



*“Anastasia C. Kriba”, The Role of Workplace Safety and Health  
in Employee Satisfaction and Retention: Moving from  
Compliance to Engagement*



School of Social Science

Master in Business Administration (MBA)

Postgraduate Dissertation

The Role of Workplace Safety and Health in Employee Satisfaction and  
Retention: Moving from Compliance to Engagement.

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Supervisor: Dr. Theotokas Ioannis

Patras, Greece, March 2026

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*“To my beloved daughter Maria- Christina  
And my beloved son, Myronas”*

## **Abstract**

This dissertation examines the role of Workplace Safety and Health (SHE) in employee satisfaction and retention within ANH NewCo EMEA. In many organizations, safety is mainly treated as a legal or compliance requirement. However, recent research shows that safety can also influence how employees feel, behave, and engage with their work.

The main aim of this study is to explore how SHE practices influence employee satisfaction, engagement, and retention. The research focuses on understanding how employees perceive safety in their daily work and how this affects their motivation and intention to remain in the organization.

The key research questions are:

- How do employees perceive physical and psychological safety in the workplace?
- How is safety perception related to employee satisfaction and motivation?
- Does safety influence employees' intention to remain in the organization?

The study is based on primary research using a structured questionnaire distributed to employees across the EMEA region. A total of 97 valid responses were collected and analyzed using descriptive statistics. The research explores employees' perceptions of physical safety, psychological safety, job satisfaction, motivation, and intention to remain in the organization.

## **Keywords**

Workplace Safety and Health (SHE)  
Safety Culture  
Psychological Safety  
Employee Engagement  
Employee Retention  
Organizational Commitment

## “Ο Ρόλος της Υγείας και Ασφάλειας στην Εργασία στην Ικανοποίηση και Διατήρηση των Εργαζομένων: Από τη Συμμόρφωση στη Δέσμευση”

Αναστασία Χ. Κριμπά

### Περίληψη

Η παρούσα διπλωματική εργασία εξετάζει τον ρόλο της Υγείας και Ασφάλειας στην Εργασία (ΥΑΕ) στην ικανοποίηση και διατήρηση των εργαζομένων στην ANH NewCo EMEA. Σε πολλές οργανώσεις, η ασφάλεια αντιμετωπίζεται κυρίως ως νομική υποχρέωση και ως μέσο συμμόρφωσης. Ωστόσο, η σύγχρονη βιβλιογραφία δείχνει ότι η ασφάλεια επηρεάζει και τον τρόπο με τον οποίο οι εργαζόμενοι αισθάνονται, συμπεριφέρονται και συνδέονται με την εργασία τους.

Η μελέτη βασίζεται σε πρωτογενή έρευνα με τη χρήση δομημένου ερωτηματολογίου, το οποίο διανεμήθηκε σε εργαζομένους της περιοχής EMEA. Συλλέχθηκαν συνολικά 97 έγκυρες απαντήσεις, οι οποίες αναλύθηκαν με τη χρήση περιγραφικής στατιστικής. Η έρευνα εξετάζει τις αντιλήψεις των εργαζομένων σχετικά με τη φυσική ασφάλεια, την ψυχολογική ασφάλεια, την ικανοποίηση από την εργασία, τα επίπεδα παρακίνησης και την πρόθεση παραμονής στον οργανισμό.

Τα αποτελέσματα δείχνουν ότι οι εργαζόμενοι αντιλαμβάνονται το εργασιακό περιβάλλον ως ασφαλές και αναγνωρίζουν τα μέτρα προστασίας που εφαρμόζει ο οργανισμός. Παράλληλα, καταγράφηκαν υψηλά επίπεδα ψυχολογικής ασφάλειας, καθώς οι εργαζόμενοι αισθάνονται άνετα να εκφράζουν απόψεις, να ζητούν βοήθεια και να αναφέρουν λάθη. Επιπλέον, παρατηρήθηκαν υψηλά επίπεδα ικανοποίησης και παρακίνησης, με τους περισσότερους εργαζομένους να δηλώνουν ότι αισθάνονται ότι εκτιμώνται και σέβονται στο εργασιακό τους περιβάλλον.

