experience (Table 2). The available data show that majority 56.25% of the employees have been working for more than one year and therefore have acquired the necessary competencies and reliability in their job to increase the organizational performance.

61.61% of the sample respondents replied that they have access to training and the rest 38.39% have no access to training. According to survey result, about 71.43%, 16.96%, 11.61% of the sample respondents work 8hrs, less than 8hrs and more than 8hrs respectively. Concerning the department in which sample respondents work in the company, majority of the sample respondents 27.68% were human resource and admiration and the rest 20.54, 25, 18.75, 8.04 were working in Economics, Finance and accounting, information communication and technology and procurement and maintenance department respectively.

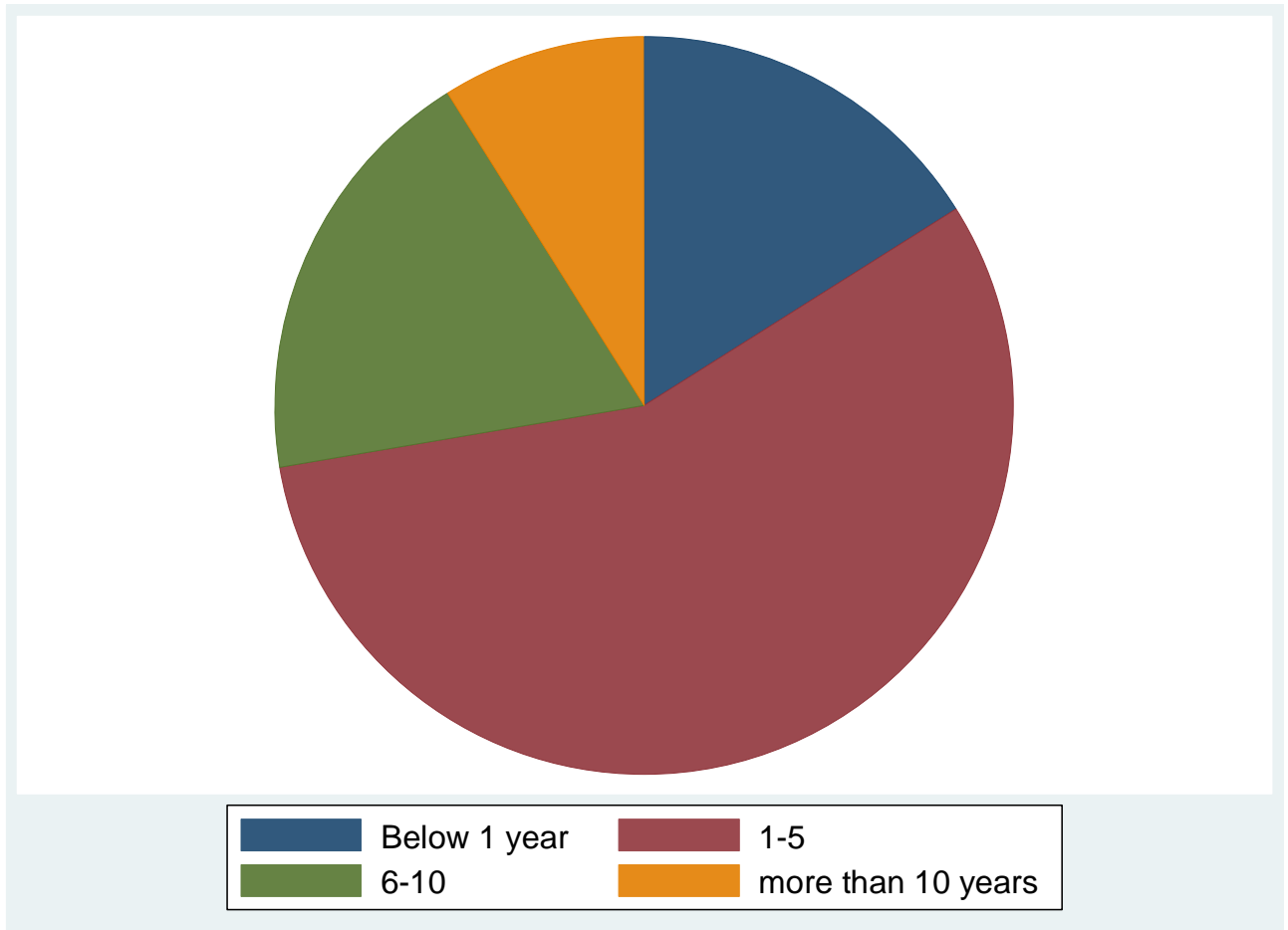


Figure 3. Working Experience of Respondents

With regards to work experience indicated in figure 3, majority (63) representing (56.25%) have worked between 1-5 years of experience in the companies, 21(18.75%) of the workers have served for 6-10 years, 18(16.07%) of the respondents have less than one year's" experience and 10 (8.93%) of the workers have more than 10 years" experience.

The available data show that majority 56.25% of the employees have been working for more than one year and therefore have acquired the necessary competencies and reliability in their work.

The experience characteristics of the respondents are summarized.

