

Kitchen Employees Health and Safety: A Comparative Study of Luxury and Budget Hotels

ANKUSH AMBARDAR*

*Ankush Ambardar, Ph.D., Assistant Professor, Department of Tourism and Hotel Management, Kurukshetra University, Kurukshetra

ABSTRACT

The present paper focuses on the application of occupational safety and health of kitchen employees looking at the nature of the tasks performed. Occupational safety and health is one of the most important factors for any employee's motivation and retention in an organization. The paper explores kitchen employee protection against various critical factors such as manual handling, repetitive moments, thermal stress, cuts, electrocution, fire and explosion, while some of the luxury hotels are found conscious in regard to OSH training. The study suggests acute need for adopting OSH practices and enforcing periodical check for the same.

KEYWORDS: *Occupational Safety and Health (OSH), Performance, Perception, Kitchen, Budget Hotels.*

Introduction

Hotel industry, which is entirely, depends on services it offers, should be able to identify and manage its risk effectively. As many operations of the hotel involve non-hazardous materials (Food and Beverages etc.) there is general perception that risk is very low in hospitality industry. However it should be realized that there are many operation in the hotel, which involve use of chemical and hazardous material (dry cleaning, LPG, plating, polishing, etc.) working at heights and other related operations like in any other industry. Food contamination and environmental release are some of the other major hazards are associated with hotel operations. So occupational health and safety activities have become an essential part of hotel business. Health and safety add value to the business. WHO, ILO and other organizations are continuously working in favor of occupational health and safety of workers. Different organizations have defined the OSH in different way. But if one summarizes these definitions, OSH is concerned with protection and promotion of health of workers by providing them safe and healthy work environment by preventing and controlling occupational disease and accidents and also providing the employees support for physical, mental, social and professional enhancement and to contribute positively to sustainable development. Tones & Tilford (2001) believed that the most successful economies have demonstrated that workplaces

designed according to good principles of occupational health, safety and ergonomics are also the most sustainable and productive. According to European agency for safety and health at work (2012), effective OSH programme may help in enhancing the levels of motivation, cooperation and morale in the workforce, produce more productive workers, and more efficient working methods. It also reduces unplanned cost through effective business continuity planning. Overall employee's productivity increases through greater competitiveness.

OSH is related to all actions surrounding the improvement and maintenance of health and safety and the prevention and reduction of potential health and safety hazards and risks in the workplace. These hazards and risks may arise from exposures in the job and work environment and vary from physical factors (e.g. noise, vibration, heat), chemical factors (e.g. poisons, toxics), hazardous substances (e.g. dusts, oil, coal) and workplace organization (e.g. repetition of work, supervision, training) to stress and violence (Nankervis et al., 2005). Hence, OH&S practices are diverse, examples are: stress management (Schabracq et al., 2003), restrictions and requirements for hazardous substances or dangerous goods, rehabilitation programs, noise control and general health promotion (Taylor et al., 2003). But for an effective OSH programme, it's very important to identify hazards at workplace and take steps to eliminate or minimize them. Chefs and other kitchen staff are involved in food transfer, preparation (cutting, mixing, grinding, arranging) and cooking and baking. The work involves awkward postures, prolonged standing, manual handling and repetitive hand motions. These can give rise to sprains, and injuries involving the hands, shoulders back and neck (Ministry of manpower Singapore, 2003).

Kitchen employees have to deal with hazards factors while meeting their tasks. The hazards can be highlighted as: Burns Hazard, Cuts Hazard, Machinery not locked out Hazard, Sprains and strains Hazard, Unguarded machinery Hazard, Slippery floors Hazard, Chemical exposures Hazard. Working hours, work-life conflict and health is affected by some forms of precarious employment (Maria et al., 2011). The costs of not having a system in place can be very damaging and having an accident and an injury will cost your business in terms of money, insured cost and uninsured cost, best employees and time. The most effective way of providing a safe work place is to make sure all hazards have been identified, assessed and controlled. Thus, the present paper aims at investigating the commitment and practices of management towards OSH in hotel industry and whether there is difference in the attitude of management of luxury hotels and non-budget hotels towards OSH.