Τα ευρήματα δείχνουν ότι η ασφάλεια δεν αντιμετωπίζεται μόνο ως υποχρέωση συμμόρφωσης, αλλά συνδέεται άμεσα με την εμπιστοσύνη, την επικοινωνία και τη συνολική εμπειρία των

εργαζομένων. Παρατηρείται επίσης σχέση μεταξύ της αντίληψης της ασφάλειας, της δέσμευσης και της πρόθεσης παραμονής.

Συνολικά, η μελέτη καταδεικνύει ότι η Υγεία και Ασφάλεια στην Εργασία μπορεί να συμβάλει όχι μόνο στην πρόληψη ατυχημάτων, αλλά και στην ενίσχυση της δέσμευσης και της διατήρησης των εργαζομένων. Μια ανθρωποκεντρική προσέγγιση στην ασφάλεια μπορεί να ενισχύσει την οργανωσιακή κουλτούρα και τη μακροχρόνια σταθερότητα.

### **Λέξεις – Κλειδιά**

Υγεία και Ασφάλεια στην Εργασία (ΥΑΕ)  
Κουλτούρα Ασφάλειας  
Ψυχολογική Ασφάλεια  
Δέσμευση Εργαζομένων  
Διατήρηση Εργαζομένων  
Οργανωσιακή Δέσμευση

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## **1.1 Definition of the Problem**

In many companies, especially in manufacturing, Safety and Health (SHE) is mainly viewed as a legal requirement. It is seen as a system that prevents accidents, injuries, and regulatory problems. Although this approach is necessary, it often overlooks the wider impact that safety and health can have on people. SHE is not only about compliance. It also affects how employees feel at work, how motivated they are, and whether they choose to stay with the company. Reason (1997); Cooper (2000); Guldenmund (2000)

In recent years, organizations have faced increasing difficulty in attracting and retaining qualified employees. Skilled workers often have multiple employment options and may change employers more frequently than in the past. For this reason, working conditions have become an important factor in employment decisions. Safety and health conditions are now evaluated by employees together with career opportunities and compensation. A workplace that is perceived as unsafe or unsupportive may reduce organizational attractiveness. Therefore, safety management is no longer only a legal obligation but also part of employer reputation and organizational sustainability.

Today, employee satisfaction and retention are major challenges. Organizations must offer more than stable employment. They need to provide a safe, supportive, and respectful working environment. This includes protecting employees' physical safety and supporting their mental well-being. When a company shows genuine care for its people, trust grows. Morale improves. Employees are more engaged and less likely to leave. ILO (2023); WHO (2022); CIPD Wellbeing Reports (2023)

This is particularly relevant for **ANH NewCo**, part of DSM-Firmenich, operating in the animal nutrition manufacturing sector. Safety is essential due to the nature of production processes and the handling of chemicals. However, strong procedures alone are not enough. Employees also need to feel valued, included, and confident that their concerns are heard.

This dissertation examines how a proactive and people-focused safety culture can influence satisfaction, engagement, and long-term retention. The aim is to understand how SHE can move beyond compliance and become a positive driver of organizational culture and employee commitment within ANH NewCo and the wider industry.

## **1.2 Purpose and Objectives of the Dissertation**

The purpose of this dissertation is to explore how workplace Safety and Health (SHE) can support employee satisfaction and retention. The focus is not only on preventing accidents or following regulations. It is about understanding how a strong safety culture can build trust, motivation, and long-term commitment.

In many organizations, SHE is still seen as a technical or legal task. But when employees feel physically and psychologically safe, they are more likely to stay, perform well, and speak up. This connection is especially important in the manufacturing sector, where risks are higher and engagement is essential. Edmondson (1999); Kahn (1990); Towers Watson (2012)

The dissertation will look at how safety practices, leadership behavior, and communication influence how employees experience the workplace. It will also explore whether companies that invest in safety as part of their culture can improve retention and strengthen their workforce. The case of ANH NewCo, a company with a strong SHE foundation, offers a valuable example. The manufacturing sector presents particular challenges for safety management. Employees are often exposed to machinery, materials, and operational pressures. Under such conditions, safety practices influence not only risk prevention but also daily work experience. Understanding employee perceptions in this environment can provide useful managerial insight and support better decision making.

