

Role of Occupational Health and Safety Issues on Employee commitment and Employee retention

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Abstracts

Employee health and safety are crucial factors in exhibiting an organization's well-being.. The organisation should therefore place a high priority on the health and safety of its personnel. An employer can better focus on the productivity and efficiency of the workforce with the use of a safety and health management system or safety programme. As a result, the employer constantly plans how and what the company does to prevent accidents and diseases at work.

Employees may leave the company out of dissatisfaction if the workplace is unsafe because it tends to instill fear in their minds. As a result, an unsafe workplace may result in significant turnover rates (Kachi et al., 2020). There shouldn't be any job hazards that cause harm to workers or their families. These avoidable risks can be significantly decreased by establishing a safe and healthy workplace. Additionally, it shields businesses from unfavorable outcomes of accidents caused by inadequate or nonexistent safety precautions. (Martin, 2019)

The objectives of the current study is to determine the significance of health and safety issues inside an organization and how they affect employee engagement and retention.

Keywords: Organization Safety Measures, equipment Safety Measures, Workplace Safety Measures , Employee Commitment, Employee Retention

Role of Occupational Health and safety issues on employee commitment and employee retentions

Introduction –

Employee health and safety are crucial factors in exhibiting an organization's wellbeing.. The organisation should therefore place a high priority on the health and safety of its personnel

worker has a fundamental right to work in a safe and healthy environment since unsafe conditions might cause unfortunate accidents or even death. There shouldn't be any job hazards that cause harm to workers or their families. These avoidable risks can be significantly decreased by establishing a safe and healthy workplace. Additionally, it shields businesses from unfavorable outcomes of accidents brought on by inadequate or nonexistent safety precautions. 2019 (Martin) It is the employer's duty to maintain a secure and healthy work environment. An employer can better focus on the productivity and efficiency of the workforce with the use of a safety and health management system or safety programme. In order to prevent injuries, the employer therefore always organises how and what the organisation does..

Every company will have a special system that reflects how it conducts business, details the risks associated with the job, and governs employee health and safety:

- The method may be as simple as paying attention to your employees' concerns and responding to them in a small business that is classified as operating in a low-risk sector of the economy.
- A large company in a risky sector might have a full-time safety director and logbooks full of written regulations and procedures.

The way the company's system functions for its employees is the most crucial factor. (1981, Harrison). Employees may leave the company out of dissatisfaction if the workplace is unsafe because it tends to instill fear in their minds. As a result, an unsafe workplace may result in significant turnover rates (Kachi et al., 2020).

Employee Retention: Employee retention refers to the practises and tools used to motivate staff members to stick with their company for a longer amount of time (Akila, 2012). Both organisations and their personnel must take note of this occurrence (Akila, 2012). Many companies spend a significant amount of money training their employees to improve their skills or competences in the current global period when businesses compete with one another in terms of innovation and technology (Arnold, 2005). Thus, organisations want to keep these productive workers on board to avoid having to pay for retraining new hires (Bernsen et al. 2009). Such employee retention programmes are highly effective at luring and keeping staff, according to Alkandari (2009).

Employee retention is the term used to describe the practises and programmes that organisations use to effectively retain or recruit personnel. Because retention can occur in a variety of positions, Klein et al. (1994) made this suggestion. (Kachi et al. 2020).

Organisation Commitment: The attachment a worker has to their company as a result of their experiences is referred to as commitment. It reveals the degree of job engagement and employee satisfaction. It is crucial to the success of an organisation. Occupational health and safety ensures that workers can do their jobs effectively..

The International Labour Organisation offers a variety of tools to promote workplace safety and health, including codes of conduct, international labour standards, information dissemination, and the provision of technical advice through workshops and publications in order to prevent workplace accidents and occupational diseases by improving working conditions. Occupational health and safety, according to Steenkamp and Van Schoor (2002), is a complicated global issue for management and society and must constantly be given top attention.(Kachi et al., 2020)

Review of Literature-

(Katunge et al., 2016) in their research aimed to understand teachers' viewpoints and their function in maintaining health and safety in secondary schools. The study focused on all teachers and deputy principals employed by the Teachers Service Commission (TSC) and the Board of Management (BOM) of secondary schools.

(Cloutier et al., 2015) proposed actions to improve the hiring process and promote staff retention. To ensure staff retention in the company, a competent communication procedure should be established.

(2004) Holtom & O'Neill used a novel construct from the literature on business management called job embeddedness. The first part of their study looks at its value in predicting employee retention in a healthcare environment, and the second part determines if the factors affecting nurses' retention are consistently different from those affecting other health workers.

(Osborne & Hammoud, 2017) The intellectual foundation of the study was the self-determination theory. We acquired the archival records of the participating company and performed semi-structured interviews.