Review of Literature

OH&S management is related to all actions surrounding the improvement and maintenance of health and safety and the prevention and reduction of potential

health and safety hazards and risks in the workplace. These hazards and risks may arise from exposures in the job and work environment and vary from physical factors (e.g. noise, vibration, heat), chemical factors (e.g. poisons, toxics), hazardous substances (e.g. dusts, oil, coal) and workplace organisation (e.g. repetition of work, supervision, training) to stress and violence (Nankervis et al., 2005). Hence, OH&S practices are diverse, examples are: stress management (Schabracq et al., 2003), restrictions and requirements for hazardous substances or dangerous goods, rehabilitation programs, noise control and general health promotion (Taylor et al., 2003). Health and safety is important in a workplace for legal, moral and psychological reasons (Trisha Jackson, 1999). Employees have a legal right to work in a safe and healthy environment. Yet it is seen that Service industries are having limited knowledge regarding health and safety (Quinlan and Bohle, 2008). A healthy and safe workplace can have a strong positive effect on the psychological contract (Yeo, 2003). Having employees with a safe psychological mind is very important for the performance of organizations. This affects the productivity, quality of work and efficiency of the employees (Wooden & Vandenheuevel, 1999).

A safe workplace, reduces accidents, improves employee relations and facilitates employee commitment to quality work. Furthermore, Otley, (2002) believed that the best way to reduce workers' compensation costs are to ensure all incidents and associated costs are tracked and trended. Hotel workers also sustain more severe injuries resulting in more days off work, more job transfers, and more medically restricted work compared to other employees in the hospitality industry [USBLS, 2005]. Moreover, OH&S relates to absenteeism and turnover. These measurements need more explanation: absenteeism relates to the failure of employees to attend work on a given day; turnover is the decision of workers to terminate their employment (Wood et al., 2001).

It is known that absenteeism and turnover can be used in OH&S evaluation (Mikkelsen & Saksvik, 2004; Taylor et al., 2003). Moreover, absenteeism and turnover influence productivity and sick pay cost as well (Doke, 2004). The ILO (Alli, 2001) estimated that there are worldwide more than 250 million work-related accidents each year and over 160 million workers fall ill annually because of workplace hazards and exposures. Even worse are the 1.2 million workers who die because of occupational accidents and diseases. The Health and Safety Executive (2006) further explains that genuine productivity gains can be realized by those businesses that invest in high performance health and safety practices. However, the Health and Safety Executive (2006) also recognizes that there need to be a positive attitude by many organizations if they are to move on from simply attaining minimum legal compliance toward implementing the best practice of OHS.

Methodology

This study is based on the results of a survey of 200 kitchen employees from various category of hotels in North India. These hotels were selected because of their similarity in type of food served. The data was collected using questionnaires. The questionnaire was developed with the help of guidelines provided by Ministry of Manpower, Singapore and other societies. The questionnaires were addressed to chefs and cooks working in kitchens of these properties. The data was analyzed using SPSS. The questionnaire was tested for reliability and internal consistency using Cronbach α . This test calculates the reliability coefficient (α) if one variable is removed from the original set of the variables in the questionnaire. This test helps to determine the set of variables with high reliability based on the α coefficient above 0.80. The survey instrument was comprised of two sections. The first section asked for respondent demographic data. The second section consisted of variables identified from the literature review that affect the health and safety of employees working in different workplaces and the employees were asked to rank these factors using a five-point Likert scale (range: 1 = not important to 5 = very important). Descriptive statistics percentage analysis, mean, standard deviation and t-test are used for analysis.

Analysis of Data

To address the objectives of the study, respondents were asked to indicate their level of agreement with various factors from their most their working experiences, using a 5-point Likert-type scale (1=not important to 5=very important).

Table-1 Distribution of sample according to Demographic characteristics

(N=200)

	Number	Percentage
Category of Hotels		
Luxury Hotels	88	44
Budget Hotels	112	56
Type of Management		
Chain	86	43
Non-Chain	114	57
Employees (numbers)		
101 – 300	108	54
301 – 500	76	38
501 – 700	16	8
Product line		
Single	154	77

	Number	Percentage
Multiple	46	23
Age in years		
6-10	104	52
11-15	68	34
16-20	28	14

As shown in Table 1, the category composition of the hotels was 44% luxury and 56% budget. The largest represented type of management was non-chain (57%) and (43%) chain. Maximum of 54% hotels had employee's strength below 300 while 8% hotels had above 700 employees. 77% of hotels were dealing with single product while 23% hotels had multiple products to offer. In respect to the age of the properties 52% hotels were below 10 years and 14% were below 20 years of age.