By studying this real-life setting, the research will connect theory with practice.

### **The key objectives are to:**

- Investigate how employees perceive SHE in their daily work.
- Understand the link between safety culture and job satisfaction.
- Explore the impact of psychological safety on engagement and loyalty.
- Identify how SHE strategies can support retention.
- Provide practical recommendations for organizations that want to align SHE with people management.

This study aims to bring together safety and human resource thinking, showing how SHE can play a bigger role in creating a positive and stable workplace.

### **1.3 Methodology Overview**

This dissertation will follow a primary research approach, focusing on **ANH NewCo**, a manufacturing company where the researcher is currently employed. This approach will allow for a practical exploration of how employees perceive workplace safety and how this perception connects to their satisfaction and decision to stay with the company.

The main tool will be descriptive statistics, used to analyze responses from employee surveys and basic organizational metrics. The focus will be on employees' views of the safety culture, their level of engagement, and their intention to remain in the company.

In addition to the primary data, the research will include a critical review of relevant literature on safety culture, psychological safety, and human resource practices related to employee engagement and retention.

All research will be conducted in line with the ethical standards of the Hellenic Open University, and full confidentiality will be maintained throughout the process.

### **1.4 Status and Expected Contribution**

This dissertation is at the proposal stage. The topic has been agreed with the supervisor. Objectives, structure, and methodology have already been defined. A review of academic sources is in progress. Internal survey tools are also being developed.

The main goal is to highlight the strategic role of Safety and Health (SHE) in supporting employee engagement and retention. Most companies approach SHE as a compliance task. This study aims to show that SHE can also be a people-focused tool that improves motivation, loyalty, and workplace culture.

By focusing on ANH NewCo, the research will provide insights from a real business setting in the manufacturing sector. It will examine how employees experience safety in practice and how it connects to satisfaction and long-term retention.

The findings will contribute to both academic and business knowledge. From an academic view, it will link human resource management, organizational behavior, and safety science. From a business view, it can support SHE and HR teams in building stronger engagement strategies.

In the long term, the study may help shape SHE programs that go beyond rules. It will show how focusing on people can lead to better performance and stronger employee relationships.

### **1.5 Limitations of the Study**

This study is focused on a single company, **ANH NewCo**, within the manufacturing sector. As a case study, the findings may not be fully generalizable to other industries or organizations.

The research will rely on internal data and employee feedback. Survey results and engagement scores may reflect personal opinions or current business conditions. This could influence the objectivity of the responses.

Access to some data may be limited due to confidentiality or availability. The research will focus only on data that can be ethically and responsibly used.

Lastly, the study will not include all possible factors affecting retention. Its focus is on the link between safety culture, satisfaction, and loyalty. Broader HR practices, economic conditions, or external trends are beyond its scope.

### **1.6 Research Questions**

This study aims to examine the relationship between Workplace Safety and Health (SHE) and employee attitudes in ANH NewCo EMEA. Based on the literature review and research objectives, the following research questions are formulated:

1. How do employees perceive physical safety within the organization?
2. How does psychological safety influence employee communication and participation?
3. Is there a relationship between safety perception and employee satisfaction?
4. Does safety culture influence employee engagement?
5. Does workplace safety affect employees' intention to remain in the organization?

## **Chapter 2 – Literature Review**

### **2.1 Introduction**

This chapter reviews the literature on how Safety and Health (SHE) can influence employee satisfaction and retention. It focuses on how safety culture, psychological safety, engagement, and HR practices are connected. Academic studies, industry reports, and practical models are used to build the theoretical base for this research.

Traditionally, companies have treated SHE as a legal or regulatory duty. The main focus has been on preventing accidents, avoiding fines, and meeting safety standards. While this approach is necessary, it is not enough. More recent research shows that safety should also support people’s well-being and connection to their work.

A people-focused safety approach helps build trust and a sense of belonging. When employees feel safe, respected, and supported, they are more likely to be engaged and committed to the organization. A positive safety culture can also reduce turnover and improve morale.