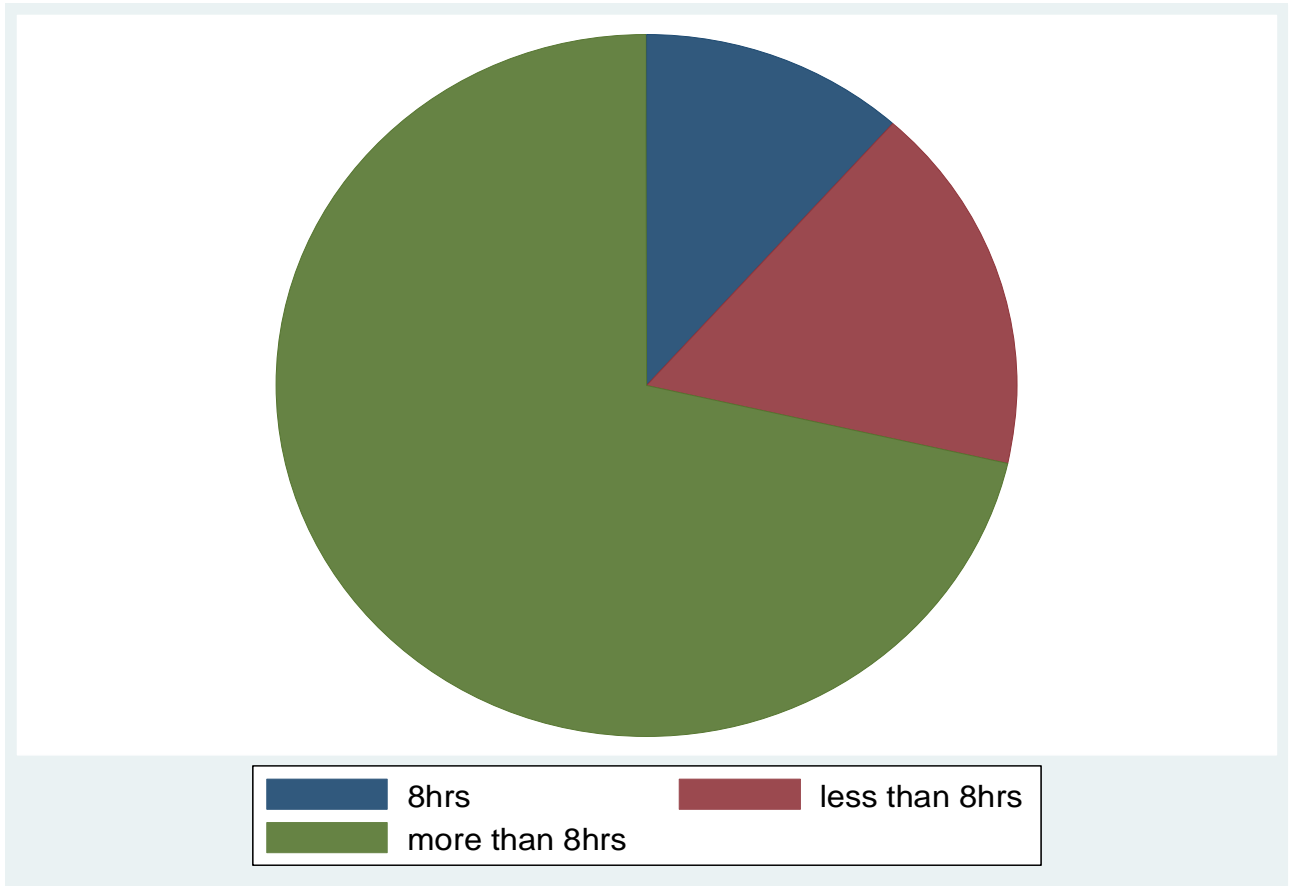


Figure 4. Working hour Characteristics of the Respondents

As it is indicated in figure 4 below, 80(71.43%) of the respondents replied that they spent for more than 8 hours per day at their work. This is mainly due to overtime working time in order to increase their income. Whereas in the other hand, 16.96% of the sample workers worked for less than 8hrs per day and about 11.61 were working for 8 hrs. Working hours per day's respondents was response summarized in the above figure.

4.1.3. Personal protective equipment and facilities

Table 3. Personal protective equipment and facility respondents

PPE and facilities	Description	Frequency	Percent
Safety shoes	Yes	69	61.61
	No	43	38.39
	Total	112	100
Dust mask	Yes	51	45.54
	No	61	54.46
	Total	112	100
Gloves	Yes	69	61.61
	No	43	38.39
	Total	112	100
Helmets	Yes	78	69.64
	No	34	30.36
	Total	112	100

Source: own computation (2020)

The questions that deal about personal protective equipment and facilities have been raised for the sample workers of power industries. The data obtained from these questions help to see how the personal protective equipment and facilities are available. Thus, the responses of the workers have been arranged in table 3 below. As it can be seen in table 69(61.61%) of the respondents agreed that safety shoes were given for them, whereas, 43(38.39%) of the sample workers responded that they didn't have safety shoes. due to this the occupational accident is decrease improve organization performance.

Regarding to dust mask and gloves, 51(45.54%) and 61(54.46%) of the sample workers revealed that those personal protective equipment were not provided for them. About the provision of gloves, 69(61.61%) agreed and 43(38.39%) of the sample workers disagreed. As clearly indicated from the above analyzed data, personal protective equipment and facilities were not provided (available) for most of the workers of the sample Power Company in wolaita sodo town.

4.1.4. Factors that cause accidents at the working place

Table 4. Factor that causes of occupational accidents that faced on workers

Causes of accidents	Description	Frequency	Percent
Machine	Yes	58	51.79
	No	54	48.21
	Total	112	100
Electric shock	Yes	98	88.50
	No	14	12.50
	Total	112	100
Falling and slipping	Yes	78	69.64
	No	34	30.36
	Total	112	100
Hand tool	Yes	86	76.79
	No	26	23.21
	Total	112	100
Improper material handling	Yes	87	77.68
	No	25	22.32
	Total	112	100

Source: own computation (2020)

A question “did you face occupational accident due to the following factors for the survey year” their responses has been tabulated in table 4 as follows. As indicated in table 4 below, the employees response indicate that the number of workers experienced work related-accidents due to machine is 58(51.79%), that of electric shock is 98(88.50%), falling and slipping 78(69.64),due to hand tool 86(76.79%) and improper material handling as the major causes of accident at work place. so, these accidents are the main causes of decrease the productivity and profitability of organizational performance.

4.1.4. General situation of occupational health and safety strategy of the respondents

Table 5. General situation of occupational health and safety strategy of the respondents

Variables	Categories	Frequency	Percent
There is health and safety strategy in your organization	Strongly agree	15	13.39
	Agree	19	16.96
	Uncertain	29	25.89
	Disagree	32	28.57
	Strongly disagree	17	15.18
	Total	112	100
The strategy works well in your organization	Strongly agree	5	4.46
	Agree	50	44.64
	Uncertain	24	21.43
	Disagree	22	19.64
	Strongly disagree	11	9.82
	Total	112	100
There is reason for the organization to insist on health and safety strategies at workplace	Strongly agree	8	7.14
	Agree	24	21.43
	Uncertain	41	36.61
	Disagree	26	23.21
	Strongly disagree	13	11.61
	Total	112	100
There is a compensation to the employees considering the nature and type of accident	Strongly agree	4	3.57
	Agree	28	25
	Uncertain	13	11.61
	Disagree	43	38.39
	Strongly disagree	24	21.43
	Total	112	100

Source: own computation (2020)

As shown in Table 5, from the 112 respondents more than 15.18% stated that they strongly disagree and 28.57% disagree on the availability of health and safety strategy to protect themselves and hence to improve the performance of the institution. This indicates that the 69.68% majority of respondents in the study area have no enough physical strategy availability of occupational health management throughout the year. Likewise, about 50.89% of sample respondents conveyed that they strongly disagree, disagree and uncertain on the active working of occupational health management strategy throughout the year in the company so as to show

its effect of the performance of Power Company in the town. This indicates that the majority of respondents in the study area have no well occupational health and safety strategy in the company.