Principal Component Analysis for OSH factors

The results of principal component analysis on 24 items are presented in table 2. The output shows Eigen value of eight factors more than 1 explaining 73.7 percent of total variance thus placing 24 variables to underlying 6 factors.

Table-2 Principal Component Analysis to group OSH Variables

Variable	Communality	Factor	Eigen Value	% of variance	Cumulative %
Is proper training is given to the staff regarding safe use of tools and equipment	1.000	1	9.999	41.661	41.661
Is there adequate work space	1.000	2	2.390	9.957	51.617
Is machinery securely guarded	1.000	3	1.604	6.682	58.299
Are proper tools and equipment provided	1.000	4	1.443	6.013	64.312
Is kitchen equipment in good working order and properly maintained	1.000	5	1.171	4.878	69.190
Are knives and other sharp tools properly stored	1.000	6	1.092	4.552	73.742
Are the walkways and work areas free from obstruction and tripping hazards	1.000	7	0.910	3.792	77.533
Are the floors dry or made of non-slippery material	1.000	8	0.674	2.807	80.340
Are measures in place to	1.000	9	0.592	2.467	82.807

Variable	Communality	Factor	Eigen Value	% of variance	Cumulative %
prevent electrocution					
Are measures in place to prevent burns and scalds	1.000	10	0.588	2.451	85.259
Are proper safety shoes provided and used to protect feet from injuries	1.000	11	0.488	2.032	87.291
Are the working surfaces of suitable height for the work	1.000	12	0.423	1.762	89.053
Are staff trained in ergonomic work methods and postures	1.000	13	0.388	1.617	90.670
Are supplies and material stored properly on shelves	1.000	14	0.331	1.378	92.047
Does your storage layout minimize lifting problems	1.000	15	0.318	1.325	93.373
Are trolleys available to move heavy items	1.000	16	0.271	1.129	94.502
Is the ventilation sufficient to protect staff from excessive heat	1.000	17	0.255	1.064	95.565
Are staff protected from excessive cold when entering cold storage rooms	1.000	18	0.235	.981	96.546
Are suitable gloves provided and used when handling food	1.000	19	0.229	.955	97.501
Are suitable gloves provided and used when washing dishes	1.000	20	0.156	.648	98.150
Are staff given training for risk of dermatitis and the preventive measures	1.000	21	0.147	.611	98.761
Are detergents and other cleaning agents stored in a safe place	1.000	22	0.129	.539	99.300
Are material safety data sheets available for all chemicals used	1.000	23	0.089	.373	99.673
Are staff trained in the proper handling of chemicals	1.000	24	0.079	.327	100.000

Table 2 presents the results from exploratory components factor analysis is taken into consideration for grouping of all variables. First 1 factor comprises of 11 items i.e. "Is proper training is given to the staff regarding safe use of tools and equipment", "Is there adequate work space", "Is machinery securely guarded", "Are proper tools and equipment provided", "Is kitchen equipment in good working order and properly maintained", "Are knives and other sharp tools properly stored", "Are the walkways and work areas free from obstruction and tripping hazards", "Are the floors dry or made of non-slippery material", "Are measures in place to prevent electrocution", "Are measures in place to prevent burns and scalds", " Are proper safety shoes provided and used to protect feet from injuries" with factor loading values of .841, .564, .751, .585, .649, .585, .630, .745, .866, .671, .701. This factor can be named as protecting against injuries from accidents.

Second factor show the highest loading of 5 items i.e. "Are the working surfaces of suitable height for the work ", "Are staff trained in ergonomic work methods and postures", " Are supplies and material stored properly on shelves", "Does your storage layout minimize lifting problems", "Are trolleys available to move heavy items" with factor loading of .754, .618, .547, .567, .771. This factor can be named as Protection against sprain and strain.

Third factor comprises of 2 items i.e. "Is the ventilation sufficient to protect staff from excessive heat", "Are staff protected from excessive cold when entering cold storage rooms" with factor loading of .744, .677. This factor can be named as protection against cold and heat.

