

The Impact of Occupational Health and Safety (OHS) Policies on Employee Performance in Hospitality Industry in Kenya: A Scoping Review

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Abstract

Occupational Health and Safety (OHS) policies are essential in safeguarding workers, particularly within labour-intensive sectors such as the hospitality industry. Empirical evidence indicates that effective OHS policies can positively influence employee performance. In Kenya, however, hospitality employees continue to experience diverse occupational hazards despite the existence of established safety policies and regulatory structures. This scoping review sought to determine the extent to which OHS policies contribute to employee performance within Kenya's hospitality industry. The review adopted Arksey and O'Malley's scoping review framework and PRISMA-ScR guidelines. A total of 50 relevant studies were systematically identified and analysed. The findings demonstrate that OHS policies have a significant positive influence on employee performance, with effective safety implementation, ergonomic interventions, welfare programs, and psychosocial support mechanisms contributing to improved productivity, reduced absenteeism, and enhanced service quality. The study recommends that hospitality establishments institutionalise mandatory and continuous OHS training; that government agencies strengthen OHS Act audits and enforcement mechanisms; that the hospitality sector expand OHS programs beyond physical safety to include psychosocial wellbeing; that stakeholders enhance data collection and research capacity on OHS; and that safety policy coverage be broadened to incorporate small and informal hospitality enterprises.

Keywords: Occupational, Safety, Health, Policies, Performance

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Introduction

In the era of globalisation, market economies, fierce competition, and rapidly evolving environments, the success of an organisation is contingent upon the performance of its employees (Waititu et al., 2017). Employee performance is a crucial element in realising organisational objectives (Triansyah et al., 2023). It serves as a measure of how effectively an employee can perform their duties and responsibilities (Triansyah et al., 2023). Productive and efficient employees play a significant role in improving a company's output and the quality of its products or services, enhancing satisfaction for both customers and employees, and cultivating a positive reputation for the organisation (Triansyah et al., 2023).

A significant factor affecting employee performance is the enforcement of occupational safety and health (OSH) policies (Nugraha et al., 2024; Obura, 2024). These policies establish a secure working environment by mitigating accidents, injuries, and work-related illnesses, which subsequently boosts employees' motivation, concentration, and job satisfaction (Pane & Kasmir, 2022). In the hospitality industry, compliance with OSH standards ensures both physical and psychological well-being, resulting in enhanced service quality and productivity (Obura, 2024).

International labour standards, including conventions, recommendations, codes of practice, and guidelines, are vital

for promoting safe and healthy working conditions globally (International Labour Organisation (ILO, 2020). The International Labour Organisation (ILO) highlighted in its 2003 Global Strategy on Occupational Safety and Health that these standards form a fundamental foundation for improving occupational safety and health (OSH) worldwide (International Labour Organisation (ILO, 2020). The strategy emphasised the importance of integrated and coordinated efforts that connect international standards with other OSH initiatives to enhance their effectiveness and overall impact (ILO, 2020). In essence, international labour standards serve as guiding frameworks for ensuring safe and healthy work environments.

Kenya's legal framework regarding occupational safety is founded on the Occupational Safety and Health Act, 2007 (Government of Kenya, 2007a), which offers a thorough structure for ensuring safe working environments. The Act requires employers to protect employees from hazards, create safety committees, and encourage preventive safety measures. Additional legislation, such as the Work Injury Benefits Act (WIBA), 2007 (Government of Kenya, 2007b) and the Tourism Act (2011) (Government of Kenya, 2011), further underscores the government's dedication to enhancing safety within the tourism and hospitality sectors. The Directorate of Occupational Safety and Health Services (DOSHS) is crucial in enforcement through

workplace inspections and compliance evaluations (Government of Kenya, 2007a).

Despite the presence of occupational health and safety policies, research shows that employees in the tourism and hospitality industry in Kenya still experience occupational risks, and the execution of Occupational Health and Safety (OHS) policies is still inconsistent and insufficient (Jebet, 2022). Employees, for example, frequently face physical injuries, work-related stress, and hazardous working conditions that negatively impact their morale, job satisfaction, and performance (Obura, 2024; Gikunda et al., 2023). This study sought to assess the impact of these OSH policies on employee performance within the hospitality industry in Kenya.

Methodology

A scoping review was chosen as the methodology for this study due to its ability to assist researchers in identifying and mapping essential concepts within the existing literature on a complex and under-researched topic (Garney et al., 2021). Scoping reviews represent a type of knowledge synthesis that integrates various study designs to thoroughly summarise and synthesise evidence, to guide practice, programs, and policy, as well as offering direction for future research priorities (Colquhoun et al., 2014). The purpose of conducting scoping reviews comprise; to identify the different types of evidence available in a particular domain; to clarify key concepts and definitions present in the literature; to examine the research methodologies utilized in studies related to a specific topic or area; to identify important traits or elements linked to a concept; to acknowledge and assess current knowledge deficiencies (Munn et al., 2018). This scoping review applied Arksey

and O'Malley's scoping review framework and PRISMA-ScR guidelines.

Search Strategy

An initial search was conducted in the Web of Science database and grey literature such as Google Scholar, university repositories, and Ministry of Tourism websites in September 2025. An updated search was conducted with the assistance of a research librarian in November 2025 and restricted the search to studies published between 2010 and 2025. Keywords and search terms used were: (occupational health OR health policies OR OHS policy) AND (workplace safety OR occupational safety OR safety practice) AND (employee performance OR employee productivity). The search terms to extract relevant peer-reviewed literature focus on occupational health and safety policies and employee performance in the tourism and hospitality industry in Kenya.

