

Occupational Safety and Health Regulation as a Determinant of Employee Accountability in Kenya's Hospitality Industry

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Abstract

This study investigates the extent to which compliance with the Occupational Safety and Health Act (OSHA, 2007) influences employee accountability within Kenya's hospitality industry. Grounded in Koppell's multidimensional framework of accountability and guided by pragmatic and mixed-method research paradigms, the study sought to examine the effect of Occupational Safety and Health Act compliance on Employee Accountability in star-rated hotels in Uasin Gishu County, Kenya. Drawing on data collected from 215 employees across eight star-rated hotels in Uasin Gishu County, the research employed stratified random sampling and linear regression analysis to assess the relationship between OSH compliance and accountability outcomes. Descriptive statistics revealed partial and inconsistent adherence to OSHA provisions, particularly in training, hazard identification, and provision of safety attire. While regression results showed a modest positive effect, the relationship between OSH compliance and employee accountability was statistically non-significant ($\beta = 0.063$, $p > 0.05$). The study makes a novel contribution by contextualizing OSH regulation within Kenya's hospitality landscape, highlighting enforcement gaps, informal employment structures, and managerial ambivalence toward safety culture. It recommends strengthening institutional capacity for enforcement, integrating OSH into performance management systems, and tailoring sector-specific guidelines. Future research is encouraged to adopt longitudinal and comparative approaches, explore moderating factors such as leadership and informal labor dynamics, and develop mixed-method models that capture the interplay between regulatory compliance and organizational behavior.

Keywords: Occupational Safety and Health Compliance, Employee Accountability, Hospitality Industry, Safety Culture

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Introduction

A widely accepted notion in contemporary governance is that ensuring employees are accountable for their actions serves as an effective strategy for managing behavioral outcomes. The oversight of public organizations and their members is commonly known as accountability. Public organizations necessitate that their employees recognize their accountability for their actions by assimilating rules and expectations from external sources. Ensuring accountability among individuals through various practices is a core objective of organizations. Employee accountability refers to the responsibility of employees to justify their actions or lack of action to influential stakeholders, such as high-ranking individuals or shareholders, with the anticipation of an evaluative result Han and Perry (2020). Various factors contribute to the formation of employee accountability; individual characteristics, such as personality, managerial practices, employee control systems, and leadership style, have a significant effect on the formation of employee accountability.

The understanding of employee accountability, however, has been limited by the lack of valid measures of the phenomenon (Hall, Frink, & Buckley, 2017). In particular, empirical studies

have used unidimensional measures that do not fully reflect the multiple conceptual aspects of individual accountability. Accountability is inherently multifaceted and abstract (Koppell, 2005; Lerner & Tetlock, 1999). Each dimension of employee accountability is a latent construct that requires several observable indicators to capture its underlying meaning. Faulty measurement of a concept can lead to erroneous findings, incorrect implications, and inconsistent empirical results across studies. For instance, Studies in Kenya and Ethiopia show that performance-based accountability, when integrated with role clarity and participatory goal-setting, can improve service delivery and institutional outcomes (Jiru & Teklu, 2022). Similarly, Tsafack (2018) opine that when accountability is framed constructively with clear goals, supportive leadership, and fair evaluation it tends to boost employee engagement, creativity, and overall performance. On the contrary, some studies fail to establish whether accountability *causes* better performance or merely correlates with it. Others find no significant impact when accountability mechanisms are poorly designed or inconsistently applied (Hermawan, Rohman, & Seputra, 2022). The variability

in empirical results highlight the necessity for continued research in this domain.

Occupational Safety and Health (OSH) frameworks are widely recognized as essential for safeguarding workers in the hospitality industry a sector marked by high physical demands, emotional labor, and diverse operational risks. Yet, despite the proliferation of safety protocols, the relationship between OSH practices and employee accountability and performance remains inconclusive and context-dependent, warranting deeper empirical inquiry. Studies show that while some hotel departments report improved safety awareness, others experience inconsistent execution of OSH protocols, especially in mid-tier establishments (Ambardar & Raheja, 2017) and that despite physical safety measures, psychological stressors such as long hours, customer aggression, and emotional exhaustion continue to undermine employee morale and accountability (Penela & Serrasqueiro, 2019). Nugraha, Sari, Riyanto, Isnaini, and Ifriana (2024) argue that effective OSH practices have been linked to improved employee retention and satisfaction, particularly in high-standard hotels where ergonomic and mental health support are prioritized.