Fourth factor show the highest loading of i.e. "Are suitable gloves provided and used when handling food", "Are suitable gloves provided and used when washing dishes", "Are staff given training for risk of dermatitis and the preventive measures", "Are detergents and other cleaning agents stored in a safe place" , "Are material safety data sheets available for all chemicals used", "Are staff trained in the proper handling of chemicals" with factor loading of .707, .824, .824, .588, .738, .695. This factor can be named as Protection against Dermatitis and chemical hazard.

Factor 5 and 6 does not show any highest loadings. So these factors are not considered. Therefore, results of principal component place 24 variables into 4 factors. Loading of meaningful grouping are given in Table -3

Table 3 : Factors of OSH

	Factor 1	Factor 2	Factor 3	Factor 4
Factor-1 Protecting Against Injuries from Accidents				
Is proper training is given to the staff regarding safe use of tools and equipment	0.841			
Is there adequate work space	0.564			
Is machinery securely guarded	0.751			
Are proper tools and equipment provided	0.585			
Is kitchen equipment in good working order and properly maintained	0.649			
Are knives and other sharp tools properly stored	-0.585			
Are the walkways and work areas free from obstruction and tripping hazards	0.630			
Are the floors dry or made of non-slippery material	0.745			
Are measures in place to prevent electrocution	0.866			
Are measures in place to prevent burns and scalds	0.671			
Are proper safety shoes provided and used to protect feet from injuries	0.701			
Factor-2 Protection Against sprain and Strain				
Are the working surfaces of suitable height for the work		0.754		
Are staff trained in ergonomic work methods and postures		0.618		
Are supplies and material stored properly on shelves		0.547		
Does your storage layout minimize lifting problems		0.567		
Are trolleys available to move heavy items		0.771		
Factor-3 Protection Against Cold and Heat				
Is the ventilation sufficient to protect staff from excessive heat			0.744	
Are staff protected from excessive cold when entering cold storage rooms			0.677	

	Factor 1	Factor 2	Factor 3	Factor 4
Factor-4 Protection Against Dermatitis and chemical hazard				
Are suitable gloves provided and used when handling food				0.707
Are suitable gloves provided and used when washing dishes				0.824
Are staff given training for risk of dermatitis and the preventive measures				0.824
Are detergents and other cleaning agents stored in a safe place				-0.588
Are material safety data sheets available for all chemicals used				0.738
Are staff trained in the proper handling of chemicals				0.695

OSH Practices in Indian Hotel Industry

Further to find out the extent to which Indian hotel industry manages and takes care of occupational safety and health of their employees, respondents were asked to rate the OSH practices in their hotel (Table-4). The mean values of the responses indicate that some OSH practices are followed in the Indian hotel industry. 89 per cent of total respondents strongly agree that "Are measures in place to prevent burns and scalds" (M- 4.89), 65 per cent agree and 35 per cent are strongly agree that "Are knives and other sharp tools properly stored" (M- 4.35), 94 per cent of respondents agree that "machinery is securely guarded" (M- 4.32), 94 per cent of respondents agree that " trolleys are available to move heavy items" (M- 4.21), 98 per cent respondents agree that "supplies and material are stored properly on shelves (M- 4.19), all the respondents agree that "detergents and other cleaning agents are stored in a safe place" (M- 4.24).

But for many issues mean score is below average such as 88 per cent of respondents disagree that "suitable gloves are provided and used when washing dishes with lowest mean value" (M- 1.49), 81 per cent of respondents disagree that "staff is protected from excessive cold when entering cold storage rooms" (M- 1.92), "Are suitable gloves provided and used when handling food" (M- 2.08), "Are staff trained in ergonomic work methods and postures" (M- 2.05), "Does your storage layout minimize lifting problems" (M- 2.49), "Are staff given training for risk of dermatitis and the preventive" (M- 2.50), "Are material safety data sheets available for all chemicals used" (M- 2.63)," Are the walkways and work areas free from

obstruction and tripping hazards" (2.65), "is proper training is given to the staff regarding safe use of tools and equipment" (M- 2.71), "Are proper safety shoes provided and used to protect feet from injuries" (2.73), "Are staff trained in the proper handling of chemicals" (M- 2.80). The mean values of these variables are below average, so it can be inferred that some of OSH practices are poor in hotel industry. The human asset is most important asset in any organization and in order to sustain performance of the employees, organizations need to appreciate the value of safety. Hotel industry needs to be more serious towards the occupational safety and health practices of the employees.