The result shows that from the total sample respondents, about 36.61% mentioned that they were uncertain about the reason why the company insists health occupation management strategy at work place. This shows that, about 71.7% of the respondents have no adequate information or they do know about the importance of occupational health safety strategy on their institution. In addition, from the total sample respondents about 60.2% were reported that they disagree and strongly disagree on the availability a compensation to the employees considering the nature and type of accident which they experience during working time in power company. This confirms that in the study area there was no compensation to the employees considering the nature and type of accident which may occur to encourage employees' and to improve the performance of the organization.

4.1.5. General situation of Social welfare strategies of organization performance of the respondents

Table 6. General situation Social welfare strategies of the respondents

Variables	Categories	Frequency	Percent
State your overall satisfaction towards the labour welfare measures of the organization	Strongly agree	22	19.64
	Agree	30	26.79
	Uncertain	34	30.36
	Disagree	21	18.76
	Strongly disagree	5	4.46
	Total	112	100
There is Transport facilities in the institution	Strongly agree	20	17.86
	Agree	29	25.89
	Uncertain	26	23.21
	Disagree	30	26.79
	Strongly disagree	7	6.25
	Total	112	100
Sports and recreational facilities	Strongly agree	6	5.36
	Agree	49	43.75
	Uncertain	11	9.82
	Disagree	38	33.93
	Strongly disagree	8	7.14
	Total	112	100
Organization provides housing facilities to the employees	Strongly agree	12	10.71
	Agree	19	16.96
	Uncertain	28	25.00

	Disagree	29	25.89
	Strongly disagree	24	21.43
	Total	112	100

Source: own computation (2020)

As shown in Table 6, from the 112 respondents more than 30.36% stated that they uncertain, 18.76% disagree and about 4.46% were strongly disagree on the satisfaction of towards labour welfare strategy. This indicates that the majority of respondents in the study area have poor social welfare management system in power Company. According to survey result about 23.21% respondents uncertain, 26.79 % of sample respondents perceive that they disagree and 6.25% were strongly disagree on the availability of the transport facility in power Company in the sodo district. This indicates that the majority of respondents in the study area did not provide transport facility welfares strategy in the company.

The result shows that from the total sample respondents, more than 50% (uncertain, disagree and strongly disagree) of sample respondents mentioned that they didn't know about Sports and recreational facilities strategy at work place. This shows that about half of sample respondents have no chance to recreate with their staffs with in work place. In addition, from the total sample respondents about 71% were reported that they didn't get any housing facilities for their safety and health strategy in the study area. Due this indicates that poor welfare strategy making low performance of organization.

4.1.6. General situation of Accident prevention strategies of the respondents

Table 7. General situation of Accident prevention strategies of the respondents

Variables	Categories	Frequency	Percent
The organization has a good accident reduction and risk minimization scheme.	Strongly agree	18	16.07
	Agree	59	52.68
	Uncertain	12	10.71
	Disagree	23	20.54
	Strongly disagree	0	0
	Total	112	100
There are measures to identify accidents in the organization.	Strongly agree	4	3.57
	Agree	29	25.89
	Uncertain	49	43.75
	Disagree	19	16.96
	Strongly disagree	11	9.82
	Total	112	100
Causes of accidents are well known and actions are taken for implementation.	Strongly agree	62	55.36
	Agree	43	38.39
	Uncertain	2	1.79
	Disagree	5	4.46
	Strongly disagree	0	0.00
	Total	112	100
Accident reduction enhances organizational growth, survival as well as performance.	Strongly agree	34	30.36
	Agree	38	33.93
	Uncertain	29	25.89
	Disagree	7	6.25
	Strongly disagree	4	3.57
	Total	112	100

Source: Own computation (2020)

As shown in Table 7, from the 112 sample respondents about 69% stated that the organization has a good accident reduction and risk minimization strategy. This indicates that the majority of respondents in the organization performance of sample respondents were better on occupational health and safety strategy due to this increase the overall organizational performance. According to survey result nearly 70% (uncertain, disagree and strongly disagree) of sample respondents didn't have accidents measures in the organization. This indicates that the majority of respondents in the study area did not know identifying measures of accidents. in this case the company had poor organizational performance by identifying measuring of accidents.

In addition about 90% of sample respondents reported that they effectively identified Causes of accidents are well known and actions are taken for implementation. This indicates that with regard for implementation, the employees performed well in the study area during survey time.

Regarding Accident reduction enhances organizational growth, survival as well as performance nearly 64% of sample respondents reported that Accident reduction strategy enhances the organizational performance during survey time. This indicates that accident reduction strategies enhances organizational growth, survival as well as performance in the power company.

4.1.7. General situation of Health and Safety Training of the respondents

Table 8. General situation of Health and Safety Training of the respondents

Variables	Categories	Frequency	Percent
Employees are provided with adequate training to understand proper working methods.	Strongly agree	31	27.68
	Agree	65	58.04
	Uncertain	6	5.36
	Disagree	8	7.14
	Strongly disagree	2	1.78
	Total	112	100
There is an ongoing education programs on the health and safety	Strongly agree	24	21.43
	Agree	42	37.5
	Uncertain	10	8.93
	Disagree	26	23.2
	Strongly disagree	10	8.93
	Total	112	100
Company educate employees about a healthy work-style and lifestyle	Strongly agree	3	2.68
	Agree	13	11.61
	Uncertain	32	28.57
	Disagree	43	38.39
	Strongly disagree	21	18.75
	Total	112	100
Information about safety and health provisions and outcome are shared openly with employees	Strongly agree	3	2.68
	Agree	5	4.46
	Uncertain	24	21.43
	Disagree	37	33.04
	Strongly disagree	43	38.39
	Total	112	100

Source: own computation (2020)

As shown in Table 8, from the total of 112 sample respondents about 85% stated that Employees are provided with adequate training to understand proper working methods on occupational health and safety strategy. This indicates that the majority of respondents in the study area provided adequate training to improve the organization performance. According to survey result nearly 59% (agree and strongly agree) of sample respondents had the an ongoing education

programs on the health and safety in organization. This indicates that there is education and awareness creation program in the organization.

According to survey result nearly 85.7% (disagree, strongly disagree and uncertain) of sample respondents reported that Company didn't educate employees about a healthy work-style and lifestyle in the organization. This indicates that the majority of employees in the company was unable to get education about healthy work style.