Inclusion and Exclusion Criteria

Quantitative, qualitative, and review studies focusing on occupational safety and health issues, policies and employee performance within the hospitality industry. The included studies reported employee (above 18 years) productivity, performance and job satisfaction. Studies providing comparative data in Kenya, regionally and globally, including government publications, agency reports and graduate theses were considered for the review. This review excluded studies that did not focus on OSH issues and policies in the hospitality industry or did not report employee performance. Studies that discussed OSH policies but did not link them to employee performance were also excluded, or provided incomplete results were excluded. This review also excluded studies published in languages other than English and studies published before 2010.

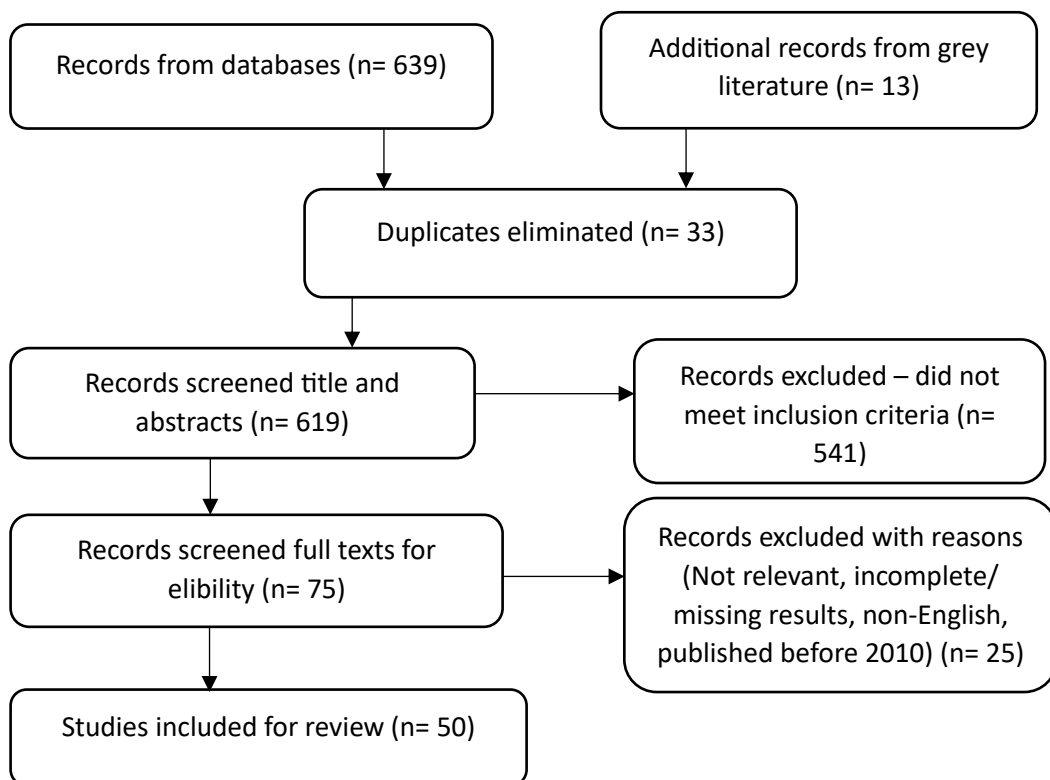


Figure 1: PRISMA Flow Diagram of Studies Included for the Scoping Review

Data Abstraction

The matrix method was used to abstract data points from each study. Factors associated with occupational safety and health policies in the hospitality industry were extracted from the selected studies. Screening of article titles, abstracts and full texts was independently conducted by two reviewers. The data points included the author, publication year, study design, sample, location and Key findings. The reviewers used a thematic analysis strategy to code the contents, and disagreements were resolved through discussion or consensus. The main investigators used a thematic synthesis strategy to code key themes emerging within the results and manually inputted and categorized into Microsoft Excel. The categories represented the key constructs of the study.

Data Organization using SEM

The social-ecological model (SEM) was applied to understand how OSH

policies affect employee performance. The framework's five levels provide a structured lens that is useful in providing insight into complex issues such as awareness and implementation of OSH policies (Figure 2).

The social-ecological model can be used to identify and assess the relationship between factors affecting ergonomic awareness of OSH and safety implementation of the policies (e.g. safety implementation, ergonomic interventions, welfare programs, and psychosocial support mechanisms). The framework also emphasises opportunities for multilevel interventions whose impact is sustainable. A social-ecological model for OSH promotion demonstrates individual, interpersonal, organisational, community and policy aspects that influence occupational safety and health policy implementation in the hospitality industry in Kenya.