The hospitality industry, which includes hotels, restaurants, resorts, and associated service establishments, represents a vibrant and labour-intensive sector that is crucial for economic development and job creation. Yet, beneath its lively exterior exists a multifaceted network of occupational hazards that necessitate meticulous consideration of safety and health protocols. Individuals within this sector frequently encounter various physical hazards, including slips, trips, burns, and repetitive strain injuries. Additionally, they are subjected to psychosocial stressors such as extended working

hours, emotional labor, and instances of workplace harassment.

Occupational Safety and Health (OSH) within the hospitality sector transcends a mere compliance requirement; it stands as a fundamental strategy that profoundly impacts employee welfare, the caliber of service provided, and the overall reputation of the organization (Šarotar Žižek, Mulej, & Gričnik, 2024). The distinctive operational features of the sector intense customer engagement, varied work settings, and variable demand patterns require customized *Occupational Safety and Health* frameworks that transcend standard compliance measures. Furthermore, the growing focus on sustainability and equitable employment, as advocated by international frameworks like the ILO's conventions and the UN Sustainable Development Goals, highlights the necessity for cohesive safety cultures within hospitality organizations (Giousmpasoglou, 2024).

In developing economies such as Kenya, the complexities are exacerbated by informal employment structures, inadequate enforcement capabilities, and deficiencies in institutional accountability. Confronting these challenges necessitates a collaborative strategy that integrates adherence to legal standards, a commitment from leadership, comprehensive employee education, and ongoing evaluation of risks. As the hospitality sector transforms in light of globalization, digital advancements, and shifting consumer demands, it is imperative that its occupational safety and health practices adapt accordingly making safety an intrinsic organizational value rather than merely a policy.

This study has the potential to make several novel contributions to both academic literature and policy discourse on workplace governance in Kenya's hospitality sector. First, the study seeks

to illuminate how Kenya's legal instruments particularly the *Occupational Safety and Health Act, 2007* are interpreted and operationalized in hospitality settings such as hotels, resorts, and restaurants. The sector is characterized by a diverse workforce, frequent informal employment arrangements, and uneven regulatory enforcement, all of which contribute to inconsistencies in OSH compliance. Secondly by investigating how these conditions influence employee accountability manifested through punctuality, adherence to protocols, and service ethics the study aims to bridge a critical gap between legal compliance and behavioral outcomes.

Furthermore, the research recognizes that accountability is not merely the product of external regulation. Managerial leadership plays a pivotal role in shaping organizational culture and employee responsiveness. This study extends traditional models of compliance and integrates behavioral and governance perspectives. Such an approach aligns with the growing interest in participatory safety cultures, where accountability emerges not from fear of sanctions but from collective commitment to safe and ethical practices.

The study's findings have the potential to guide institutional reforms and policy innovation. For instance, insights may inform targeted training programs, the development of performance-linked safety incentives, or enhancements to enforcement mechanisms under Kenya's Directorate of Occupational Safety and Health Services. Most critically, this research contributes to interdisciplinary discourse by embedding OSH within broader frameworks of public governance and sustainable development. By addressing these issues empirically and contextually,

the study adds new depth to our understanding of how regulatory systems can promote not only safety but also accountability and performance in one of Kenya's most dynamic service sectors.

Labour Law Framework in Kenya

The foundation of Industrial Relations in Kenya is made up of Article 41 of the Constitution of Kenya and the Labour Relations Act (Kenya Laws, 2012). Labour law in Kenya is derived from several sources including the Constitution, Acts of Parliament and subsidiary legislation, and International Conventions (Sihanya, 2011). The Employment Act, of 2007 in Kenya establishes the minimum terms and conditions of employment (Kamonde, 2024). The Act sets forth the relationship between an employer and a worker. It defines the benefits, duties and obligations of the employer and the worker, which includes: contract of service, prohibition against forced labour, discrimination in employment, sexual harassment, payment of wages, leave, termination, and living amenities (Collins, Ewing, & McColgan, 2019). The rationale and purpose of the Labour Relations Act is contained in the preamble to the Act, which provides that it is to consolidate the law relating to trade unions and trade disputes and to provide for the registration, regulation, management and democratization of trade unions and employer organizations, and the encouragement of effective collective bargaining and promotion of freedom of association and effective collective bargaining processes (Collins et al., 2019).