In addition about 92.86% of sample respondents reported that the company didn't provide Information about safety and health provisions and outcome are shared openly with employees. This indicates that with regard to information, the company offer nothing to the employees during survey time (Table 8)

4.1.8. General situation of organization Performance of the respondents

Table 9. General situation of organization Performance of the respondents

Variables	Categories	Frequency	Percent
Productivity of employees is attractive in the organization	Strongly agree	52	46.43
	Agree	49	43.75
	Uncertain	4	3.57
	Disagree	7	6.25
	Strongly disagree	0	0
	Total	112	100
Turnover of the company is very low.	Strongly agree	27	24.11
	Agree	37	33.04
	Uncertain	26	23.21
	Disagree	20	17.86
	Strongly disagree	2	1.79
	Total	112	100
Employees are very satisfied with the situation within the organization.	Strongly agree	33	29.46
	Agree	55	49.11
	Uncertain	17	15.18
	Disagree	5	4.46
	Strongly disagree	2	1.79
	Total	112	100
Do good Material and labor efficiency resource in organization	Strongly agree	13	11.61
	Agree	71	63.39
	Uncertain	12	10.71
	Disagree	14	12.50
	Strongly disagree	2	1.79
	Total	112	100

Source: own computation (2020)

According to survey result nearly 90% (agree and strongly agree) of sample respondents had the ability to produce and employees are able to work in organized manner in organization. This indicates that the employment body in the study area had strong performance on working through attractive productivity in the organization. due to the attractive employee productivity organization has enhance their overall performance. In addition about 57.15% of sample respondents reported that the employees are leave from the organization. This indicates that majority of the employees are terminate the organization to other institutions. in case of that the human resources are poor performed in the organization during survey time.

Regarding satisfaction nearly 80% of sample respondents reported that the employees of organizations are satisfied with current situation of corporation during survey time. This indicates that majority of employees are satisfied and active to provide service and more productive in the organization, so organization performance is highly increased with the satisfied employees. in the power company. About 75% of sample respondents reported that they had enough materials and machineries to enhance organization performance. due to this organization has well performance during the survey time.

4.2. descriptive analysis

Table 10 descriptive statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
organization performance	112	2.25	5.00	3.9196	.48770
occupation health and safety strategy	112	2.00	5.00	3.7833	.58876
social welfare strategy	112	2.25	5.00	3.8527	.51175
accident prevention strategy	112	2.25	5.00	3.8781	.47466
health and safety training strategy	112	1.00	5.00	3.4125	.80720
Valid N (listwise)	112				

Source: own survey, (2020)

The Table 4.2 Illustrates the perception of respondents towards the organization performance that determining the occupation health and safety strategy scored mean 3.7833 with standard deviation 0.58876, social welfare strategy has scored mean 3.8527 with standard deviation

.51175, accident prevention strategy support scored mean 3.8781 with standard deviation 0.47466, health and safety training scored mean 3.4125 with standard deviation 0.80720. However Ethiopian electric power corporation sodo district focuses on most decisive variables to enhance the organization as well as decreasing the occupational hazards and accidents of the employees.

4.3 Correlation Analysis

Correlation analysis was used to test the existence of relationships between variables which was studied. To do so, Pearson correlation coefficient was applied, by the support of Package for Social Science SPSS (version 23). Pearson's r (the Pearson product moment correlation coefficient) is a statistic that measures the direction and strength of the linear relation between two variables that have been measured on an interval or ratio scale. Pearson's r can range from values of +1.00 to -1.00, with the plus or minus indicating a positive or negative correlation, respectively Michael, (2014)

According to Cohen (1988) the absolute values of Pearson's r of .10 to .29 reflect a small association, .30 to .49 reflects a medium-sized association, and .50 to 1.00 represent a large association. Therefore the following Pearson Correlation allows us to estimate the strength of connection between determining factors (independent variables) and success factors (dependent variable).

Table 11. correlation between determining independent variables and organization performance

OSH strategies	Organization performance	
	Pearson correlation	Sig. (2- tailed)
Occupational health and safety strategies	.695**	.000**
social welfare strategies	.841**	.000**
accident prevention strategies	.867**	.000**
health and safety training strategies	.477**	.000**

Source: own survey, (2020)

Since all variables are interval, the relationship between the independent variables i.e. occupational health and safety strategies, social welfare strategies, accident prevention strategies, and health and safety training strategies. based on the dependent variable i.e. organizational performance was investigated using Pearson product–moment correlation coefficient. The result of correlation analysis results shows that all the independent variables was positively and significantly correlated with the dependent variable of organizational performance at 99 percent confidence level ($P < 0.01$). The highest correlation is signified by accident prevention strategies ($r = 0.867$), followed by social welfare strategies ($r = 0.841$), occupational health and safety strategies ($r = 0.695$) and health and safety training ($r = 0.477$) Based on Pearson test the accident prevention strategies with the organization performance has highest correlation this means the accident prevention strategies improve the organization performance, the electric corporation function become well performed. Therefore the accident prevention strategies have power to determine the organization performance i corporation.

4.4. multiple regression analysis

Multiple linear regression econometric models were analyzed to assess the effects of occupational health and safety strategies on organization performance. This study identified many strategies that affecting the organization performance of electric corporation in sodo district in four independent variables. this four independent variables positively affecting the occupational health and safety strategies on organization performance.

4.4.1 Assumption Tests

Formerly applying the multiple linear regression analysis to test the effect of occupational health and safety strategies on organization performance, some tests were conducted in order to ensure the relevance of data analysis as follows:

Table 12 result of collinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
	occupation health and safety strategy	.553	1.808
	social welfare strategy	.201	4.986
	accident prevention strategy	.203	4.919
	health and safety training strategy	.714	1.401
a. Dependent Variable: organization performance			

Source: own survey, (2020)

Tolerance and VIF test was used to see the degree of multi collinearity among independent variables. it may not possible to tell the difference of one independent variable free from other independent variables which with it is correlated. According to Andyfield (2005) as cited in Bantergu (2013) multi collinearity can be detected by using VIF and tolerance test. If VIF and multi collinearity test result is greater than 10 and less than 0.1 respectively it shows problem of multi collinearity. Based on the above table 4.2. The result shows the variable had no problem in multi collinearity.

