

The Role of Workplace Safety on Employee Retention: A Study of Industries in Vapi, Gujarat

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Abstract—Employee retention has become a major challenge for organizations, especially in highly competitive industrial regions like Vapi, Gujarat. With numerous employment opportunities available, companies must adopt effective strategies to retain their workforce. This study explores the role of workplace safety in influencing employee retention and job satisfaction. Safety measures, including training programs, provision of personal protective equipment (PPEs), and emergency response plans, play a crucial role in ensuring a secure work environment. A survey of 325 employees from various industries in Vapi was conducted using a structured questionnaire. Statistical analysis, including regression techniques, was used to examine the relationship between workplace safety, job satisfaction, and employee retention.

The findings indicate a strong positive correlation between safety measures and both job satisfaction and employee retention. Based on these findings, the study recommends improving safety policies, conducting regular safety training, maintaining a hazard-free workplace, and encouraging employee feedback on safety concerns. By implementing these measures, organizations can enhance job satisfaction, strengthen employee loyalty, and improve overall retention rates.

Index Terms—Employee retention, job satisfaction, workplace safety measures, industrial workforce, employee well-being

I. INTRODUCTION

Employee retention has become one of the most crucial aspects of human resource management in an organization. It has become a challenging topic in today's fast-paced world and companies have started bringing more focus to it to remain competitive. In Vapi, Gujarat- an industrial zone that is home to more than 1000 companies belonging to different sectors like textile, pharmaceutical, chemical, paper, and engineering- the challenge of employee retention

increases manifold. There is a huge struggle for high employee turnover due to the abundance in employment opportunities in the region. Organizations have started looking into different aspects of employee engagement and retention with one of them being workplace safety.

The importance of safety in the workplace should not be underestimated. It is the most important component of a manufacturing unit and is the prime responsibility of the organization. It includes all the initiatives that are taken to protect the employees from hazards, injuries and accidents like training and awareness, supply of PPEs, emergency response plans, clean and secure work environment etc.

A safe workplace creates a sense of positivity among the employees. It leads to an increase in morale and motivation, allowing employees to work productively without the fear of any health or injury-related risk. It is observed that when safety is prioritized by the employer, the employees often feel more valued and loyal to the employer. Lack of safety measures often lead to dissatisfaction, stress, lower morale and increased employee attrition.

To understand the relationship between safety measures and employee retention, it is important to learn another relationship- safety measures and job satisfaction. Job satisfaction can be treated as a connecting link between employee retention and workplace safety. This is because when employees feel safe and secure within the working environment, they tend to be satisfied with their work. Safety enables them to perform their tasks freely, leading to a reduction in stress and an increase in job satisfaction. One of the most popular theories of motivation, Maslow's Hierarchy of Needs, also emphasizes the importance of safety as a fundamental need. Only after feeling safe and secure, can one think of achieving a higher level of need like job satisfaction or fulfillment

or self-actualization. While poor working conditions and lack of safety leads to feeling of resentment, stress contributing to high employee turnover, the implementation of safety measures can go a long way in creating a strong and loyal workforce which will ultimately lead to employee retention.

II. OBJECTIVES OF THE STUDY

- To study the impact of safety measures on employee retention.
- To assess the relationship between safety measures and job satisfaction.

Significance of the study

The study has both theoretical as well as practical significance. The findings can help understand the link between employee retention, job satisfaction, and workplace safety. It can offer different insights which will aid employers in Vapi and other areas to comprehend how safety initiatives and measures impact not only the compliance part, but also influences retention and job satisfaction. The research will help industries make or amend decisions regarding their safety protocols in order to meet their employees' needs and expectations.

III. RESEARCH METHODOLOGY

The quantitative method has been used to analyze the objectives as it allows the researcher to perform statistical analysis to get concrete results. In this case, linear regression technique is used for analysis.

A structured questionnaire has been developed for data collection. It contained questions covering different aspects related to the topic like workplace safety protocols, safety compliance, work environment, job satisfaction, productivity, safety policies.

Sample Size

A total of 325 respondents were surveyed for this study from 16 different companies in Vapi. The respondents covered both the management staff and workmen working in different sectors like textile, pharma, chemical, paper, polymers, plastic etc.

Research Hypothesis

The following hypotheses have been taken to study the two objectives:

Objective 1: To study the impact of safety measures on employee retention.

H0: Safety measures do not have any impact on employee retention within the industries in Vapi

H1: Safety measures have significant impact on employee retention within the industries in Vapi

Objective 2: To understand the influence of safety measures on job satisfaction.