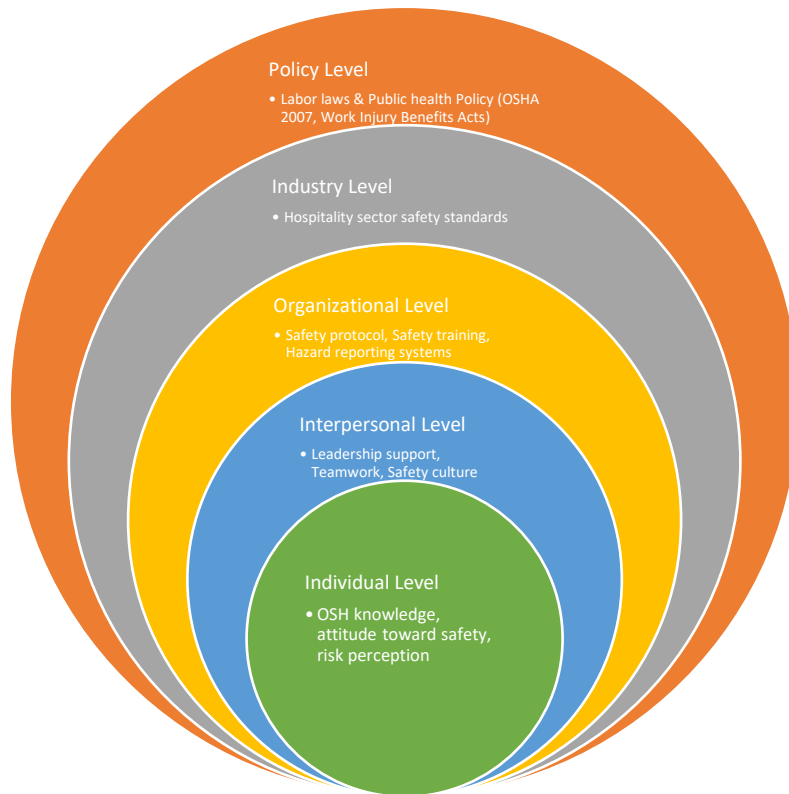


Figure 2: Factors Influencing OSH Policies and Employee Performance in the ospitality Industry

Results

A total of 50 articles published between 2010 and 2025 were included in the review. Most studies used descriptive, cross-sectional, survey or case study designs with diverse sample sizes. Across contexts, evidence consistently links OSH policies in the workplace with improved

employee performance in the hospitality industry. Workplace safety, ergonomic interventions, welfare programs and hazard reporting systems positively influence employee performance, productivity, engagement and well-being. Challenges such as inadequate safety systems, limited resources and increased musculoskeletal disorders were reported.

Table 1: Summary of Studies on Occupational Health and Safety Policies and Employee Performance in the Hospitality Industry and Related Sectors (2010–2025)

Author (year)	Study design	Sample	Study setting	Location	Findings
Kinoti (2022)	Descriptive cross-sectional	353	3-5 star rated hotels	Nairobi County, Kenya	Job performance increases with employees' assurance of job security, supervisor support, and work-life balance and a decrease in role stress.
Obura, (2024)	Descriptive and correlational research	150	Classified hotels	Busia County, Kenya	There was a significant relationship between welfare amenity provisions, occupational accidents and injuries, OHS training and employee performance.
Owiti et al., (2024)	Descriptive survey	168	3-5 Star Hotels	Nairobi City County, Kenya	The study established the presence of a relatively positive linear correlation between employee health and safety and job performance.
Were & Maranga (2022)	Descriptive research survey	144	3-4 Star hotels	Nairobi County, Kenya	Hotel maintenance management emerged as the most significant contributor to the relationship between hotel facilities management practices and employee performance.
Musyoki (2024)	Document analysis			Global	The results indicated that ergonomics is an essential field to consider when designing workplaces and equipment, as it can significantly affect the well-being of workers in hospitality organisations.
Sibota et al., (2024)	Descriptive survey	242	3-Star Hotels	Kisii County, Kenya	The results indicated that the employee welfare determinants (working conditions, and employee wellbeing) had a positive and significant relationship with organisational Performance of three-star hotels in Kisii County in Kenya.
Korir, (2023)	Descriptive and explanatory research	173	Public Hospitality Establishments	Kenya	The results showed that the psychosocial work environment is an important predictor of employee performance.

Author (year)	Study design	Sample	Study setting	Location	Findings
Morgan et al.,2021	Descriptive survey	950	Manufacturing firm	Nigeria	The results showed that hazard prevention and control policy have a significant positive effect on employee productivity. Risk assessment policy has a significant positive effect on employee productivity.
Dwomoh et al. (2013)	Case study	140	Lumber and Logs Limited	Ghana	There is also an inverse relationship between reducing the number of accidents and injuries through health and safety promotions and employee's performance.
Medeni et al. (2025)	Cross-sectional	177	Touristic facilities	Turkey	Hotel employees face numerous occupational hazards and often experience associated physical health problems. The research emphasized the necessity of tackling stressors and ergonomic challenges in hotel work environments to enhance the health and well-being of workers.
(Faeq & Saleh, 2025)	Quantitative	919	4-and 5-star hotels	Kurdistan Region of Iraq	The results reveal that ergonomics significantly enhances work engagement,
Ibrar et al., (2021)	Cross-sectional	170	Sugar mills	District Dera Ismail Khan, Pakistan	Correlation shows a positive relationship among the research independent variables health measures, safety measures, technical measures & psychological measures) and dependent (employees' productivity).
Ahmad (2022)	Case study	62	PT. Pertamina Makassar BBM Terminal	Indonesia	The results showed that occupational safety and occupational health positively influence employee productivity variables at PT.
Ekowati & Amin (2019)	Explanatory mixed-methods research	50	Sulfo	Rwanda	The study found that occupational health and safety had no effect on employee performance, and job satisfaction could mediate the relationships between occupational health and safety on employee performance.