4.4.1. Normality test

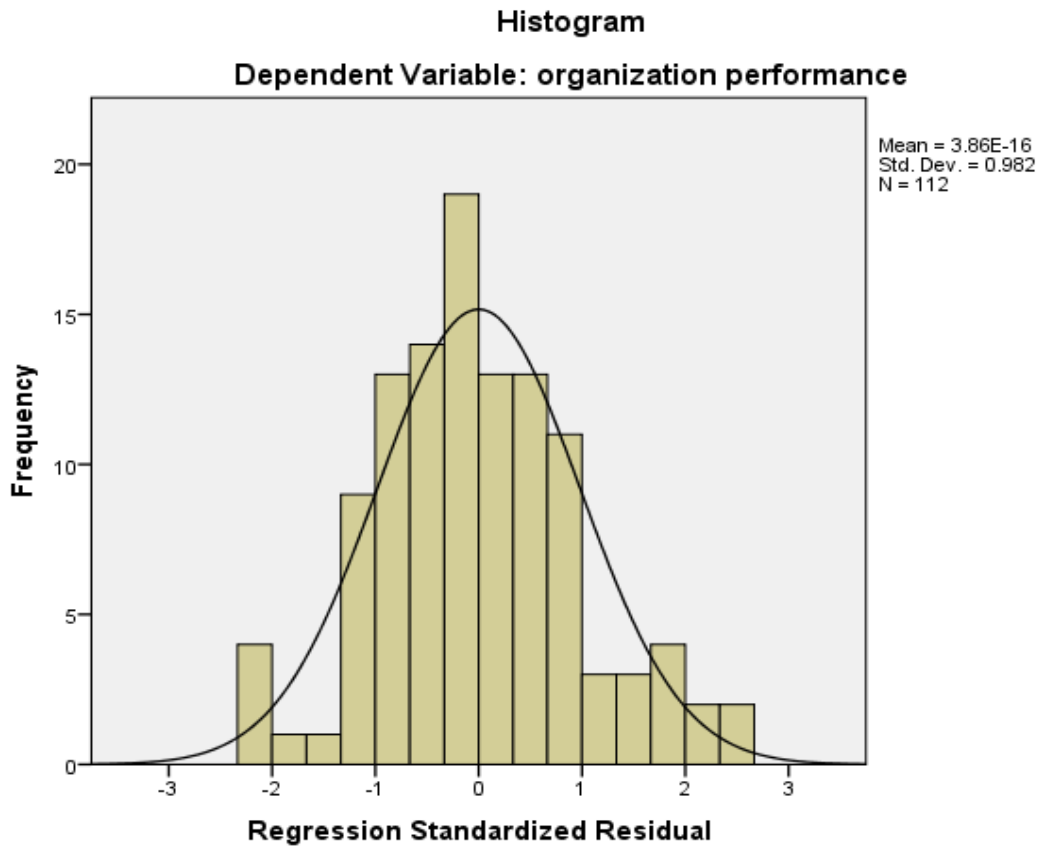


Figure 5 regression normality statistics

Source: own survey, (2020)

As from the above from the graph 2 above, the residuals are distributed normally from both sides and their distribution is considered as normal curve. Because without probability sampling, error estimates cannot be constructed (Shavelson and Webb, 2005).

4.4.3. Linearity Test

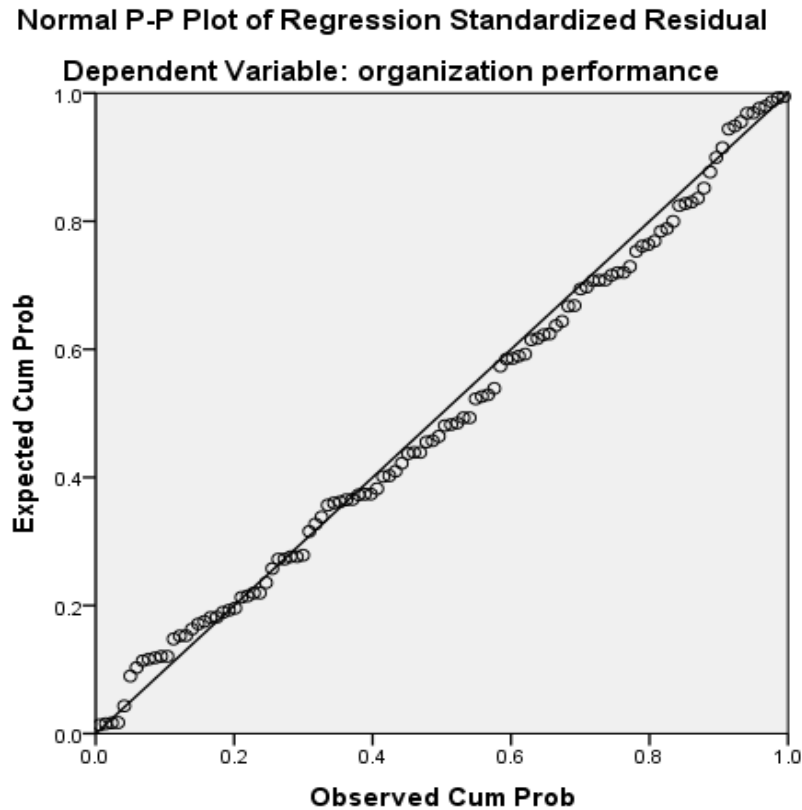


Figure 6 Result of linearity test

Source: own survey, (2020)

To find out whether the error term follow the normal distribution or not the normality test is needed to be used .normal probability plot is graphically device used study the probability of density function of the random sample on the horizontal (x) axis and vertical (y) axis value is residuals and expected value of the variable are plotted. If the variables are normally distributed, the normal probability plot will be appropriate striate line (Gujarati, 2003). Therefore the result fit the requirements and the data in above figure is approximately normal distributed, To check the linearity assumption in multiple linear regressions the normal P-P plot was used, the plot shows all observed values somewhat spread along the straight diagonal line. the above figure shows us most of the observed values are spread very close to the straight line; there is high likelihood that the data are normally distributed and linear.