(Huang et al., 2016) found evidence supporting the application of social exchange theory by demonstrating a relationship between employees' views of the safety atmosphere and their degree of job satisfaction, engagement, and objective turnover rate. Additionally, a key mediator between the two human resource outcomes and the safety climate was job satisfaction.

(Umugwaneza et al., 2019) The study concludes that occupational health and safety significantly affects employee commitment and performance. This study recommends that management should insure the workers and provide them with personal protective equipments to minimize workplace injuries and accident. The study also recommends that management provide regular education and training on occupational health and safety concerns to prevent workplace injuries, hence, promote productivity.

(Salman et al., 2016) This study supports the notion that a safe and healthy workplace has a major impact on employee

retention. Additionally, the relationship between a safe and healthy workplace and employee retention is equally mediated by employee motivation and job satisfaction levels.

The association between safety, health, job happiness, and employee retention was discovered by (Ali MBA & Ali, 2014).

(Karsh and others, 2005) The findings confirmed the predictions that commitment and contentment were predicted by job and organizational characteristics whereas turnover intentions were predicted by commitment and satisfaction.

Research Objectives

to determine how commitment and retention of employees are affected by health and safety concerns.

Research methodology

The research analysis used both primary and secondary data. The structured questionnaire distributed to Tannery employees as well as individual interviews with them are how the core data is gathered. Through the random selection of 300 factory workers, the questionnaire is designed to gather information about the workers' opinions of the health and safety measures implemented by the Tannery Management and their effects on workers' commitment to their jobs and their intention to remain in the company. To rate the various questionnaire factors, a seven point Likert scale with a strongly disagree to strongly agree range is employed.

The collected data was compiled, classified and tabulated for further analysis. The measurement model and structural model is drawn with help of Amos and spss 23 version and its goodness of fit is measured.

To determine the research objectives, three independent variables and two dependent variables are used. Organisation Commitment and Employee Retention are dependent variables, whereas Organisation Safety precautions, Equipment Safety Measures, and Workplace Safety Measures are independent variables that measure an organization's health and safety precautions. (Annexure 1)

Independent variables

Organizational Safety Measures--- The variable measures the organizations safety and health policies regarding their workers.

Equipments Safety Measures----- The variable measures the organizations policies regarding repair and proper maintenance of plant and equipment and training to the workers to operate and handle them safely.

Workplace Safety Measures.... The variable measures the environmental safety precautions f or workers in the organizations.

Dependent Variables--Employee Commitment and. Employee Retention.

Research Hypothesis: The following research hypothesis are framed and tested.

1. Ho 1: There is no significant relationship between Organizational Safety Measures and. Employee Commitment.
2. Ho 2: There is no significant relationship between Equipment Safety Measures and. Employee Commitment.
3. Ho3: There is no significant relationship between Workplace Safety Measures and. Employee Commitment
4. Ho 4: There is no significant relationship between Employee Commitment and. Employee Retention.

Data analysis and Interpretation:

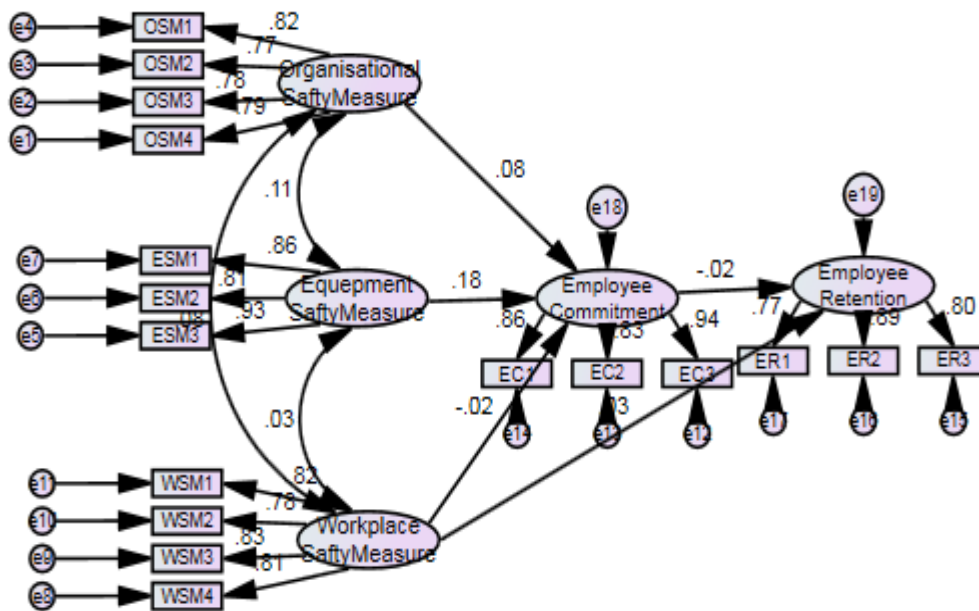
First, a measurement model is created, and its suitability is assessed. It has been discovered that the different parameters given in the table below reflect the measurement model's good fit measure, and all of the fit indices—including the Goodness of Fit, Comparative, Parsimony, and Tuckerluis fit indices—are within the acceptable range of close to 1. Thus, it

is justified to examine the structural model in more detail. The assumed relationship between the independent and dependent variables is then verified using a structural model.