Kenya, as a member of the International Labour Organization, has ratified several important Conventions related to the rights of all workers. As a signatory to these conventions, the Kenyan government is legally obligated to ensure that these rights are protected

and applied in Kenya. One of the weaknesses of the Employment Act is that it presupposes that the employment relationship can only be based on the contract of employment. This contract-based perspective of the employment relationship is quite limiting and does not reflect the emerging work patterns and working arrangements (Kutaula, Gillani, & Budhwar, 2020). According to the Africa Digital 2021 report by the Ministry of Information, Communication and Technology, around 1.2 million Kenyans are employed on digital platforms. The types of work include – digital marketing, virtual assistants, sports betting, writing articles, ride-hailing services, goods delivery, etc. Many employees are using these arrangements to earn a livelihood, particularly at the onset of the COVID–19 Pandemic. The main concerns of these new working arrangements are that: firstly, it is not clear what the employment status is of these workers. The Uber case in the United Kingdom is a case in point where this point was canvassed (Van Wart, Roman, Wang, & Liu, 2019). Kenya is a member of the International Labour Organization (ILO), but the country's labor market is still confronting significant challenges, including globalization, poverty, unemployment, underemployment, and technological innovation. However, the extent to which workers are protected is determined on how well laws are enforced, and in emerging economies, non-compliance is frequently widespread. Labor laws provide structure and justice in the workplace and have a common goal: to protect the rights of employees and to outline the roles and responsibilities of employers. Labor laws have many roles, but its main purpose is to ensure that employees have equal opportunities and that their physical and mental health and safety are protected.

Labor laws also promote workplace diversity (McLellan, 2017).

The hospitality sector, like other industries, function under a structured framework that includes rules, regulations, and standards related to labor laws (Giousmpasoglou, 2024). The tourism business, particularly the hospitality sector, is known for its high work intensity, lack of unionization, poorly established internal labor market, contingent contracts, and low social and professional status (Elshaer & Marzouk, 2019; Vujičić, Jovičić, Lalić, Gagić, & Cvejanov, 2015). Hotel employees and labor rights organizations have made complaints that a large number of hotels do not provide their employees with complete employment contracts, terminate employees without good cause, and do not pay employees for overtime (Beddoe & Murphy, 2004). According to Bernhardt et al. (2015), "Compliance with employment and labour laws has received less attention." This is consistent with the conclusion of (Liukkunen, 2016), who stated that it is necessary to conduct research on the actual application of job rights protection rules.

Theoretical Review

Koppell's model concept of accountability, system theory, and the compliance house model provided the theoretical underpinning for this study. Koppell's model concept of accountability, system theory, and the compliance house model provided the theoretical underpinning for this study. Koppell's (2005) model concept of accountability was adopted in this study with five dimensions that reflect multiple characteristics of accountability. In this regard, the model provides a useful framework for analyzing labour law compliance and employee accountability in star-rated hotels in

Kenya. The model outlines five interrelated dimensions of accountability: transparency, liability, controllability, responsibility, and responsiveness. Transparency is about sharing information about performance. Liability is the answer to the question of whether the organization faced any consequences due to the employee's performance. Controllability is related to how much the organization meets the expectations of the top management. Responsibility is the answer to the question that "Does the organization follow the necessary rules during the operations?" and Responsiveness, the last dimension, is about the fulfillment of the main expectation of the organization or individual. Transparency is key to the accountability process and makes an actor obligated to provide, explain, and justify information about their activities to the forum. If the actor discloses facts related to performance or activities, then they are transparent, which in turn helps in accountability. It involves the clear and open communication of actions, decisions, and processes within the hotel. In the context of star-rated hotels, transparency could include clear communication about job roles, expectations, and adherence to labor laws, ensuring that both management and employees understand their rights and responsibilities.

Liability is the second typology of accountability without which accountability is meaningless (Lindberg, 2013). Liability deals with consequences (reward and punishment), which are attached to the performance of an employee. In other words, employees should be held answerable for their actions; they are punished for malfeasance and rewarded for success. If an employee faces consequences for their performance, then there is accountability. This dimension refers to

the legal and ethical responsibility for actions or decisions. Hotels must also comply with labor laws, such as those concerning wages, working hours, and employee welfare, and be held accountable for any violations. Employees, too, are responsible for their actions within the scope of their work. Controllability is the third typology of accountability that deals with the authority and control of behavior or action of the actor. This means that an actor is constrained by the orders of forum. If the forum can induce the behavior or action of an actor, the forum controls the actor. As a result, actor is accountable to the forum. If an actor follows through with what its forum has ordered, then there is controllability. This means that there is evidence of accountability. This focuses on an employee ability to influence or control outcomes. In the case of employee accountability, star-rated hotels must ensure employees have the resources, training, and autonomy to make decisions within their roles. However, employees should also be held accountable for those decisions.