Author (year)	Study design	Sample	Study setting	Location	Findings
Otieno et al. (2019)	Explanatory research	414	Firms in Kenya	Kenya	The findings showed that occupational accidents moderated by health and safety policy regulations influence performance of firms.
Oluoch (2015)	Descriptive Research	373	Kenya Power Company Limited	Kenya	The findings also indicate that there is a strong relationship between health and safety programs and employee performance.
Edwar et al., (2025)	Descriptive causal design	35	PT PLN UP3 Sorong company	Indonesia	The findings reveal that occupational Health and Safety has a significant and positive effect on employee productivity
Shabani et al., (2023)	Review			Zimbabwe	Occupational Safety and Health (OSH) programs positively influence employee productivity and organisational performance by reducing workplace accidents and absenteeism, enhancing employee morale and job satisfaction, and increasing retention rates.
Segbenya & Yeboah (2022)	Descriptive	120	Construction Sector	Ghanaian	The study found that occupational Health and Safety Policies in the construction sector had a statistically significant effect on employee performance.
Lari (2024)	Longitudinal research	293	Fire and Safety Company	United Arab Emirates	Implementing occupational Health and Safety Practices are effective at realising change and can improve employee productivity to a statistically significant degree.
El-Sherbeeney et al., (2023)	Survey	389	Category (A) travel agencies and five-star hotels	Egypt	A positive relationship between the employees' perception of ergonomics on their job performance, in addition to the positive relationships between the perception of ergonomics and work engagement and talent retention
Wavinya et al. (2022)	Cross sectional Design and mixed research	210	Classes B, C and D hospitality facilities	Machakos County, Kenya	Kitchen layout and kitchen space satisfactorily explained kitchen ergonomics from the perspective of the kitchen employees. It was further established that kitchen layout and kitchen space had a significant positive correlation with cooks' productivity.
Jebet (2022)	Cross-sectional analytical	140	Kenyatta national hospital	Nairobi City County, Kenya	Workplace hazards and gaps in adherence to OSH protocols, with high heat levels (WBGT) in some laundry areas. Although the

Author (year)	Study design	Sample	Study setting	Location	Findings
Chung et al., (2022)	Cross-sectional survey	1072		Korea	hospital has implemented key health and safety programs—such as audits, training committees, and occupational health surveillance—challenges persist in maintaining sustainability due to limited supplies, resources, and employee knowledge. A direct and statistically significant relationship between occupational stress and health-related productivity loss, with employees experiencing moderate to high stress showing greater productivity loss than those with low stress levels.
Olanipekun & Jiboku (2021)	Empirical and conceptual research.				There are still inadequate preventive measures for the reduction of occupational safety and illness in organisations in Nigeria, which adversely affects employees' performance.
(Abdul Latip et al., (2025)	Cross-sectional	243	Hospitality and Tourism Industry		Notable and favourable correlation between physical ergonomics, organisational ergonomics, and cognitive ergonomics to employee task performance.
Rakiya, (2017.)	Cross-sectional survey	217	Budget Hotels	Kaduna Metropolis, Nigeria	Employees' job performance and the variables affecting it are significantly correlated with the coefficient R 0.567.
Ni et al. (2022)	Survey	10	Hospitality Companies	Taiwan	Managers' job performance was primarily influenced by psychological and social health, while staff performance was driven mainly by achievement motivation.
Kaynak et al., (2016)	Survey	389	Production and service sector	Kocaeli, Turkey	OHS practices such as safety procedures, risk management, and organisational safety support positively influenced organisational commitment and indirectly improved job performance.
Nderitu & Ndeto, (2019)	Descriptive survey	320	Nairobi City County	Nairobi City County, Kenya	A conducive work environment ensures the well-being of employees, which invariably will enable them to exert themselves in their roles with all vigour that may translate to higher productivity.

Author (year)	Study design	Sample	Study setting	Location	Findings
Mora et al., (2020)	Quantitative	45	PT. Sisirau Aceh Tamiang	Indonesia	Work safety and health variables influence the work productivity of employees by 61.4% and the remaining 39.6% is influenced by other variables not examined in this study.
Kusuma (2021)	Case study	53	Muria Semarang Hotel	Indonesia	The work environment influences employee performance with a contribution of 8.88%
Kuffour (2020)	Quantitative and descriptive approach	37	Sekyere Central District	Ghana	Participants encountered challenges related to safety, health, tools and equipment, and work posture, impacting their job performance.
Hafeez et al., (2019)	Questionnaire survey	250	Software houses	Pakistan	Working environment is one of the most important components which influence employee performance within an organisational setting.
Mokaya et al., (2013)	Decripto-explanatory study	84	Hotels	Nakuru, Kenya	Overall, employee job satisfaction level in the hotels in Kenya is high because of conducive working conditions, satisfactory remuneration package, and a fair, equitable and satisfactory promotion system.
Katsuro et al., (2010)	Case study research		Food industry	Zimbabwe	Occupational health and safety-related problems negatively affect workers' productive capacity in the food industry, resulting in reduced worker output.
Imran et al., (2012)	Quantitative	215	Manufacturing sector	Pakistan	There was a positive and significant impact of transformational leadership and work environment on employee performance.
Öktem & Öztoprak, (2020)	Mixed methods research	205	4 and 5-star hotels	Ankara, Turkey	The study found a 19% positive effect of workplace safety climate on job satisfaction among kitchen employees in four- and five-star hotels in Ankara, indicating that improved safety climate leads to higher job satisfaction.