This literature review is organized into key themes. First, it looks at the evolution of safety culture—from compliance to shared responsibility. Then, it explores psychological safety and its role in mental well-being and trust. Next, it covers the drivers of employee engagement and retention. After that, it examines how safety initiatives influence these outcomes. Finally, it discusses how HRM and SHE strategies can work together.

These sections provide the foundation for the case study in ANH NewCo EMEA. The goal is to understand how SHE can go beyond rules and become a meaningful part of employee experience.

### **2.2 Safety Culture: From Compliance to Commitment**

Safety culture refers to the shared values and behaviors that shape how people think about safety at work. The term became important after major industrial accidents, which showed that safety is influenced not only by technical systems but also by attitudes and organizational decisions (Reason, 1997).

A compliance-based safety approach focuses on rules, procedures, and legal requirements. It protects employees and reduces risk. However, it often becomes a checklist activity. Employees may follow instructions without feeling involved or motivated.

A proactive safety culture is different. It encourages shared responsibility, open communication, and continuous improvement. According to Cooper (2000), safety culture has three dimensions: how people act, how systems are designed, and how employees feel about safety. When these elements align, employees experience a safer and more supportive environment.

Leadership is a central driver of proactive safety culture. Guldenmund (2000) notes that leaders must communicate clearly, listen to concerns, and encourage participation. Safety becomes part of everyday work, not only something directed by policies or inspections. Employees feel safe to report issues, suggest improvements, and take ownership of their actions.

Hudson (2007) describes different maturity levels of safety culture. Organizations move from reactive stages, where safety is only addressed after incidents, toward more advanced stages, where safety is viewed as part of business excellence. In mature cultures, safe behavior happens naturally because employees care about their own well-being and the well-being of others.

Many studies show that strong safety cultures lead to better results. Companies that involve employees in safety decisions, provide regular communication, and promote ownership have fewer incidents and better morale. The International Labour Organization (ILO, 2021) reports that a positive safety culture can reduce workplace injuries and increase employee trust.

A strong safety culture also affects employee retention. When employees feel protected and supported, they are more motivated and more loyal to the organization. This is especially important in manufacturing environments such as ANH NewCo EMEA, where technical risks and physical processes are part of daily work. A mature and proactive safety culture helps create stronger engagement, better satisfaction, and lower turnover.

Safety culture is not only a technical concept. It is also social. It affects daily behavior and relationships at work. Employees watch how managers behave. They notice if safety rules are applied consistently. They also see whether leaders really care about their well-being.

When management shows real concern for safety, employees interpret it as care for people. This builds trust. Employees start to feel that the organization respects them. As a result, their attitude toward the company improves.

Safety culture therefore affects more than accidents. It influences how employees judge the organization as an employer. A workplace that protects its people is seen as fair and supportive. This feeling increases satisfaction and commitment. For this reason, safety culture can be viewed as part of the overall organizational climate.

### **2.3 Psychological Safety and Well-being**

Psychological safety is the feeling that you can speak openly at work without fear. It means being able to ask questions, share ideas, or raise concerns without worrying about negative consequences. This concept was introduced by Kahn (1990) and later developed further by Edmondson (1999).

When employees feel safe to express themselves, they are more likely to participate, contribute, and collaborate. This leads to better problem-solving, innovation, and learning. On the other hand, if people are afraid to speak up, mistakes may go unnoticed and team performance can suffer.

Psychological safety is also closely linked to employee well-being. It reduces stress, anxiety, and emotional exhaustion. When people feel respected, supported, and included, their motivation increases. They are more satisfied with their job and more likely to stay with the company.

Research by the CIPD shows that emotional safety at work improves morale and reduces sick leave. The World Health Organization (WHO) also highlights the importance of mental health in overall workplace safety. A safe mind is just as important as a safe body.

Managers play a key role in building psychological safety. When leaders listen, respond with care, and create space for honest conversations, trust grows. This kind of leadership helps employees feel valued and confident to share their views.

Psychological safety is especially important in industrial workplaces. These environments include risks and complex activities. Problems must be reported early to prevent incidents.

When employees feel safe to speak, they report hazards, near misses, and mistakes. This allows the organization to react quickly. Many accidents can be prevented in this way.

If psychological safety is low, employees may stay silent. They may fear blame or punishment. As a result, risks remain hidden and incidents become more likely.