Responsibility is the fourth typology of accountability that constrains actors by formal and informal professional standards or behavior such as laws, rules, and norms, is labeled responsibility. Such standards may encourage better behavior and set expectations against which the actor can be evaluated (Lindberg, 2013). Friedrich (n.d. cited in Koppell, 2005) argues that an accountable actor should not simply follow orders, as we mentioned in controllability, but must use their expertise constrained by professional and moral standards. If the actor follows well-established rules, then can he/she is responsible. Responsibility refers to an individual's duty to fulfill their role and obligations. For employees in star-rated

hotels, this includes their duty to follow hotel policies, respect customer service standards, and comply with labor laws. Hotels, in turn, must be responsible for maintaining fair working conditions and complying with all relevant regulations. Responsiveness which is the final typology of accountability that satisfies the demands and needs of clients. In this typology, accountability turns outward rather than upward (Lindberg, 2013). That is why it is also called customer-oriented approach and bottom-line vision of accountability. If actor fulfills the demand and need of the forum, then he/she is a responsive actor. The responsive actor means there is evidence of accountability. This dimension emphasizes the need for quick and effective reactions to issues or challenges. Likewise, employees should respond to feedback and adapt to organizational needs or changes. Hence, accountability is combined form of transparency, liability, controllability, responsibility, and responsiveness. In this study, Koppel's five dimensions was used as a theoretical basis of accountability.

Hypotheses Development

Occupational Safety and Health Act Compliance and Employee Accountability

In its twelfth session in 1995, the International Labour Organization (ILO) and the World Health Organization (WHO) established the following objectives for occupational safety and health: to promote and sustain the utmost level of physical, mental, and social well-being of workers across all professions; to prevent health deterioration among workers due to their working conditions; to safeguard workers from health risks arising from detrimental factors in the workplace; and to ensure that the occupational environment is suited to the physiological and

psychological capacities of the worker (WHO, 1995).

Occupational Safety and Health (OSH) has emerged as a worldwide issue for employers, employees, and national governments. Notwithstanding global initiatives to tackle occupational safety and health issues, around 2 million work-related fatalities are projected to occur annually (ILO, 2009). Moreover, around 330 million occupational accidents and 160 million work-related disorders impact workers annually (Marksnen, 2004). The ILO estimates that over \$1.25 trillion, representing 4% of the global Gross Domestic Product (GDP), is lost annually due to occupational accidents and diseases.

Compliance often denotes adherence to or alignment with a rule or set guideline, including specifications, policies, regulations, standards, or laws, as well as the process of achieving such alignment. Occupational safety and health (OHS) professionals unanimously agree on the necessity of stringent adherence to OHS rules for the enhancement of OHS practices. Consequently, other studies utilize adherence to OHS regulations as a management strategy to assess its correlation with OSH performance; conversely, other scholars contend that compliance with OHS regulations yields advantages that extend beyond merely circumventing direct and indirect cost and also enhancing organizations' competitive edge (Walters et al., 2021; Belzer & Quinlan, 2024). Nonetheless, it is challenging to understand why these advantages do not entice enterprises in the hospitality sector to adhere to the Occupational Safety and Health Act.

The relationship between occupational safety and health (OSH) and employee performance has yielded mixed results in various studies. While some studies show a positive correlation

between effective OSH practices and improved employee performance, others reveal a more complex relationship with inconclusive or even negative findings. Mutegi, Joshua, and Maina (2023) contend that a safe and healthy work environment can lead to increased morale and job satisfaction, allowing employees to focus on their tasks and boosting their productivity. Kumarasinghe and Dilan (2022) also note that when employees feel safe and valued, they are more likely to be motivated and committed to their work. On the other hand Amin and Ichsan (2024) are of the view that employee performance is influenced by a multitude of factors, including motivation, work environment, and individual characteristics, making it difficult to isolate the specific impact of occupational safety and health. Thus, we postulate that:

H₀₁: Occupational Safety and Health Act compliance does not have an effect on employee accountability.

Research Methodology

Design, Population, Sampling, and Data Collection

The philosophical paradigm that underpinned this study was pragmatism. Creswell and Turyahikayo (2021), believe that knowledge arises out of actions, situations and consequences rather than antecedent conditions. Pragmatic research Philosophy works well with mixed-method design and therefore fitted with this study as it allows data collection from quantitative questionnaires, qualitative observation, qualitative in-depth interviews, qualitative documents and qualitative audio and visual materials (Kenworthy & McMullen, 2014).