Over all mean value of Factor 3 Protection against cold and heat (M- 2.46) and factor 4 Protection against Dermatitis and chemical hazard is below average (M- 2.86). Employees in hotel industry come across with chemicals and hazardous material. It can be inferred that in hotel employees are not protected against these chemicals and hazardous material. It is very important to train the employees for the use of such dangerous chemicals and hazardous material.

Thus, the above analysis indicates that some of OSH practices are followed by hotel industry. But in some practices hotel industry is lacking. Hence results of this study indicate that more initiative is required form the hotel management.

Table 4 : OSH Practices in Luxury and Budget Hotels

	Mean	SD	Factor Mean
FACTOR-1 Protecting Against Injuries from Accidents			
Is proper training is given to the staff regarding safe use of tools and equipment	2.7100	.78035	3.66
Is there adequate work space	3.8300	.68075	
Is machinery securely guarded	4.3200	.58249	
Are proper tools and equipment provided	4.2200	.48246	
Is kitchen equipment in good working order and properly maintained	3.3200	.74860	
Are knives and other sharp tools properly stored	4.3500	.47817	
Are the walkways and work areas free from obstruction and tripping hazards	2.6500	.60774	
Are the floors dry or made of non-slippery material	3.7800	.77109	
Are measures in place to prevent electrocution	3.5000	1.00751	
Are measures in place to prevent burns and scalds	4.8900	.31367	

	Mean	SD	Factor Mean
Are proper safety shoes provided and used to protect feet from injuries	2.7300	.78753	
FACTOR-2 Protection Against sprains and Stains			
Are the working surfaces of suitable height for the work	2.9600	.78836	3.18
Are staff trained in ergonomic work methods and postures	2.0500	.62406	
Are supplies and material stored properly on shelves	4.1900	.44145	
Does your storage layout minimize lifting problems	2.4900	.50115	
Are trolleys available to move heavy items	4.2100	.53604	
FACTOR-3 Protection Against Cold and Heat			
Is the ventilation sufficient to protect staff from excessive heat	3.0000	1.05144	2.46
Are staff protected from excessive cold when entering cold storage rooms	1.9200	.67519	
FACTOR-4 Protection Against Dermatitis and chemical hazard			
Are suitable gloves provided and used when handling food	2.0800	.77239	2.62
Are suitable gloves provided and used when washing dishes	1.4900	.70168	
Are staff given training for risk of dermatitis and the preventive measures	2.5000	.70176	
Are detergents and other cleaning agents stored in a safe place	4.2400	.42815	
Are material safety data sheets available for all chemicals used	2.6300	.61235	
Are staff trained in the proper handling of chemicals	2.8000	.69456	

Comparison between Luxury Hotels and Budget Hotels

Further t tests were calculated (table-5) to understand the difference in the OSH practices among Luxury hotels and Budget hotels. It was found that there were

many practices that have significant difference at 95% confidence interval of the difference for mean of luxury hotels and budget hotels regarding OSH practices. out of 24 OSH issues only for 2 issues both type of hotels have similar opinion regarding OSH practice i.e. "Are measures in place to prevent burns and scalds ($t= .741$)", "Does your storage layout minimize lifting problems ($t= .978$)". For rest of issues there is a significant difference between the two groups i.e. luxury hotel and budget hotels (the significance is less than .05). It can be inferred that luxury hotels follow better occupational safety and health practice for their employees than budget hotels. For some issues both types of hotel have positive opinion regarding OSH practices but luxury hotel employees have more strong opinion that the workplace is safe and healthy. Though budget hotel employees also agreed on some of the issues.