Therefore, psychological safety supports both communication and prevention. It connects employee behavior with safety performance and learning inside the organization.

## **2.4 Employee Engagement and Motivation**

Employee engagement is about how connected and involved people feel in their work. It goes beyond doing tasks. Engaged employees care about their job and want to help the company succeed.

Kahn (1990) was one of the first to describe engagement. He said it means bringing your full self—mind, body, and emotions into your role. Macey and Schneider (2008) added that engagement includes energy, focus, and purpose.

Motivation is closely linked to engagement. Theories by Maslow and Herzberg show that people are motivated by more than money. They need recognition, a sense of achievement, support, and a safe place to work.

Safety plays a key role in engagement. When employees feel safe (both physically and emotionally) they are more likely to stay focused and committed. A strong safety culture shows that the company values its people. This builds trust and motivation.

Leadership is also important. Managers who listen, offer feedback, and respect their teams help employees feel valued. This kind of support boosts engagement.

Research by Gallup and Towers Watson shows that engaged employees are more productive and less likely to leave. They also bring better results and improve team performance.

At ANH NewCo EMEA, where the work is often complex and fast-paced, engagement matters. When people feel safe, supported, and motivated, they do their best work. A culture that promotes safety and respect helps keep teams strong and committed.

Employee engagement is influenced by everyday experience at work. Employees observe management actions carefully. Safety practices are one of the clearest signals they receive. They notice how leaders react to incidents. They notice whether concerns are taken seriously. They also observe if rules apply to everyone equally.

When employees feel supported and protected, they give more effort. They become more involved in their tasks. They also cooperate more with their teams.

However, if the workplace feels unsafe or unfair, engagement decreases. Employees focus only on minimum duties. Therefore, safety management can strengthen or weaken engagement depending on how it is applied.

## **2.5 Retention: Why Employees Stay**

Retention means keeping good employees in the company. It shows that people want to stay, feel valued, and see a future in their role.

Employees stay for many reasons. These include job satisfaction, trust in leaders, fair treatment, and chances to grow. Feeling safe and respected is also important.

The Job Embeddedness Theory (Mitchell et al., 2001) explains that people stay when they feel connected—to their job, their team, and the company. Social Exchange Theory says that when companies treat people well, employees respond with loyalty.

Safety affects retention more than we often realize. A strong safety culture makes people feel protected and supported. It builds trust. Employees are less likely to leave a workplace where they feel both physically and mentally safe.

Workplace culture also plays a role. When people feel included and respected, they are more engaged. This sense of belonging helps keep teams together. Programs that support well-being, open communication, and psychological safety contribute to stronger retention.

The Society for Human Resource Management (SHRM) recommends that companies focus on both career growth and a healthy work culture. Safety should be part of that culture. Not only rules, but values and everyday behavior.

At ANH NewCo EMEA, keeping experienced staff is critical. The work is demanding, and the environment requires teamwork and trust. A positive safety culture can support retention by showing employees they matter. Not just as employees, but as people.

Retention is usually linked to salary and career opportunities. However, working conditions are also very important. Employees evaluate how they are treated every day.

An unsafe workplace creates stress and insecurity. Over time, employees may start thinking about leaving. Even if they like their job, they may not feel comfortable staying.

In contrast, a safe environment builds confidence. Employees feel protected and respected. This strengthens attachment to the organization.

For this reason, safety climate may influence retention indirectly. It improves employee experience and reduces anxiety. As a result, employees are more willing to remain with the company.

## **2.6 Integrating HRM and SHE Strategies**

Human Resource Management (HRM) and Safety, Health & Environment (SHE) both focus on people. Still, they are often managed separately. Bringing them together can create a more supportive and effective workplace.

Strategic Human Resource Management (SHRM) aligns HR practices with business goals. It promotes engagement, performance, and a strong culture. SHE, when seen beyond rules and audits, supports the same values (well-being, trust, and care).

Integration starts with shared goals. Both functions aim to protect and empower employees. Joint efforts in training, onboarding, leadership development, and feedback systems can reflect both safety and people priorities.

For example, a company can include safety culture in new employee orientation. Leadership training can focus on psychological safety and inclusive behavior. These small changes send a strong message: people come first.