A mixed methods approach, which involves the integration of

qualitative and quantitative approaches for data collection and analysis (Toyon, 2021). The selection of this method was based on its higher credibility, which arises from the equal attention placed on both quantitative and qualitative data collection (Toyon, 2021). A mixed-methods design offers a number of benefits to approaching complex research issues as it integrates philosophical frameworks of both post-positivism and interpretivism (Oranga, Matere, & Njurai, 2025). It also offers a logical ground, methodological flexibility and an in-depth understanding of smaller cases (Toyon, 2021). The study population comprised of 455 employees drawn from eight (8) classified hotels in Uasin Gishu County, Kenya. The research employed multiple sampling techniques. Star-rated hotels were purposively selected because they had internationally accepted indicators of a hotel's quality, cleanliness and standards then census sampling was done because all-star rated hotels were selected for the study. Thereafter, stratified sampling was used to divide the population into smaller groups or strata according to departments, then simple random sampling was used to proportionately pick the sample, given the homogeneity of the population.

Stratified random sampling refers to the methodology employed for selecting a sample in a manner that ensures the inclusion of defined subgroups within the population in proportions that mirror their distribution in the overall population (Mweshi & Sakyi, 2020). The sample was proportionately represented from each stratum (department). Furthermore, the participants for the study were selected through the utilization of simple random sampling, which, according to Toyon (2023) enables the generalization of findings to a wider population with a

statistically measurable margin of error and facilitates the utilization of inferential statistics. To ensure an equal chance of inclusion, simple random sampling was used to select the 215 employees who participated in the study. Employees in each department were given numbers commensurate with the target population. Random numbers were generated using Excel to identify the employees. The labour officers and hotel managers were purposively selected.

Measures, Reliability, and Validity

The questionnaire responses were anchored on a five-point Likert scale ranging from 1 = Strongly Disagree (SD) to 5 = Strongly Agree (SA). The study adapted the scales used in the previous studies. The independent variable under labour law; employment act was

measured by; wage pay, overtime compensation, termination and dismissal, leave benefits and employment contract (Employment Act, 2007) while the dependent variable; employee accountability was measured using Koppell’s five dimensions of accountability the scales which include transparency, liability, controllability, responsibility and responsiveness (Koppell, 2005). Reliability analysis of scales in the research instrument (questionnaire) was assessed by performing Cronbach’s alpha coefficient test. Alpha coefficient of above 0.7 for individual test variables was accepted (Nunnally, 1978). Based on this finding, all indicators are considered reliable, and further analysis is allowed as indicated in Table 1.

Table 1: Reliability Analysis

	Cronbach's Alpha	N of Items
Occupational Safety and Health Act	0.953	11
Employee Accountability	0.940	27

Source: Field Data, 2025

Content validity checks were also performed on constructs to ensure that scale items are meaningful to the sample and capture the issues that are being measured. Following that, exploratory and confirmatory factor analyses were conducted. To measure sampling adequacy and suitability before

exploratory factor analysis (EFA), Kaiser–Meyer–Olkin (KMO) and Bartlett’s tests of sphericity were used (Watkins, 2018). The KMO value exceeded 0.7, and Bartlett’s sphericity test was significant at the 0.000 level, confirming sampling suitability and adequateness for EFA (Li *et al.*, 2020) as shown in Tables 2 and 3, respectively.

Table 2: KMO and Bartlett’s Test for Employee Accountability

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.600
Bartlett's Test of Sphericity	Approx. Chi-Square	7650.104
	Df	351
	Sig.	.000

Source: Field Data, 2025

Table 3: KMO and Bartlett’s Test for Occupational Safety and Health Act

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.839
Bartlett's Test of Sphericity	Approx. Chi-Square	2683.935
	Df	55
	Sig.	.000

Source: Field Data, 2025

Model Specification

To test the hypothesis, the study adopted a linear regression model (Baron & Kenny, 1986). The following equation was used.

$$Y = \alpha + \beta_1 X_1 + \varepsilon \dots \dots \dots \text{Equation 1}$$

Where,

Y = Employee Accountability

α = Constant

$\beta_1 \dots \beta_3$ = the regression coefficients

X_1 = Occupational Safety and Health Act Compliance

ε : Error term

Data analysis

The data collected were edited, systematized to eliminate errors, and coded for analysis using the statistical package for social sciences (SPSS) tool version 25. The SPSS package was used

for analyzing data. Pearson correlation analysis to establish the relationship between study variables was also conducted. Regression analysis was also conducted to determine the effect of Employment Act compliance on Employee Accountability in star-rated hotels in Uasin Gishu County, Kenya.