To investigate the effect of health and safety measures on employees' commitment to their work and intents to remain with the organizations, a structural model was tested. The usual estimates of model fit, i.e., GFI, CFI, PCFI, TFI, and fit index are within the range recommended near to 1, CMIN/df = 1.345, and Root Mean Square Error of Approximation identified with value 0.034, were used to assess the adequacy of the structural model.

Table 1:MODEL FIT PARAMETERS-

Parameters	Standard Value	Calculated Value	
		Measurement Model	Structural Model
CMIN/df	Value between 2 to 5	1.345	1.371
GFI	Value near to 1	.939	.986
CFI	Value near to 1	.987	.985
TFI	Value near to 1	.983	.982
PCFI	Value near to 1	.791	.804
NFI	Value near to 1	.951	.949
RMSEA	Value within 0 to 0.06	.034	.035



Structure Model

Table 2: Results of Testing of Hypothesis:

	Hypothesis	Estimate	S.E.	C.R.	P value	Assessment
Employee_Commitment<--- Organisational Safety Measures	Ho 1	.142	.121	1.175	.240	Rejected
Employee_Commitment<--- Equipment Safety Measures	Ho 2	.179	.064	2.821	.005	Accepted

Employee_Compmitment<--- Workplace Safety Measures	Ho 3	.039	.108	-.357	.721	Rejected
Employee_Retention<---Employee Commitment	Ho 4	.010	.038	-.252	.801	Rejected

The outcomes of the hypothesis testing are shown in the table above. The regression estimates of 0.142 and 0.039 indicate that the hypotheses H1 and H3 are not accepted because their significant values exceed 0.05. This shown that the null hypothesis is rejected and that workplace safety measures and organizational safety measures both directly affect employees' commitment to organizations. Similar to H3, H4 is likewise rejected with a significant value greater than 0.05, indicating that there is a direct relationship between employee dedication and their ability to remain with the company. The second hypothesis, H2, which is accepted with a significant value of less than 0.05, contests the existence of a direct link between workers' dedication and equipment safety measures. The regression estimates of 0.010 confirm the significance of the hypothesis H4, which is rejected which confirms the existence of direct relationship between employees commitment and employees retentions.

Conclusion

A safety and health management system, often known as a safety programme, aids the company in retaining and motivating personnel. The purpose of the study was to determine how health and safety concerns affected employee engagement and retention. Organization safety measures, equipment safety measures, and workplace safety measures are the three variables used in the study to assess the health and safety of the workplace. Through investigation, it was discovered that the factors workplace safety measures and organizational safety measures have a direct impact on employees' commitment to the organization; however, a direct connection between equipment safety measures and employees' commitment is not identified. Additionally, analysis reveals a connection between employees' commitment and retention rates.

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Annexure 1:

	Latent Variable	Observed Variable
Independent variables	Organizational Safety Measures	<ol style="list-style-type: none"> 1. Workers receive adequate safety instruction. 2. The company's medical services and safety procedures are standardized. 3. Management responds immediately to safety concerns. 4. Workers receive proper education and training.
	Equipment's Safety Measures	<ol style="list-style-type: none"> 1. Active safety equipment are readily available and working. 2. There is enough room surrounding the machine to allow for cleaning, maintenance, and waste removal. 3. Tools and equipment are kept up to date
	Workplace Safety Measures	<ol style="list-style-type: none"> 1. Ventilation is installed and its functioning (confirm by checking the temperature and humidity levels!) 2. There should be at least two emergency exits in the workspace. 3. Clearly defined aisles and pathways to ensure the safe flow of people and materials 4. There are railings and non-slip surfaces on the stairs and floors (both for walking and working).
Dependent Variables	Employee Commitment	<ol style="list-style-type: none"> 1. My company motivates me to give my all at work. 2. At work, I'm encouraged to use creativity. 3. I respect the values of the organisation.
	Employee Rentention	<ol style="list-style-type: none"> 1. I feel contented working for my company. 2. I am not looking for employment with another company. 3. I'm the best candidate for this position