Table 5 : Comparison between Luxury hotels and Budget hotels regarding OSH Practices

	Type of Hotels	N	Mean	Std. Deviation	Std. Error Mean	T- test
is proper training is given to the staff regarding safe use of tools and equipment	luxury hotel	88	3.4091	.58342	.08795	12.368 ***
	budget hotel	112	2.1607	.37059	.04952	
Is there adequate work space	luxury hotel	88	4.1364	.76526	.11537	4.111***
	budget hotel	112	3.5893	.49642	.06634	
Is machinery securely guarded	luxury hotel	88	4.7273	.45051	.06792	7.884***
	budget hotel	112	4.0000	.46710	.06242	
Are proper tools and equipment provided	luxury hotel	88	4.5227	.50526	.07617	6.276***
	budget hotel	112	3.9821	.30097	.04022	
Is kitchen equipment in good working order and properly maintained	luxury hotel	88	3.8182	.39015	.05882	7.770***
	budget hotel	112	2.9286	.73502	.09822	
Are knives and other sharp tools properly stored	luxury hotel	88	4.0000	.00000	.00000	9.574***
	budget hotel	112	4.6250	.48850	.06528	

	Type of Hotels	N	Mean	Std. Deviation	Std. Error Mean	T- test
Are the walkways and work areas free from obstruction and tripping hazards	luxury hotel	88	3.0682	.50106	.07554	7.593***
	budget hotel	112	2.3214	.47125	.06297	
Are the floors dry or made of non-slippery material	luxury hotel	88	4.2955	.76492	.11532	6.946***
	budget hotel	112	3.3750	.48850	.06528	
Are measures in place to prevent electrocution	Luxury hotel	88	4.3864	.49254	.07425	12.977***
	budget hotel	112	2.8036	.72412	.09676	
Are measures in place to prevent burns and scalds	luxury hotel	88	4.8636	.34714	.05233	-.741
	budget hotel	112	4.9107	.28774	.03845	
Are proper safety shoes provided and used to protect feet from injuries	luxury hotel	88	3.2273	.71083	.10716	6.711***
	budget hotel	112	2.3393	.61131	.08169	
Are the working surfaces of suitable height for the work	luxury hotel	88	3.5682	.66114	.09967	9.027***
	budget hotel	112	2.4821	.50420	.06738	
Are staff trained in ergonomic work methods and postures	luxury hotel	88	2.4318	.50106	.07554	6.413***
	budget hotel	112	1.7500	.54772	.07319	
Are supplies and material stored properly on shelves	luxury hotel	88	4.0000	.00000	.00000	-4.628***
	budget hotel	112	4.3393	.54861	.07331	
Does your storage layout minimize lifting problems	luxury hotel	88	2.5455	.50369	.07593	.978
	budget hotel	112	2.4464	.50162	.06703	
Are trolleys available to move heavy items	luxury hotel	88	4.3409	.47949	.07229	2.201*
	budget hotel	112	4.1071	.56177	.07507	

	Type of Hotels	N	Mean	Std. Deviation	Std. Error Mean	T- test
Is the ventilation sufficient to protect staff from excessive heat	luxury hotel	88	3.8182	.72409	.10916	9.476***
	budget hotel	112	2.3571	.79609	.10638	
Are staff protected from excessive cold when entering cold storage rooms	luxury hotel	88	2.4318	.50106	.07554	9.023***
	budget hotel	112	1.5179	.50420	.06738	
Are suitable gloves provided and used when handling food	luxury hotel	88	2.6136	.57933	.08734	7.700***
	budget hotel	112	1.6607	.64036	.08557	
Are suitable gloves provided and used when washing dishes	luxury hotel	88	2.0455	.71380	.10761	8.871***
	budget hotel	112	1.0536	.22721	.03036	
Are staff given training for risk of dermatitis and the preventive measures	Luxury hotel	88	3.1364	.63212	.09530	11.925***
	budget hotel	112	2.0000	.00000	.00000	
Are detergents and other cleaning agents stored in a safe place	luxury hotel	88	4.3182	.47116	.07103	1.590***
	budget hotel	112	4.1786	.38646	.05164	
Are material safety data sheets available for all chemicals used	luxury hotel	88	3.1591	.36999	.05578	11.864***
	budget hotel	112	2.2143	.41404	.05533	
Are staff trained in the proper handling of chemicals	luxury hotel	88	3.2500	.53374	.08047	7.071***
	budget hotel	112	2.4464	.60059	.08026	

So for most of issues there is a significant difference between the two groups i.e. luxury hotels and budget hotels (the significance is less than .05).