Results

Demographic Information

Demographic information provides data on research participants and is required for determining whether the individuals in a particular study are a representative sample of the target population for purposes of generalization (Salkind, 2010). Table 4 presents the distribution of the employees' demographic characteristics.

Table 4: Demographic Characteristics of Employees

		Frequency	Percent
Gender	Male	77	37.0
	Female	131	63.0
	Total	208	100.0
Education	Certificate	44	21.2
	Diploma	103	49.5
	Degree	61	29.3
	Total	208	100.0
Experience	1-3 Years	31	14.9
	4-6 Years	80	38.5
	6-9 Years	97	46.6
	Total	208	100.0

Source: Field Data, 2025

In terms of gender distribution of the respondents, results indicated that a majority of the respondents were female,

and they accounted for 63.0 percent ($n = 131$) while 37 percent of them were males ($n = 77$). Further, the study

revealed that in relation to the academic qualification of the employees, the results revealed that a majority of the respondents were holders of diploma education and they accounted for 49.5 percent ($n = 103$), this was followed by those that had bachelors' degree qualification, who accounted for 29.3 percent ($n = 61$). Finally, a total of 44 employees' representing 21.2% of the respondents, had a certificate level qualification.

The experience distribution revealed that majority of respondents accounting for 46.6 percent ($n = 97$) had a work experience ranging between 6 to 9 years of experience, this was followed by

those that had an experience of between 4 to 6 years who accounted for 38.5 percent ($n = 80$) and only 14.9 percent ($n = 31$) had work experience ranging between 1 and 3 years of experience.

Descriptive Statistics on Occupational Safety and Health

Occupational safety and health act compliance has potential to impact employee accountability in star rated hotels. Eleven provisions were identified to measure hotels compliance with occupational safety and health act. Respondents were asked to rate their levels of agreement or disagreement with each of the provisions on a scale of 1 to 5.

Table 5: Descriptive statistics for Occupational Safety and Health Act

	Mean	SD	Skewness	Kurtosis
I am aware of the health and safety guidelines in place	3.81	1.215	-0.581	-0.873
The hotel promotes a culture of safety in the workplace	3.69	1.086	-0.276	-0.608
The hotel undertakes periodic assessment on safety and health issues	3.59	1.055	-0.568	-0.354
Hotel managers respond positively when safety and health is	3.52	1.167	-0.332	-0.996
The hotel evaluates factors that could affect the health and safety of employees	3.52	1.040	-0.078	-0.954
The hotel identifies potential hazards in the work place	3.43	0.983	-0.728	0.059
Safety training manuals and records are available in the hotel	3.35	1.218	-0.064	-1.162
The hotel ensures staff use appropriate gear in their station	3.33	1.251	-0.605	-0.689
I am trained on occupational health and safety matters	3.27	1.148	-0.427	-1.056
I feel satisfied by the level of safety at my workplace	3.24	1.006	-0.171	-0.109
I am provided with an appropriate working attire for my work station	3.14	1.107	-0.764	-0.538
Occupational Safety and Health	3.44	1.12	-0.42	-0.66

Source: Field Data, 2025

Results of the mean response scores together with associated standard deviations (Table 5) revealed the following: Respondents agreed, albeit

inconsistently that they were aware of the health and safety guidelines in the respective hotels ($M=3.81$, $SD=1.215$); that the hotels promote safety culture in

the work place ($M=3.69$, $SD=1.086$); that the hotels undertake periodic assessment of safety and health issues ($M=3.52$, $SD=1.167$); and that hotels evaluate factors that could affect employees health and safety ($M=3.52$, $SD=1.040$).

In contrast, the respondents inconsistently and moderately agreed that hotels identify potential workplace hazards ($M=3.43$, $SD=0.983$); that safety manuals and records are available in the hotels ($M=3.35$, $SD=1.218$); that hotels ensure that employees use appropriate working gear ($M=3.33$, $SD=1.251$); that they get training on occupational health and safety ($M=3.27$, $SD=1.148$); that they are satisfied with the level of safety in the respective workplaces ($M=3.24$, $SD=1.006$); and that they are provided with appropriate working attire ($M=3.14$, $SD=1.107$). The skewness statistics were largely negative showing that the responses were slightly negatively skewed but their distribution remained normal.