Integrated programs can also track shared outcomes. These include employee satisfaction, engagement, and reduced turnover. When HR and SHE share data and insights, they can better support teams.

Research from CIPD, McKinsey, and Deloitte shows that companies linking HR and SHE strategies often perform better. They attract talent, reduce burnout, and improve morale.

At ANH NewCo EMEA, this integration is especially relevant. A people first approach to safety and HR can improve trust, reduce risk, and help retain skilled employees. It supports a culture where safety, respect, and motivation go hand in hand.

## **2.7 Summary and Research Gap**

This chapter reviewed the main concepts linking safety, engagement, and retention. The literature shows that safety is not only about compliance. It influences how employees feel, how they behave, and how long they stay with an organization.

The discussion on safety culture highlighted the shift from rule based compliance to proactive involvement. A mature safety culture promotes ownership, communication, and trust.

Psychological safety was shown to support openness, learning, and emotional well-being.

Employees who feel safe to speak up are more engaged and more satisfied with their work.

The review of engagement and retention showed that people stay where they feel valued, supported, and safe. Retention is not driven only by salary, but also by relationships, communication, and belonging.

The integration of HRM and SHE practices demonstrated how safety can become part of everyday culture. When organizations combine safety leadership with people-focused strategies, employee well-being and motivation improve.

However, there is still a research gap. Much of the existing literature examines safety, engagement, or retention separately. There are fewer studies that clearly connect safety culture and psychological well-being to long-term retention, especially in industrial or manufacturing environments.

This dissertation will help address that gap. By studying **ANH NewCo EMEA**, it will provide practical insights into how safety, trust, and employee experience can work together to improve satisfaction and retention in a real business setting.

Most previous studies examine safety using accident statistics or incident rates. These measures are important, but they do not show how employees actually feel. Fewer studies examine safety from the employee perspective.

Even fewer studies connect safety with satisfaction and intention to stay. Research often studies safety, engagement, and retention separately. The relationship between them is still not fully clear.

This gap is especially important in manufacturing organizations. Employees work close to machines, materials, and strict procedures. Safety practices are visible every day. Because of this, safety strongly influences how employees view their employer.

Therefore, examining safety through employee experience can offer new understanding. Safety may not only prevent harm. It may also improve trust, motivation, and loyalty.

This study attempts to connect safety management with human resource management. It explores whether safety acts not only as protection, but also as a people-centered organizational practice.

### **Chapter 3 – Methodology**

This chapter outlines the research approach, tools, and methods used in this study. The aim is to explore how Safety, Health & Environment (SHE) practices influence employee satisfaction and retention in ANH NewCo EMEA. The methodology has been selected based on the nature of the research question, the organizational context, and the resources available.

At ANH NewCo EMEA, where employees often work under pressure and around potential risks, psychological safety matters deeply. It strengthens communication, builds trust, and helps people stay engaged and loyal. Feeling safe, both physically and emotionally, supports a healthier and more dedicated workforce.

#### **3.1 Research Design**

The dissertation follows a primary research design. It focuses on collecting original data from employees across ANH NewCo EMEA. This approach is suitable because the topic explores personal perceptions, satisfaction, and workplace experiences. These factors are best understood through direct employee feedback.

The study is based on a descriptive research strategy. It does not aim to test cause-and-effect relationships but to observe, describe, and analyze patterns. The research will explore how employees experience safety, how they view their work environment, and whether they feel engaged and motivated to stay with the company.

A primary research approach was selected because existing organizational data could not fully capture employee perceptions. Internal statistics such as incident rates or turnover numbers show outcomes but do not explain employee feelings or attitudes. The research question of this dissertation focuses on experience and perception. Therefore, collecting direct feedback from employees was necessary. This approach allows the study to understand not only what happens in the organization, but also how employees interpret it.

### **3.2 Population and Sampling**

The target population includes employees from multiple ANH NewCo sites across the EMEA region. This includes both office and production roles. By covering different functions and locations, the research will collect diverse and representative insights.