Results and Recommendations

Result of analysis found poor OSH practices in hotel industry. This reduces employee morale and workers' willingness to work, hereby reducing productivity. More than 50 percent of respondents claimed that they have been trained on OHS.

Though luxury hotel have better OSH practices in comparison of budget hotels. But some of OSH practices are almost missing in both types of the hotels. The study recommends that hotel industry should upgrade their OHS through training programmes and use up-to-date equipment. Procedures to monitor, measure and record OSH performance on the basis should be developed. Documentation should be developed indicating underlying causes of work related injuries, diseases, and accidents of the employees. Periodic audit should be maintained in order to determine whether the OSH management is in place, its effectiveness in protecting safety and health of employees.

References

- B.O. Alli: Fundamental principles of occupational health and safety, second edition, International Labour Office, Geneva, 2008, pp. 3–6.
- Doke, D. (2004). Healthy approach to absenteeism. Personnel Today. Sutton: September 28: 26–28.
- European agency for safety and health at work (2012). The business benefits of good occupational safety and health. Retrieved from <https://osha.europa.eu/en/topics/business-aspects-of-osh>
- Health Safety Executive (2006) The Department of labour. Model for Business, Excellence. Government Printers: Harare. Koopman C, Pelletier RK, Murray JF, Sharda CE, Berger ML, Turpin P.
- Katsuro, P., Gadzirayi, C.T., Taruwona, M., and Mupararano (2010). Impact of occupational health and safety on worker productivity: A case of Zimbabwe food industry. African Journal of Business Management Vol. 4(13), pp. 2644-2651, ISSN 1993-8233. Retrieved from <http://www.academicjournals.org/AJBM>
- Maria McNamara, Philip Bohle, Michael Quinlan (2011) Precarious employment, working hours, work-life conflict and health in hotel work, Applied Ergonomics 42, 225e232
- Mikkelsen, A. & Saksvik, P. (2004). The relationship between systematic OHS management and sick leave. The Journal of Occupational Health and Safety, Australia and New Zealand. 20(2): 169-179.
- Nankervis, A.R., Compton, R.L., Baird, M. (2005). Human Resource Management: strategies and processes. Melbourne: Thomson
- occupational health and safety. Geneva: International Labour Office.
- Otley, D. (2002). Measuring performance: The accounting perspective. In: Neely, A. (2002). (ed.) Business performance measurement. Cambridge: Cambridge University Press.
- Quinlan, M., Bohle, P., (2008). Under pressure, out of control, or home alone? Reviewing research and policy debates on the Occupational Health and Safety effects of outsourcing and home-based work. International Journal of Health Services 38 (3), 489e523.
- Sarı Ferika Özer (2009), Effects of employee trainings on the occupational safety and health in accommodation sector, Procedia Social and Behavioral Sciences 1, 1865–1870
- Schabracq, M.J., Cooper, C.L., Winnubst, J.A.M. (2003). Introduction. In: Schabracq, M.J., Winnubst, J.A.M., Cooper, C.L. (2003). The Handbook of Work & Health Psychology. England: John Wiley & Sons.

- Taylor, G., Easter, K., Hegney, R. (2003). *Advancing Safety: A Workplace Guide 2*. Perth: Work Safety and Health Associates.
- Tones, K., Tilford, S., 2001. *Health Promotion. Effectiveness, Efficiency and Equity*. Nelson Thornes Ltd, Cheltenham.
- Trisha, J., (1999). *Smoke Policies*, London:IPD
- Wood, J., Wallace, J., Zeffane, R.M., Schermerhorn, Hunt, Osborn. (2001). *Organisational Behavior: A global perspective*. Melbourne: John Wiley & Sons Australia, Ltd.
- Wooden, M. & Vandenheuvel, A. (1999). Is occupational health good for business? *Journal of Occupational Health and Safety, Australia and New Zealand*. 15(5): 411-416.
- World Health Organisation. (1995). *Global Strategy on Occupational Health for All: The Way to Health at Work*. Geneva: World Health Organization.
- Yeo, R. (2003). The tangibles and intangibles of organisational performance. *Team Performance Management: An international Journal*. 9(7/8): 199-205.