However, the marginal compliance of the hotels with some of the OSHA provisions, including training employees on occupational health and safety matters, offering satisfactory levels of safety, and providing appropriate working attire lends credence to views arising from some managers showing partial application of OSHA provisions. One manager had this to say:

...to be honest, as a hotel we endeavor to deliver the best services while complying with the required provisions. However, the nature of provisions under the occupational safety and health act are so constraining that complying with all of them has proven to be a huge task (INT-1).

Similar sentiments were shared during the second dyadic interview with the labour officers. When asked if hotels comply with the labour laws, the

typical response quoted verbatim was as highlighted below.

...Most of the hotels do not know especially occupational safety and health act, this necessitates labour office to engage their regulator TRA to help in the implementation...for instance, when most of these hotels are bidding for government tenders they are forced or prompted to comply; but on their own initiative they don't; only few do especially the highly star rated hotels e.g. (4 and 5 star) (DI-2)

Correlation Analysis

Bivariate correlations were computed using the Pearson Product Moment Correlations (PMCC) framework. In this framework, the correlation coefficients, denoted as r were interpreted using the following criteria. An r value in the interval ± 0.5 to ± 1.0 was deemed substantial and demonstrated a robust connection. An r value between ± 0.3 and ± 0.5 was moderate, while that between ± 0.1 and ± 0.3 was deemed weak. The correlation results show that there were significant correlations between the labour law components and the dependent variable (employee accountability). In particular employment act had a positive and significant moderate correlation with employee accountability ($r=0.462$, $p<0.01$). Occupational safety and health act had a positive and significant moderate correlation with employee accountability ($r=0.475$, $p<0.01$).

Regression Analysis

This study examined the influence of the occupational safety and health act compliance on employee accountability in star rated hotels in Uasin Gishu County. The unstandardized regression coefficient for occupational

safety and health compliance (Table 6) revealed that in the context of star rated hotels in Uasin Gishu County, occupational safety and health though having a mild positive effect on employee accountability, this effect was not significant ($b=0.063$, $p>0.05$).

The model summary yielded the following statistics: The R-value was equal to 0.592; R-square value was 0.351; Adjusted R-square was 0.333; and the DW-Statistic was 2.299. The ANOVA output testing whether the proposed multiple regression model was a good fit yielded the following statistics; the residual sum of squares was 57.528 against 16.477 for the regression sum of squares; there were 3 degrees of freedom in the numerator reflecting the three acts, and 204 degrees of freedom

in the denominator, given by the 208 respondents whose questionnaires were validly completed, less the three predictors, less 1 ($n-k-1$). The Fisher statistic was 19.465 and was significant ($p<0.05$).

Although this finding showing the non-significant effect of occupational safety and health act compliance on employee accountability contradicts other scholarly evidence, it reflects the descriptive statistics which painted to inconsistency in responses among respondents regarding the hotels capacity to identify potential work place hazards, ensure usage of appropriate working gear, provide safety manuals, and provide ample training on safety measures.

Table 6: Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.188	.350			3.394	.001
Occupational safety & health act	.063	.094	.060		.673	.503

Source: Field Data, 2025

Discussion

The results showed moderate agreement among the employees that hotels comply with provisions of the OSHA. However, there were agreements, albeit inconsistently, that employees are made aware of the health and safety guidelines, that the hotels promote a culture of safety at the workplace, that periodic assessment of safety and health issues is often undertaken, and that hotels evaluate factors that could affect employee's health and safety. Meanwhile the moderate agreements centered on provisions such as workplace hazards, safety manuals and records, and appropriate working gear among others.

These results imply that hotels recognize the fact that occupational safety and health is a fundamental right in the workplace. Moreover, these entities place priority on occupational safety and health knowing well that accidents may erode employee confidence and jeopardize the quality of service. These findings are supported by Ambardar & Raheja, (2017) that effective safety and health practices are bound to not only improve employee satisfaction but also their performance.

Therefore, by complying with provisions such as promoting a safety culture, undertaking periodic assessment of safety and health, and seeking to evaluate factors impacting employee

safety and health, star rated hotels are keen to exploit the employees' satisfaction and performance to grow and advance. Promoting a safety culture is of particular importance in star-rated hotels. Previous studies show that work-related accidents in the hotel industry have been on the rise, requiring that hotels create a scale to measure the safety culture (Kuo, Cheng, Chang, & Ying, 2020). Moreover, by promoting a culture of safety, star rated hotels implicitly focus on creation of safer work places. Safer work places have been reported to be avenues through which workers compensation costs and job hires can be reduced (Chauhan & Guleria, 2024).