4.4.3. Heteroskedasticity Test

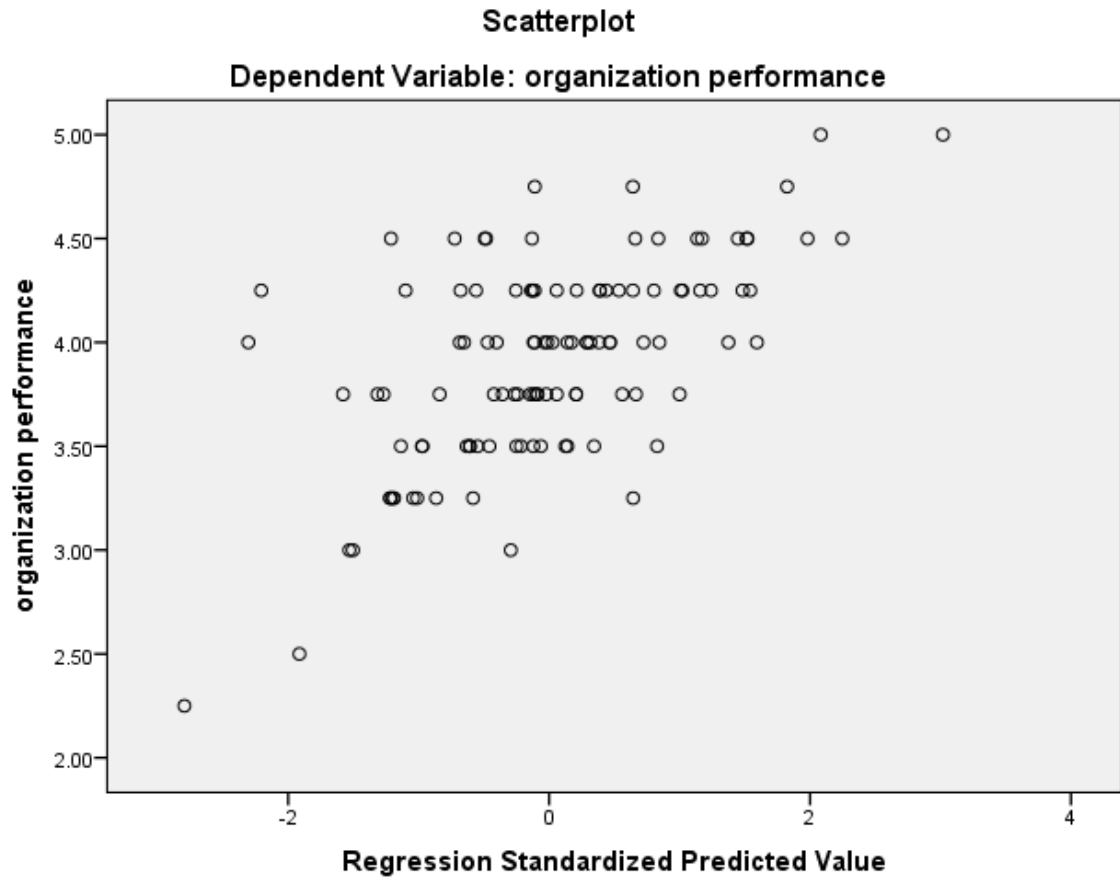


Figure 7 Heteroskedasticity test

Source: own survey, (2020)

The study examines a scatter plot of the residuals against the predicted values to evaluate whether the homoscedasticity of variance assumption is met. If it is met, there should be no pattern to the residuals plotted against the predicted values. Among the assumptions of linear multiple regression, multicollinearity test, normality test, and Heteroskedasticity Test were conducted. Therefore, the regression model can be used to identify the variable that significantly affects organization performance in general.

Table 13 Result of Regression Analysis of reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.855	5

Source: own survey, (2020)

Reliability is a measurement to that can be used to test the stability, consistency, or dependability of items of the questionnaires. It will be tested by calculating a Cronbach's alpha. As stated by Daba (2017) and Masdia (2009), the closer the reliability coefficient to 1.00 is the better. In general, reliabilities below 0.60 are considered weak; those ranged from 0.60 to 0.80 are considered good and acceptable. As it was depicted on table 13. the overall Cronbach's Alpha of variables in the model equals 0.855 for the entire questionnaire which indicates very good reliability. So, the test the results are reliable.

Table 14 The Result of Regression Analysis Model Summary

Model Summary^b					
Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.904 ^a	.817	.810	.21251	1.855

Dependent Variable: organization performance

Source: own survey, (2020)

The result shows the model tested is significant ($p < 0.01$)

According to model summery of multiple regression analysis, the R value of the model as per table 4.6. Was 0.904 which shows the highest degree of relationship between independent and dependent variables. The adjusted R^2 value of the regression model was 0.810 indicates that 81% of variance in affecting the organization performance was accounted by occupational health and safety strategies, social welfare strategies, accident prevention strategies and health and safety training strategies.

Table 15 The Result of ANOVA Analysis

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.570	4	5.392	119.405	.000 ^b
	Residual	4.832	107	.045		
	Total	26.402	111			
a. Dependent Variable: organization performance						

From table 15, it is apparent that the regression model was significant using between the independent variables and organization performance . An F statistic of 119.405 and a probability value of 0.000 clearly indicate that the model was significant or healthy.

Table 16 the Coefficients table of multiple regression analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.240	.170		1.408	.162
	occupation health and safety strategy	.155	.046	.188	3.375	.001
	social welfare strategy	.226	.088	.237	2.565	.012
	accident prevention strategy	.506	.094	.492	5.367	.000
	health and safety training strategy	.076	.030	.126	2.582	.011

Source: own survey, (2020)

The above table 16. indicates that the multiple linear regression models revealed that 81 % of independent variable in the dependent variability on the study affects the organization performance. The p-value is equal to 0.000<0.05. this indicates the dependent variable used in the linear regression is affecting the occupational health and safety strategies in the organization performance. All independent variables were statistically significant. However the variables

those affecting the organization performance in well- functioning are in positive effect on corporation.

Occupation health and safety strategy has positive and significant influence on organization performance.

The result of multiple regression analysis of the table 16 above clearly indicates that in corporation occupational health and safety strategy has significant effects on organization performance ($p < 0.01$). Besides, the value of beta in Ethiopian electric power corporation sodo district ($\beta = .188$) shows that the positive influence of occupational health and safety strategy on organizational performance.

This implies that a one percent increase in occupational health and safety strategy results in (18.8) percent increase in organization performance of Ethiopian electric power corporation sodo district. The above result is supported by Patrick Gbadago, Sedem N. Amedome (2017) in which safety strategy has a positive and significant influence on organizational performance.

Social welfare strategy has positive and significant influence on organization performance.

The result of multiple regression analysis in the table 4.12 above clearly indicates that in the electric corporation Social welfare strategy has significant influence on organizational performance ($p < 0.05$). Besides, the value of beta in Ethiopian electric power corporation sodo district ($\beta = .237$) demonstrates that the positive influence of Social welfare strategy on organizational performance. This implies that a one percent increase in Social welfare strategy results in (23.7) percent increase in organizational performance of Ethiopian electric power corporation sodo district. The above result is supported by the studies of Daddie JA (2018). who found social welfare strategy as having a significant impact on organizational performance in the electric corporation.