Author (year)	Study design	Sample	Study setting	Location	Findings
Mureithi (2020)	Ex post facto research	330	NHIF	Kenya	The findings of the study showed that psychological demand and social support had a statistically significant influence on job satisfaction at NHIF Kenya.
Charlotte, (2018)	Descriptive survey	150	Kenya Prison	Uasin Gishu County, Kenya	Psychosocial aspects were an important factor in boosting service delivery by employees.
(Njeri, 2018)	Descriptive research	159	Kenya Commercial Bank	Nairobi County, Kenya	Physical environment, psychosocial environment, policy environment, and work-life balance had positive statistically significant positive influence on employee performance in KCB.
Nigatu (2019)	Descriptive survey	78	Hotels	Dessie and Kobolecha towns	Hotels had inadequate health protection systems, with limited tools, equipment, technology, and poor environmental conditions, such as lighting and ventilation. Staff support and willingness to address workplace issues were found to be insufficient.
Mammen (2022)	Survey	177	Hotels	Orlando	The study highlighted a shortage of research on hotel housekeepers' health and safety. It found that ergonomic issues significantly increased the time needed to clean rooms and revealed a link between the occurrence of pain and race.
ling et al., (2025)	Systematic review			Global	Housekeepers faced major challenges related to workplace conditions, job insecurity, and physical and mental health problems. Low pay and poor equipment contributed to feelings of exploitation, while exposure to hazardous substances increased health risks. Discrimination and work-related stress were linked to chronic health issues.
Siaw, (2018)	Descriptive survey	428	Budget hotels	Eastern Region of Ghana.	Poor working conditions and high hazard risks negatively affected housekeepers' health, causing pain, musculoskeletal disorders, injuries, and infections. Among the factors examined, the lack of qualified experts to conduct hazard analysis had the greatest impact on workplace safety.

Author (year)	Study design	Sample	Study setting	Location	Findings
Bekele et al. (2023)	Institution-based cross-sectional study	729	Hotel industry	Gondar City, Northwest Ethiopia	The study found a high prevalence of work-related stress among hotel employees, linked to factors such as hotel category, limited work experience, low job control, high role conflict and ambiguity, and insufficient social support.
Gikunda et al. (2023)	Cross-Sectional Approach	276	Hotels	Mombasa County, Kenya	The study found that 91.7% of hotel housekeepers in Mombasa County suffered from work-related musculoskeletal disorders, with lower back pain being the most common, followed by leg, neck, and shoulder pains caused by handling heavy objects over 20 kilograms.
Alsetoohy et al. (2026)	Survey	249	Five-star hotels	Egypt	Structural equation modelling conducted with WarpPLS-SEM 8.0 indicated that Occupational Health and Safety Management Practices (OHSMPs) have a significant positive effect on employees' safety knowledge, motivation, and their uptake of technological innovations.
Cherono (2011)	Descriptive	191	Hotels	Eldoret Town, Kenya	Hotels possessed safety policy statements, but a significant number of staff members were unable to articulate them. Furthermore, it was concerning that many were not familiar with the safety procedures, policies, and regulations that govern the hotel industry.
Manduku, (2015)	Descriptive research	128	Sarova Group of Hotels	Nairobi	The workplaces researched are fairly safe in line with the provisions of the Occupational Safety and Health Act, 2007.

Occupational Safety and Health (OSH) policies are integral to ensuring safe working environments, reducing accidents, and enhancing employee performance and productivity. The hospitality and tourism sectors, characterised by intensive human interaction and physically demanding tasks, are especially vulnerable to occupational hazards (Obura, 2024; Gikunda et al., 2023). This review systematically synthesises findings from multiple studies to determine the thematic relationships between OSH policies and employee performance, drawing from evidence across Kenya and other regions. The themes identified are discussed in this section.

Existence, Awareness, and Implementation of OSH Policies

Multiple Kenyan studies indicate that while formal Occupational Safety and Health (OSH) policies and statutory frameworks notably the Occupational Safety and Health Act of 2007 are present in many hospitality organizations, employee awareness and consistent implementation remain frequently inadequate. Cheronon (2011) found that although most hotels possessed documented safety policy statements, a significant proportion of staff members were unable to articulate or demonstrate familiarity with these policies, revealing a substantial disconnect between policy documentation and workforce comprehension. This finding was corroborated by Manduku (2015), who identified partial implementation of OSH Act provisions within the Sarova Group of Hotels in Nairobi, suggesting uneven institutional uptake even among established hotel chains. The study established that worker participation, organizational communication, leadership commitment, and training factors statistically accounted for compliance levels, with employee attitude showing a

positive but non-significant relationship, indicating that mere presence of policies does not automatically translate to behavioral change.

Survey-based studies across Kenyan hotels reveal recurrent gaps between written policy and actual practice, including inconsistent training delivery, sporadic enforcement mechanisms, and limited incident reporting systems (Jebet, 2022; Cheronon, 2011). Jebet (2022) documented that while Kenyatta National Hospital had implemented key health and safety programs including audits, training committees, and occupational health surveillance challenges persisted in maintaining sustainability due to limited supplies, resource constraints, and insufficient employee knowledge. The hospitality sector faces similar challenges, with many establishments treating OSH compliance as a regulatory checkbox rather than an integrated operational strategy. Where regulatory compliance and systematic risk assessment were emphasized at the firm level, positive effects on performance metrics emerged (Morgan et al., 2021; Otieno et al., 2019). Otieno et al. (2019) specifically found that occupational accidents, when moderated by health and safety policy regulations, significantly influenced firm performance, pointing out the critical role of enforcement mechanisms in determining policy effectiveness.