The results revealing moderate compliance with provisions of the OSHA by the hotels are in accordance with sentiments shared by labour officers during the focus group discussions whose sentiments were; *Most of the hotels do not know especially occupational safety and health act, this necessitated our office to engage their regulator TRA to help in the implementation.* According to (Andeyo, Otuya, & Misigo, 2024) Safety and hygiene in the workplaces rank as one of the criteria on which ranking hotels is based upon. Scholarly evidence has shown that periodic safety and health assessment are critical to the improvement of employee productivity and well-being in luxury hotels (Gaspani & Recchi, 2024); that assessment of health and safety among other factors reduces injuries at the workplace and the associated compensation costs (Saepudin & Putra, 2023); and that routine safety audits alongside ergonomic training enhances job performance while reducing turnover rates among hotel housekeepers (Hsieh, Shapoval, Sönmez, & Apostolopoulos, 2023).

The regression results revealed that despite having a modest positive effect on employee accountability, this

effect of OSHA was however non-significant. Although this finding showing the non-significant effect of occupational safety and health act compliance on employee accountability contradicts other scholarly evidence e.g. Kim, Rahim, Iranmanesh, and Foroughi (2019) who established that occupational safety management systems have a positive effect on employee performance and accountability. It also contradicts the results of (Umugwaneza, Nkechi, & Mugabe, 2019) whose study concluded that occupational health and safety significantly affects employee commitment and performance. It reflects the descriptive statistics which painted to inconsistency in responses among respondents regarding the hotels capacity to identify potential work place hazards, ensure usage of appropriate working gear, provide safety manuals, and provide ample training on safety measures.

The finding showing the non-significant effect of occupational safety and health act compliance on employee accountability mirrors the findings of Kenyan Scholars who have pointed at the non-compliance with several aspects of hotels occupations safety and health expectations. For instance, Kizito (2023) investigated compliance to food safety among fine dining hotels in Nairobi County specializing in fruits and vegetable salads. The findings established existence of microbial contamination in some fruit and vegetable samples brought about by non-compliance with some of regulations by OSHA. In the study, Plimo, Korir, and Kieti (2024) identifies non-compliance with relevant government laws and regulations due to weak enforcement as one of the main deterrents to effective implementation of ecotourism in the industry. Indeed, the question of occupational safety and health act compliance from provision of safe food

remains an emotive one. Seeking to highlight these concerns more, Masudi et al. (2025) leveraged unclassified restaurants operating in Nairobi County. More worrisome, they established that these entities were not complying with food safety regulations, including lack of HACCP certifications, food safety evaluation reports and operational licensing.

Conclusion

This study examined the influence of Occupational Safety and Health Act (OSHA) compliance on employee accountability within Kenya's hospitality industry. While the regression analysis indicated a modest positive relationship, the effect was statistically non-significant. This outcome challenges prevailing scholarly assertions such as those by Kim, Rahim, Iranmanesh, and Foroughi (2019) which posit that occupational safety management systems (OSMS) enhance employee performance and accountability. The divergence may be attributed to contextual factors including regulatory enforcement gaps, informal employment structures, and limited organizational commitment to safety culture in Kenya's hospitality sector. Thus, while OSHA compliance may conceptually support accountability, its practical impact remains constrained without complementary institutional and behavioral mechanisms.

Recommendations

Recommendations for Practice

Hospitality firms should embed safety as a core organizational value, moving beyond compliance to proactive engagement. This includes regular safety audits, participatory risk assessments, and visible leadership commitment. Continuous safety education tailored to hospitality-specific risks (e.g. kitchen

burns, ergonomic strain, emotional labor) can foster ownership and accountability. Linking safety behavior to performance appraisals and recognition systems may incentivize accountability and reinforce desired conduct.

Recommendations for Policy

The Directorate of Occupational Safety and Health Services (DOSHS) should enhance inspection frequency, transparency, and follow-up protocols, especially in high-risk hospitality environments. There is need to develop tailored Occupational Safety and Health codes of practice for hospitality operations, addressing psychosocial risks, shift work, and customer-facing stressors. Further, the hospitality industry should encourage coordinated efforts among government, employers, and labor unions to improve Occupational Safety and Health awareness and accountability frameworks. Moreover, the government should extend Occupational Safety and Health protections and training to informal hospitality workers, who often fall outside formal regulatory reach.

Suggestions for Future Study

Future research should adopt longitudinal designs to capture delayed or cumulative effects of Occupational Safety and Health interventions on employee behavior. There is need to examine Occupational Safety and Health-accountability dynamics across different service sectors (e.g. healthcare, education) to contextualize hospitality-specific findings.

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