H0: Safety measures do not significantly influence job satisfaction within the industries in Vapi

H1: Safety measures significantly influence job satisfaction within the industries in Vapi.

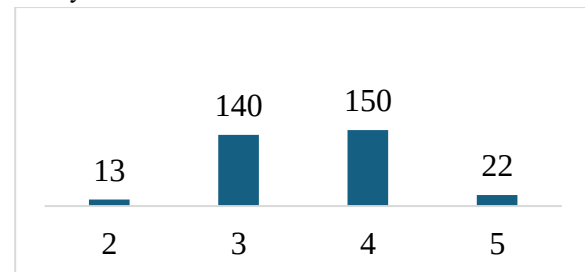
Data Analysis and Interpretation

Opinions on workplace safety measures, job satisfaction and employee retention

Workplace safety plays a crucial role in employee satisfaction and retention. A safe working environment fosters trust, reduces stress, and enhances overall job satisfaction, leading to improved employee retention.

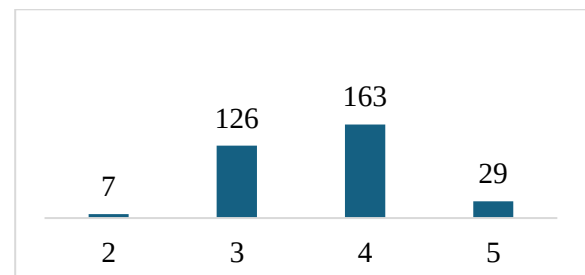
To understand this relationship, a survey was conducted with 325 employees using a Likert scale to measure perceptions of workplace safety, job satisfaction, and employee retention

Safety Measures



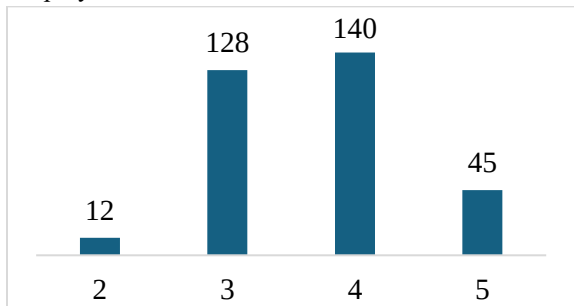
The survey results indicate that the majority of employees rated workplace safety positively. About 52.92% (172 employees) rated safety measures as good (4 or 5), while 43.08% (140 employees) remained neutral, and only 4% (13 employees) considered safety measures to be poor. This suggests that most employees feel their workplace provides adequate safety measures, though a small percentage remain dissatisfied.

Job Satisfaction



Similarly, job satisfaction ratings align closely with safety perceptions. 59.38% (192 employees) expressed high satisfaction, while 38.77% (126 employees) remained neutral, and only 2.15% (7 employees) reported low satisfaction. These figures suggest a strong link between perceived safety and job satisfaction, as employees who feel safe are more likely to be satisfied with their work environment.

Employee retention



Employee retention also follows a similar trend. About 56.92% (185 employees) rated retention factors positively, indicating that they are likely to stay with their organization. Meanwhile, 39.38% (128 employees) were neutral, and 3.7% (12 employees) expressed dissatisfaction, indicating a risk of turnover. The results highlight a clear connection between workplace safety, job satisfaction, and employee retention. Organizations that invest in strong safety measures tend to have more satisfied employees who are less likely to leave. Improving safety policies, addressing concerns, and ensuring a secure environment can further enhance employee retention rates.

IV. REGRESSION ANALYSIS

Linear regression analysis has been done to test and validate the hypothesis of the two objectives.

Objective 1: To study the impact of safety measures on employee retention.

Here, the independent variable is safety measures and the dependent variable is employee retention. The summary of the regression analysis results is shown below:

Regression Statistics	
Multiple R	0.818
R Square	0.669
Significant value	0.000
Observations	325

The results show a Multiple R value of 0.818, indicating a strong positive correlation between workplace safety and employee retention. The R Square value of 0.669 suggests that 66.9% of the variation in employee retention can be explained by workplace safety measures. This means that employees who perceive their workplace as safe are more likely to stay with their organization.

The significance value (p-value) of 0.000 confirms that the relationship between workplace safety and employee retention is statistically significant. This indicates that the null hypothesis is rejected i.e Safety measures have significant impact on employee retention within the industries in Vapi

The findings suggest that organizations that prioritize workplace safety are more likely to retain employees. By ensuring a safe work environment, companies can reduce turnover rates and improve workforce stability. Objective 2: To understand the influence of safety measures on job satisfaction.