While the researcher is based in Greece, the survey is distributed to other countries to reflect the regional structure of the organization. The target response rate for the survey was set at approximately 15,2% of the total employee population (639 employees across ANH NewCo EMEA), corresponding to a minimum of 97 completed responses. This percentage was considered sufficient to ensure a meaningful and diverse sample while remaining realistic given the voluntary nature of participation.

Participation will be voluntary and anonymous. No personal data will be collected. Respondents will be informed about the purpose of the study and their rights before starting the questionnaire. The inclusion of multiple countries and job roles was important for the validity of the research. Safety culture may be experienced differently depending on role, responsibility, and working conditions. Production employees are exposed to operational risks, while office employees mainly experience organizational and communication factors. By collecting responses from both groups, the study captures a broader view of safety and workplace experience within the organization.

### **3.3 Data Collection Method**

The main research tool is a structured questionnaire. It will include a mix of:

- Closed-ended questions using Likert scales (e.g., 1 = strongly disagree to 5 = strongly agree)
- Multiple-choice and yes/no questions
- A small number of open-ended questions for optional comments

The survey will be distributed online using Microsoft Forms tool.

A short introduction will explain the aim of the research, the voluntary nature of participation, and confidentiality assurance.

Given the multilingual workforce, the questionnaire will be available in English and Greek. The use of clear, simple language and closed-ended questions will help ensure understanding across different employee groups.

Where needed, translations may be used to support understanding. More specific, for frontline production employees who may not speak English fluently. Local HR or SHE colleagues may support by sharing the survey and encouraging participation.

A questionnaire was selected because it allows many employees to participate within a short period of time. Interviews could provide deeper individual insights, but they would limit the number of participants and reduce anonymity. An anonymous survey encourages honest responses, especially when questions relate to management behavior, safety practices, and workplace satisfaction. Employees are more likely to express their real opinions when they feel protected from identification.

In addition, the questionnaire was structured into clear sections based on the research questions of the study.

The first section included demographic questions. These covered role, age, experience, and education. These questions helped describe the sample and support the interpretation of the results.

The second section focused on employee satisfaction. Questions examined how employees feel about their work, their development, and communication within the organization. This section supports the research question related to employee satisfaction.

The third section examined physical safety. Employees were asked about workplace conditions, safety measures, and training. These questions address the research question on how employees perceive safety in the workplace.

The fourth section focused on psychological safety. Questions explored whether employees feel comfortable speaking up, asking for help, and admitting mistakes. This section is directly linked to the research question on psychological safety and employee behavior.

The fifth section examined engagement and motivation. Employees were asked whether they feel valued, respected, and motivated in their roles. This supports the research question on the relationship between safety and engagement.

The sixth section focused on retention. Questions examined employees' intention to remain in the organization and whether they would recommend it as a workplace. This section addresses the research question related to employee retention.

Finally, an open-ended question was included. This allowed employees to share additional comments and suggestions. It provided qualitative insights to support the quantitative results. Overall, the structure of the questionnaire follows the main research questions of the study. Each group of questions was designed to explore a specific proportion of employee experience and its connection to safety and retention.

### **3.4 Data Analysis**

The responses will be analyzed using descriptive statistics, such as:

- Frequencies
- Percentages

These will be used to identify trends and patterns in the data. For example, how employees rate their perception of safety, psychological safety, job satisfaction, and intention to stay.

Descriptive statistics were considered appropriate because the purpose of the study is exploratory rather than predictive. The research aims to identify patterns and tendencies in employee perceptions, not to prove causal relationships. Frequencies and percentages allow clear presentation of employee opinions. This method also supports transparency, as the results can be easily understood and interpreted by both academic and organizational audiences.

### **3.5 Ethical Considerations**

All research activities will follow the **ethical guidelines of the Hellenic Open University**.

Participation will be:

- Voluntary
- Anonymous
- Based on informed consent

No sensitive personal data will be collected. All responses will be used only for academic purposes. The data will be stored securely and only the researcher will have access.

Confidentiality was especially important because the researcher works within the organization being studied. Employees might hesitate to respond honestly if they feared identification. For this reason, no names, emails, or identifiable information were collected. The survey platform settings were adjusted to ensure anonymity. This helped reduce response bias and encouraged open participation.