The Ergonomics, Physical Work Design, and Musculoskeletal Burden

Ergonomic risks and suboptimal work design are consistently reported across Kenyan hospitality studies and are strongly associated with reduced employee performance, increased absenteeism, and deteriorating service quality. Housekeeping and kitchen functions demonstrate particularly high prevalence of musculoskeletal disorders, prolonged task completion times, and

cumulative fatigue due to poor ergonomic tools, manual handling of heavy loads, and constrained workspace configurations (Gikunda et al., 2023; Wavinya et al., 2022). Gikunda et al. (2023) reported alarming statistics from Mombasa County, where 91.7% of hotel housekeepers suffered from work-related musculoskeletal disorders, with lower back pain being the most prevalent condition, followed by leg, neck, and shoulder pain caused primarily by handling heavy objects exceeding 20 kilograms. This finding aligns with global meta-analytic evidence indicating that hotel housekeepers experience among the highest rates of musculoskeletal disorders across all occupational groups, with low back pain affecting up to one in two workers (Sánchez-Rodríguez et al., 2024).

Wavinya et al. (2022) established that kitchen layout and kitchen space satisfactorily explained kitchen ergonomics from the perspective of kitchen employees in Machakos County, with significant positive correlations observed between spatial design and cooks' productivity. Musyoki (2024) and Abdul Latip et al. (2025) synthesized evidence demonstrating that ergonomic improvements including equipment redesign, workspace layout optimization, and task rotation protocols correlate positively with task efficiency, reduced absence rates, and enhanced employee retention. International research reinforces these findings, with El-Sherbeeney et al. (2023) documenting positive relationships between employees' perception of ergonomics and job performance, work engagement, and talent retention in Egyptian five-star hotels. Similarly, Faeq and Saleh (2025) in Iraq found that ergonomics significantly enhances work engagement, while Irwanti et al. (2024) demonstrated that ergonomic interventions have statistically significant positive impacts on employee well-being,

with perceived organizational support acting as a crucial mediator.

However, poor ergonomic conditions manifest in slower service delivery, increased sick leave, higher turnover intentions, and compromised service quality. Mammen (2022) highlighted the shortage of research on hotel housekeepers' health and safety, finding that ergonomic issues significantly increased room cleaning time and revealing concerning associations between pain prevalence and racial demographics, suggesting that ergonomic burdens may disproportionately affect vulnerable worker populations. The evidence indicates that investments in ergonomic interventions such as adjustable cleaning trolleys, proper lifting aids, anti-fatigue matting, and kitchen space optimization yield returns through reduced injury-related downtime, decreased workers' compensation claims, improved throughput, and enhanced service consistency.

Psychosocial Work Environment: Stress, Support, and Role Clarity

Studies conducted across Nairobi and other Kenyan counties document that psychosocial factors including work-related stress, role ambiguity, low social support, job insecurity, and inadequate work-life balance adversely affect service performance and employee wellbeing in hospitality settings. Kinoti (2022) reported that role stress significantly reduced frontline employee performance in Nairobi County hotels, while supervisor support, job security, and work-life balance emerged as protective factors enhancing performance outcomes. Korir (2023) similarly identified the psychosocial work environment as a significant predictor of employee performance in public hospitality establishments throughout Kenya, emphasizing that emotional demands and interpersonal

dynamics in service roles require specific organizational support mechanisms.

Broader regional studies indicate high prevalence of work-related stress among hotel employees driven by high emotional labor demands, irregular working hours, insufficient managerial support, and the pressure of maintaining service quality during peak periods (Bekele et al., 2023; Chung et al., 2022). Bekele et al. (2023) found elevated stress levels linked to hotel category, limited work experience, low job control, high role conflict and ambiguity, and insufficient social support. Chung et al. (2022) established direct and statistically significant relationships between occupational stress and health-related productivity loss, with employees experiencing moderate to high stress showing substantially greater productivity impairment than those with low stress levels. Mureithi (2020) found that psychological demand and social support had statistically significant influences on job satisfaction at NHIF Kenya, while Charlotte (2018) identified psychosocial aspects as important factors in boosting service delivery among correctional staff in Uasin Gishu County.

The evidence indicates that OSH policies traditionally emphasize physical hazards; however, the reviewed studies call for parity between physical and psychosocial risk management (Kinoti, 2022; Korir, 2023). The integration of work-life balance initiatives, counseling services, and stress management training into comprehensive OSH frameworks represents an emerging area with demonstrated associations with organizational performance. Addressing psychosocial factors yields performance dividends through improved engagement, lower error rates, reduced absenteeism, and enhanced customer service quality, though the specific mechanisms and optimal intervention designs require

further investigation in the Kenyan hospitality context.

Employee Welfare Programs, Training, and Performance

Welfare provisions and systematic OSH training are repeatedly linked to superior employee performance outcomes in Kenyan hospitality studies. Obura (2024) found significant relationships between welfare amenity provisions, occupational safety training, and employee performance in classified hotels in Busia County. Sibota et al. (2024) observed that working conditions and well-being measures correlated positively with organizational performance in three-star hotels in Kisii County, with specific welfare determinants including sanitary facilities, rest areas, and health insurance coverage contributing to performance metrics. Jebet (2022) noted that where structured training programs, safety audits, and health surveillance systems were present, outcomes improved; however, sustainability suffered due to resource constraints and limited worker knowledge retention.