For the 2nd objective, safety measures is the independent variable while job satisfaction is the dependent variable. The results of the regression analysis are shown below:

Regression Statistics	
Multiple R	0.821
R Square	0.675
Significant value	0.000
Observations	325

The results show a Multiple R value of 0.821, indicating a strong positive correlation between safety measures and job satisfaction.

The R Square value of 0.675 suggests that 67.5% of the variation in job satisfaction can be explained by workplace safety measures. This means that employees who perceive their workplace as safe are more likely to experience higher job satisfaction.

The significance value (p-value) of 0.000 indicates that the relationship between workplace safety and job satisfaction is statistically significant. This means that the null hypothesis is rejected, and Safety measures significantly influence job satisfaction within the industries in Vapi.

Overall, the results suggest that improving workplace safety can significantly enhance job satisfaction, leading to a more positive work environment.

Organizations should prioritize safety measures to ensure employee well-being and job satisfaction.

V. FINDINGS AND RECOMMENDATIONS

Findings

The study highlights a strong relationship between workplace safety, job satisfaction, and employee retention. Based on the survey and regression analysis, the key findings are:

Workplace Safety and Job Satisfaction

- A significant positive correlation ($R = 0.821$) exists between workplace safety and job satisfaction.
- 67.5% of job satisfaction variance is explained by workplace safety.
- Employees who perceive their workplace as safe are more likely to be satisfied with their jobs.

Workplace Safety and Employee Retention

- A strong positive correlation ($R = 0.818$) was found between workplace safety and employee retention.
- 66.9% of the variation in employee retention is influenced by workplace safety.
- Employees who feel safe are more likely to remain with their organization.

Overall Impact of Workplace Safety

Employees who rate safety measures positively also tend to report higher job satisfaction and a greater likelihood of staying with their employer.

Lack of safety measures contributes to dissatisfaction, stress, and increased employee turnover.

Recommendations

Based on the findings, organizations can take the following measures to improve employee retention through workplace safety:

Enhancement of Safety Policies and Compliance

Organizations should regularly review and update their safety policies to align with industry standards and best practices. Conducting frequent safety audits and risk assessments will help identify potential hazards and ensure compliance with safety regulations. A well-structured safety framework can build employee trust and create a more secure work environment.

Safety Training and Awareness

Regular training programs should be conducted to educate employees about workplace safety protocols and emergency response procedures. Safety awareness campaigns can reinforce the importance of safety measures, encouraging employees to follow guidelines and report potential risks. Creating a culture where safety is prioritized will lead to higher job satisfaction and employee retention.

Improvement in Workplace Conditions

Ensuring a clean, well-maintained, and hazard-free environment is essential for employee well-being. Organizations should provide the necessary personal protective equipment (PPEs) and ensure its proper use. Adequate lighting, ventilation, and ergonomic workspaces should also be maintained to minimize workplace accidents and health-related issues.

Encouragement of Employee Feedback

Establishing an open communication system where employees can report safety concerns without fear of retaliation is crucial. Regular safety meetings and anonymous reporting mechanisms can help address issues proactively. Employers should take immediate action on safety-related grievances to demonstrate their commitment to employee well-being, ultimately increasing job satisfaction and loyalty.

Integration of Safety with Employee Engagement

Recognizing and rewarding employees for adhering to safety protocols can reinforce positive behavior. Companies can introduce wellness programs that focus on both physical and mental health to create a holistic approach to workplace well-being. By integrating safety initiatives with employee engagement strategies, organizations can foster a positive work culture, reduce turnover, and enhance productivity.

By implementing these recommendations, organizations can strengthen workplace safety, improve employee satisfaction, and ensure long-term employee retention.

VI. CONCLUSION

This study highlights the important role of workplace safety in employee retention and job satisfaction. The findings confirm that employees who feel safe at work

are more satisfied with their jobs and are more likely to stay with their organizations. The strong positive correlation between safety measures, job satisfaction, and employee retention suggests that prioritizing workplace safety can significantly improve workforce stability.

Organizations in Vapi's industrial sector can benefit by strengthening their safety policies, providing regular training, and maintaining a secure work environment. Addressing safety concerns proactively not only ensures compliance with regulations but also enhances employee morale and loyalty. By integrating safety measures with employee engagement strategies, companies can create a positive work culture that reduces turnover and boosts productivity.

Overall, workplace safety is not just a legal requirement but a key factor in organizational success. Employers who invest in a safe and healthy work environment can foster long-term employee commitment, leading to a more stable and motivated workforce.

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