Accident prevention strategy has positive and significant influence on organization performance.

Table 16. demonstrates Accident prevention strategy which has a significant influence on organization performance in corporation ($p < 0.01$). Besides, the table depicts the value of beta in Ethiopian electric power corporation sodo district ($\beta = .492$) shows that the positive influence of

accident prevention strategy on organization performance. This implies that a one percent increase in accident prevention strategy results in (49.2) percent increase in organization performance of Ethiopian electric power corporation sodo district. Therefore, the above result contradicted with the study of Jovica Jovanovic, (2004), whereby organizing around accident prevention strategy affects organization performance through customer retention directly.

health and safety training strategy has positive and significant influence on organization performance.

The coefficient of health and safety training strategy in the multiple regressions on table 4.8. illustrates that in the electric corporation health and safety training strategy has significant influence on organization performance ($P < 0.05$). Besides, the value of beta in Ethiopian electric power corporation sodo district ($\beta = .126$) point outs that the positive influence of health and safety training strategy on organization performance. This implies that one percent increase in health and safety training strategy results in (12.6) percent increase in organization performance of Ethiopian electric power corporation sodo district. The above result is supported by Cross Ogohi Daniel (2018). whereby organizing around health and safety training strategy affects organization performance through training, employees satisfaction.

In general, the multiple regression analysis of the table 4.8. clearly demonstrates that the independent variables: - occupational health and safety strategies has a positive and significant influence on the dependent variable of organizational performance in Ethiopian electric power corporation sodo district.

Besides, when we see the relative influence of the independent variables on dependent variable in Ethiopian electric power corporation Accident prevention strategy has the highest influence on organization performance by 49.2 percentages. From this we infer that Ethiopian electric power corporation have good accident prevention strategy to higher revenues and lower costs, making companies more effective and efficient, effective in focusing on the right employees base with the right services through the right channels, and efficient in doing this at the lowest costs.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

In this chapter summary of major findings of the study conclusion and recommendation are discussed .conclusion are based on research objectives and research question whereas recommendation are based on the finding of the study. Recommendations are to member, responsible bodies or stakeholders in occupation health and safety strategies practices in electric power company and suggestion for other researchers.

5.1. Summary of major findings

A occupational health and safety strategies are known in raising organizational performance through providing personal protective equipments, social welfares, accident reduction methods and health and safety training to employees and helps to reduce accidents and improve organizational performance. The main objective of the study is to assess the effects of occupational health and safety strategies of organization performance of Ethiopian electric power corporation wolaita zone sodo district.

The study set four specific objectives:- 1. To assess the effect of health and safety strategy that determines organizational performance in the study area. 2. To assess the effects of social welfare strategies that contributes to the success of organization. 3. To assess the effect of accident prevention strategy of organization performance. 4. To identify the effects of occupational health and safety training strategies in the organization.

In this study, both primary and secondary data were used as source of information. Based on the research objective, One hundred twelve (112) employees were approached using simple random sampling so as to represent the total number of the employee in the company.

Also the results of correlation analysis in table 4.3. shows that all the independent variables i.e. occupational health and safety strategies, social welfare strategies, accident prevention strategies, and health and safety trainings are positively and significantly correlated with the dependent variable i.e. organizational performance at 99 percent confidence level ($P < 0.01$). The highest correlation is signified by accident prevention strategies focus ($r = 0.867$), followed by social

welfare strategies ($r=0.841$), occupational health and safety strategies ($r=0.695$) and health and safety training strategies ($r=0.477$). Regarding the reliability of the questionnaire table 11. illustrates that all the quaternaries were reliable with Cronbach's Alpha result 0.855 and acceptable.

The Analysis of Variance (ANOVA) results of the regression between Independent variables and organization performance shows the probability value of 0.000 ($p<0.05$) indicates that occupational health and safety strategies was statistically significant in predicting organizational performance.

Based on Multiple Regression Coefficients Result, the beta coefficient value of health and safety strategies is .188 which shows as health and safety strategies increase by 1% organization performance will increase by 18.8% keeping other factors constant. Also when social welfare strategies increase by 1% organization performance will increase by 23.7%. When accident prevention strategies increase by 1% organization performance will increase by 49.2% The same health and safety training increase by 1% of organization performance will increase by 12.6% generally when occupational health and safety strategies (OHS) increase by 1% organization performance will increase by 90.4% keeping other factors constant.

Furthermore, table 14. depicts the results of multiple regressions of the four underpinnings of organizational performance. The result shows that in the organization model tested is significant ($p<0.01$). In electric corporation the adjusted R square 0.810 indicate that 81 percent of variance in organization performance attributed to the four independent variables entered into the regression. The remaining 19 percent of the variance in organization performance may attribute to other factors.

5.2. Conclusion

This research has numerous functions in occupational health and safety strategies because electric corporation were interested in obtaining and retaining of employees to enhance organization performance. The study was conducted with the objective of to assess the effects of occupational health and safety strategy on organizational performance in the case of electric Power corporation in wolaita sodo district. For the analysis, total of 112 electric power company workers are taken as sample respondents that represented the employee in the power company. The data collected from the questionnaire survey, interview, field observation, document review and analysis are used for the study. During the investigation the researcher used both descriptive and inferential statistics and based on the findings he made the thesis to an end by outlining the following classic conclusions.

The accident prevention strategies found to influence organization performance electric corporation of sodo district. The survey shows that higher accident prevention strategies contributes much of the organization performance.

In addition to the descriptive statistics, inferential statistics were made using correlation and multiple regression analysis and the results are concluded as follows.

- ✓ Regarding correlation analysis, the result of the finding shows a positive and significant relationship between strategies, and organization performance. From this it is pertinent to conclude that the independent variables i.e. occupational health and safety strategies, social welfare strategies, accident prevention strategies and health and safety training strategies have the power to determine the organization performance of the electric corporation at sodo district.
- ✓ Furthermore, the multiple regression analysis notifies that in Ethiopian electric power corporation sodo district more than eighty percent (80%) variance of organization performance is attributed. Therefore, the researcher can convincingly conclude that the independent variables occupational health and safety strategies, social welfare strategies, accident prevention strategies and health and safety training strategies has a positive and significant influence on the dependent variable of organization performance in electric corporation of sodo district.