The evidence indicates that training must be continuous, context-specific, and accompanied by adequate resources, appropriate equipment, sufficient staffing levels, and visible management commitment to be effective. One-time training sessions without reinforcement or practical application opportunities yield limited behavioral change. Cross-sector evidence supports these associations, with Edwar et al. (2025) in Indonesia finding that Occupational Health and Safety has significant positive effects on employee productivity, while Ahmad (2022) documented that occupational safety and health positively influence employee productivity variables. Shabani et al. (2023) in Zimbabwe synthesized evidence indicating that OSH programs positively influence employee productivity and

organizational performance by reducing workplace accidents and absenteeism, enhancing employee morale and job satisfaction, and increasing retention rates.

In Kenya's hospitality sector, training increases hazard awareness and builds competence in safe work methods; welfare amenities including clean rest facilities, health insurance, transport support, and meal provisions stabilize workforce morale and reduce turnover (Obura, 2024; Sibota et al., 2024). However, the evidence suggests that welfare programs must be comprehensive rather than piecemeal, addressing both basic needs (sanitation, safety equipment) and higher-order needs (career development, recognition, work-life balance) to maximize performance impact. Establishing clear linkages between training completion, competency assessment, and career progression can enhance training engagement and knowledge retention among hospitality workers.

The Facilities Management, Maintenance, Operational Integration and Performance

Physical infrastructure and maintenance practices strongly influence safety outcomes and operational performance in hospitality settings. Were and Maranga (2022) identified hotel maintenance management as the most significant contributor to the relationship between facilities management practices and employee performance in Nairobi County hotels, surpassing other operational variables in predictive power. Nderitu and Ndeto (2019) and Nigatu (2019) reported that conducive physical conditions including adequate lighting, ventilation, clean workspaces, and functional equipment enhanced productivity, while poor maintenance increased accident rates and employee dissatisfaction. Nigatu (2019) specifically found that hotels with inadequate health

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protection systems, limited tools and equipment, and poor environmental conditions such as lighting and ventilation experienced compromised staff support and insufficient willingness to address workplace issues.

The data demonstrate that when facilities management is integrated with OSH systems incorporating regular maintenance schedules, prompt repair protocols, preventive safety inspections, and asset lifecycle management performance indicators improve across multiple dimensions. Facilities management functions as both an enabler and an indicator of a mature OSH system. The Kenyan evidence suggests that fragmented or reactive facility upkeep undermines safety and service quality; conversely, proactive maintenance and integration of facilities planning into safety policies reduce hazard exposure, minimize equipment-related service disruptions, and support efficient workflows (Were & Maranga, 2022).

Embedding facilities checklists into routine OSH audits, allocating ring-fenced maintenance budgets, and adopting systematic asset management systems can deliver immediate safety and efficiency gains. Furthermore, linking facilities key performance indicators such as equipment downtime, maintenance backlog, and incident reports to managerial appraisals strengthens accountability for safety outcomes. The integration of facilities management with OSH policy represents a strategic opportunity for hospitality establishments to simultaneously enhance regulatory compliance, operational efficiency, and employee performance through systematic infrastructure investment and maintenance planning.

Discussion

The reviewed evidence indicates that although formal OSH policies are

documented within Kenyan hospitality establishments, limited staff awareness and inconsistent implementation reveal a substantial disconnect between policy formulation and operational practice. This gap diminishes the capacity of OSH legislation to prevent occupational accidents and enhance employee performance, particularly where enforcement mechanisms are weak and policy communication to frontline workers remains insufficient (Cherono, 2011; Manduku, 2015). The findings suggest that mere regulatory compliance does not guarantee desired outcomes; rather, effective policy execution depends upon systematic dissemination strategies, regular training programs, clearly defined accountability structures, and participatory approaches that involve employees in hazard identification and incident reporting (Morgan et al., 2021). Enhanced monitoring systems and the integration of policy outcomes into managerial performance evaluations appear necessary to narrow this implementation gap and transform legislative intent into quantifiable improvements in safety and productivity.

Evidence from the Kenyan hospitality context highlights ergonomics as a critically important yet frequently neglected aspect of OSH policy. Deficiencies in work design generate not only physical injuries and lost time but also deteriorate employee morale and compromise service standards. From an organizational performance standpoint, expenditures on ergonomic improvements such as adjustable equipment, appropriate lifting devices, and optimized kitchen spatial arrangements are substantiated by reductions in injury-related work stoppages and enhanced operational throughput (Wavinya et al., 2022; Musyoki, 2024). Current policy frameworks would benefit from incorporating mandatory ergonomic risk assessments within OSH audits and capital

investment planning processes. Obstacles including financial limitations, insufficient technical expertise, and low prioritization of ergonomic concerns may require targeted financial support, skills development initiatives, and evidence-based demonstrations of return on investment through pilot programs.