5.3. Recommendation

This study has demonstrated that the influence of occupational health and safety strategies on organization performance in electric corporation with in the area of wolaita sodo district. In light of the findings and conclusions made above, the following possible recommendations are suggested as being valuable to the corporation for improving OHS strategies to enhance organization performance.

In electric corporation the activities of OHS strategies have to be enhanced and reinforced in order to keep and increase organization performance. This can be enhanced and developed through the following:

- ✓ It is advisable for sodo district electric corporation to encourage employee to practice occupational health and safety strategies, social welfare strategies, accident prevention strategies, and training strategies for each tasks to improve organizational performance. Additionally, it is recommendable that sodo district electric corporation administrative and employees strive becomes role model for their customers regarding to the significance of occupational health and safety strategies on improving organizational performance.
- ✓ The selected corporation have to improve the level of occupational safety strategies by continuous development of services and benefits, working with key employees, increasing its ability to meet its promises, fulfilling obligation, providing consistent quality services.
- ✓ The corporation should improve the stage of health and safety training by enabling ongoing and two-way communication, good organization practice, well trained and motivated employees, successful dissemination of knowledge detail knowledge of every procedures and ability to enhance organizational performance.
- ✓ Each power company management or administration should provide necessary personal protective equipment and facilities and enforce its application in work place of all employees to reduce accidents and increase customers satisfaction.

- ✓ The management should also work on reducing the work stress level by frequently communicating with employees.
- ✓ The corporation have to Continuous improvement of occupational safety and health should be promoted. This is necessary to ensure that electric company health and safety policy, regulations and technical standards to prevent occupational injuries, diseases and deaths are adapted periodically to social, technical and scientific progress and other changes in the world of work.

Generally, the selected electric corporation should have to implement occupational health and safety strategies appropriately and continuously as an essential tool for gaining competitive advantage and build long- lasting relationships with its employees in order to achieve organizational goal and improve the organizational performance.

5.4. Research design for the future study

In this study it is attempted to investigate the existing practices of power sector specifically the electric corporation concerning occupational health and safety strategies on organization performance in the electric power company. Although the objectives of this research were met, some limitation were identified in the course of this research. First, the study focuses on only the electric corporation. Such concentration could limit generalization of the findings to the entire service industry performance. Anyway, this limitation creates an opportunity for future research in this area. This future research may replicate this study in other service sectors other than electric corporation, Additional research is necessary to determine if the relationships of occupational health and safety strategies on organization performance identified can be generalized to other institutions.

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APPENDENCES

**JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT**



**POST GRADUATE STUDY
(MBA STREAM)**

APPENDIX 1: Questionnaire

Dear Respondents,

I am MBA student at the Jimma University College of Business and Economics. I am collecting data for my thesis concerning **“The effects of the occupational health and safety Strategies on the organization performance”**. I am kindly requesting you to answer all questions in the questionnaire. The questionnaire will take about 25 minutes. Please respond basing on your practical experience and I assure you that all answers will remain and be treated in a confidential manner and will be used for the purpose of this study only.

Yours Sincerely

Ashenafi Abebe Bitire

Topic: The effects Of Health And Safety Strategy On The Organization Performance: (The Case Of Power Company In Wolaita Sodo district)

Instructions:

Please provide the following regarding your position in the organization by placing “X” or “✓” In the appropriate block.

SECTION A: PERSONAL DATA OF THE REpondENTS

1. What is your gender?

1.1.	Male	
1.2.	Female	

2. What age category do you fall?

2.1.	25 years and below	
2.2.	26 –34	
2.3.	35 –44	
2.4.	45 and above	

3. What is Education level of respondents?

3.1.	PHD	
3.2.	Masters	
3.3.	Bachelors Degree	
3.4.	Higher Diploma	
3.5.	Diploma	
3.6.	Others (specify)	

4. In which department of Ethiopian electric Power Company do you work?

4.1.	Economics	
4.2.	Finance and Accounting	
4.3.	Information, Communication and Technology	
4.4.	Human Resource and Administration	
4.5.	Procurement and maintenance Services	
4.6.	Other (specify name)	

5. Employment pattern

5.1.	Permanent	
5.2.	Contract/ temporary	
5.3.	(others) specify	

6. How many hours do you work per day?

6.1.	8hrs	
6.2.	Less than 8hrs	
6.3.	more than 8hrs	

7. What category do you fall at in Ethiopian Power Company?

7.1.	Top Management	
7.2.	Middle Level Management	
7.3.	Lower	
7.4.	Other (specify)	

8. How many years have you been employed at Ethiopian Power company?

8.1.	Below 1yrs	
8.2.	1 –5	
8.3.	6 –10	
8.4.	More than 10	

SECTION B: INSTRUCTIONS:

Please indicate the extent to which you perceive that the following statements apply X“OR by“√ indicating“ in the appropriate box (**Scale 5. Strongly Agree 4. Agree 3. Uncertain 2. Disagree 1. Strongly Disagree**)

	Occupational health & safety strategy of organization performance	SA	A	Un	dis	SD
1	there is health and safety strategy in your organization					
2	the strategy works well in your organization					
3	there is reason for the organization to insist on health and safety strategies at workplace					
4	compensation provided to the employees considering the nature and type of accident					
	Social welfare strategies of organization performance	SA	A	Un	Di s	SD
1	State your overall satisfaction towards the labour welfare measures of the organization					
2	There is Transport facilities in the institution					
3	There is sufficient Sports and recreational Facilities					
4	The organization provides Housing facilities to employees					
	Accident prevention strategies	SA	Ae	Un	dis	SD
1	The organization has a good accident reduction and risk minimization scheme					
2	There are measures to identify accidents in the organization					
3	Causes of accidents are well known and actions are taken for implementation					

4	Accident reduction enhances organizational performance					
Health and Safety Training.		SA	A	Un	dis	SD
1	Employees are provided with adequate training to understand proper working methods.					
2	Company educate employees about a healthy work-style and lifestyle					
3	There is an ongoing education programs on the health and safety					
4	Information about safety and health provisions and outcome are shared openly with employees					
Organization performance		SA	A	Un	dis	SD
1	Productivity of employees is attractive in the organization					
2	Turnover of the company is very low.					
3	Employees are very satisfied with the situation within the organization.					
4	Do good Material and labor efficiency resource in organization					

Thank you very much for your time and participation. Again, this information will be kept confidential and will be used for intended the purpose of education basis only.

Yours Sincerely

**JIMMA UNIVERSITY
ASHENAFI ABEBE BITIRE
ID RM 0369/11
MBA(REGULAR)**