Psychosocial hazards influence safety behaviors and performance outcomes through motivational and cognitive pathways. Within Kenyan hotels, where employees face substantial customer interaction demands and irregular scheduling patterns, inadequate psychosocial safeguards intensify burnout and absence rates. Conventional OSH policies have historically prioritized physical hazards; however, the accumulated evidence advocates for equivalent attention to psychosocial risk management (Kinoti, 2022; Korir, 2023). Organizational responses might include formalized mental health assistance, supervisory training in supportive leadership behaviors, role clarification initiatives, and the incorporation of psychosocial metrics such as stress incidence and personnel turnover into standard OSH surveillance systems. Interventions targeting psychosocial factors demonstrate potential for generating performance benefits through heightened engagement, decreased error frequency, and lower absenteeism.

Expenditure on welfare programs and training represents a pragmatic mechanism for converting policy commitments into performance outcomes. Within Kenya's hospitality sector, training initiatives enhance hazard recognition and develop proficiency in safe operational techniques, while welfare provisions including sanitary rest facilities, health coverage, and transportation assistance contribute to workforce stability and reduced turnover (Obura, 2024; Sibota et al., 2024). The effectiveness of training programs,

however, appears contingent upon their continuity, relevance to specific operational contexts, and alignment with adequate material resources, appropriate equipment, sufficient staffing levels, and demonstrable management commitment. Facilities management operates simultaneously as a foundational component and a barometer of OSH system maturity. Evidence from Kenya indicates that disjointed or reactive approaches to facility maintenance impair both safety conditions and service quality, whereas preventive maintenance strategies and the alignment of facilities planning with safety objectives decrease hazard exposure and facilitate efficient work processes (Were & Maranga, 2022). Embedding facilities checklists into routine OSH audits, allocating ring-fenced maintenance budgets, and adopting simple asset management systems can deliver immediate safety and efficiency gains. Furthermore, linking facilities' key performance indicators such as downtime and incident reports, to managerial appraisals strengthens accountability for safety outcomes.

Conclusion

This review demonstrates that occupational safety and health policies exert a significant positive influence on employee performance within Kenya's hospitality industry. Effective implementation of safety protocols, ergonomic interventions, welfare programs, and psychosocial support mechanisms contributes to enhanced productivity, reduced absenteeism, and improved service quality. However, policy presence alone does not guarantee performance outcomes. The findings reveal a persistent implementation deficit; many hotels possess written OSH policies but lack consistent enforcement, adequate training, or meaningful employee awareness. Moreover, the

limited integration of psychosocial and ergonomic dimensions within traditional OHS frameworks constrains their effectiveness. While Kenya's regulatory framework for occupational safety is relatively robust, organizational-level compliance, training frequency, and managerial commitment remain inconsistent. The evidence supports the assertion that a proactive, participatory, and well-resourced OSH culture is essential for sustaining workforce well-being and service excellence in the hospitality sector.

Implications for Practice

Institutionalising mandatory and regular OHS training for all staff is important to improve OHS compliance. Periodic government-led audits by the Ministry of Labour and mandatory annual compliance reporting, including license renewals, and developing incentive systems are necessary. The hospitality industry should expand OHS programs beyond physical safety to formally include ergonomic assessments, flexible work schedules, and provisions for mental health counselling and stress management. Hospitality stakeholders should enhance capacity for data collection and transparency by using digital reporting systems and fostering collaborative research (universities/industry) to track the long-term impact of OHS on productivity and service quality. The hospitality industry stakeholders should invest in preventive maintenance, facility upgrades, and safe design to minimise physical hazards. Simultaneously, expand OHS policy coverage and support to include small and informal hospitality enterprises.

Future Research Directions

This review identifies several priorities for advancing the evidence base. Methodologically rigorous,

multidimensional, and regionally diverse research is needed to establish stronger linkages between OHS interventions and quantifiable performance indicators in Kenya's hospitality sector. Longitudinal and experimental designs are essential for determining causal inference regarding the long-term effects of OSH initiatives on productivity outcomes. Ergonomic and psychosocial factors remain underexplored relative to physical safety and accident prevention; parallel studies examining these dimensions would contribute valuable evidence for developing holistic OHS models. Additional empirical investigation is needed on enforcement mechanisms, resource allocation patterns, and the ways in which OHS policies influence employee retention, job satisfaction, and customer service quality over extended periods. Research should also prioritize understudied contexts, including small-scale, rural, and informal hospitality enterprises that constitute a substantial portion of Kenya's tourism economy.

Limitations

This scoping review has several limitations that should be acknowledged. The search strategy, while comprehensive, was restricted to English-language publications from 2010 onward, potentially excluding relevant literature in other languages and earlier foundational studies. The predominance of cross-sectional and descriptive designs among included studies limits causal inference regarding relationships between OSH policies and employee performance. Grey literature including industry reports, policy documents, and theses was minimally incorporated, which may have resulted in incomplete capture of practical insights. Geographic and sectoral representation was constrained, with most studies focusing on urban or high-end hotel establishments in Nairobi and coastal

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regions while neglecting small, rural, and informal enterprises. The reliance on self-reported data across many studies introduces potential response bias and constrains generalizability, as very few investigations employed direct observation, performance audits, or mixed-method triangulation. Finally, the absence of standardized measurement instruments across studies complicates comparison and synthesis of findings.

Author Contributions

Jepotip spearheaded the literature retrieval, critical appraisal, and evidence synthesis, while also drafting the initial manuscript. Dr. Rotich provided conceptual oversight, developed the review framework, and offered critical interpretations of the findings. Both authors contributed to the manuscript's revision and approved the final submission.

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