### **3.6 Limitations**

The study will not cover all ANH NewCo employees globally, only a selection from EMEA. Also, the research relies on self reported data, which may be influenced by personal mood, current work conditions, or recent events.

Translation of surveys may lead to minor interpretation differences. However, the use of closed ended questions minimizes this risk.

Despite these limitations, the research aims to capture real employee experiences and offer valuable insights to both academic and business audiences.

Another limitation concerns the cross-sectional nature of the research. The survey captures employee perceptions at a specific point in time. Organizational changes, leadership actions, or external conditions may influence responses. Therefore, the results represent a snapshot of employee experience rather than a permanent organizational condition.

## **Chapter 4 –Results Analysis**

### **Introduction to the Results**

This chapter presents the results of the research carried out in ANH NewCo EMEA.

The full questionnaire is provided in the Appendix.

The analysis is based on 97 valid survey responses. Descriptive statistics were used to examine the data.

The results are presented following the structure of the questionnaire. Each group of questions corresponds to a specific research dimension, including demographics, employee satisfaction, safety perception, psychological safety, and engagement and retention. First, the demographic characteristics of the participants are described. Next, the findings on employee satisfaction are presented. This is followed by safety perception, psychological safety, engagement, and retention. Short explanations are also included to help interpret the results.

### **Figure 4.1: Distribution of respondents by job role**

A total of 97 employees participated in the survey. The respondents came from different organizational levels within ANH NewCo EMEA. This allowed the study to include both operational and managerial perspectives.

Most respondents were Managers (51 participants, 54%). This shows strong participation from leadership and supervisory positions.

Individual contributors represented 19 participants (20%). These employees are mainly involved in operational and technical activities.

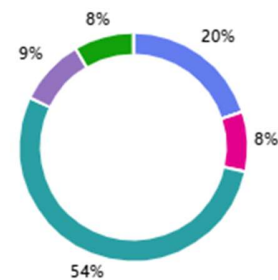
Senior executives accounted for 9 participants (9%), while Team Leads represented 8 participants (8%). Another 8 respondents (8%) selected the “Other” category, indicating roles outside the predefined options.

Overall, the sample includes employees from different hierarchical levels. This helps the study capture both management and non-management views. Such diversity improves the reliability of

the findings, since perceptions of safety culture, engagement, and retention may vary depending on organizational role.

1. What is your job role?

● Individual contributor	19
● Team lead	8
● Manager	51
● Senior executive	9
● Other	8



(Source: Author’s survey data, 2026)

**Figure 4.2: Length of service of respondents**

The length of service in the company was also examined.

Most respondents had long experience in the organization. In particular, 60 employees (63%) reported working in the company for more than five years. This indicates that a large part of the sample is very familiar with the company’s environment and safety practices.

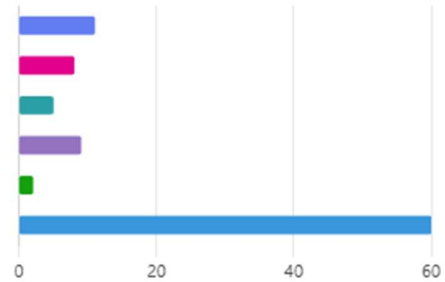
Employees with less than one year of service represented 11 participants (12%). Another 8 participants (8%) had 1–2 years of experience, while 5 participants (5%) reported 2–3 years of service.

In addition, 9 employees (9%) had worked in the company for 3–4 years, and 2 employees (2%) reported 4–5 years of service.

Overall, the results show that most participants are experienced employees. This is important, as longer service usually means greater exposure to the company’s safety culture and procedures. Therefore, their responses provide informed and reliable insights into workplace safety, engagement, and retention.

2. How long have you been in the organization?

● Less than 1 year	11
● 1-2 years	8
● 2-3 years	5
● 3-4 years	9
● 4-5 years	2
● More than 5 years	60



Source: Author’s survey data (2026)

### **Figure 4.3: Age distribution of respondents**

The age distribution of participants was also examined.

Most respondents belonged to the 41–50 age group (36 participants, 38%). This indicates that the survey mainly reflects the views of mid-career employees.

The 31–40 age group represented 27 participants (28%), while 19 participants (20%) were between 51 and 60 years old.

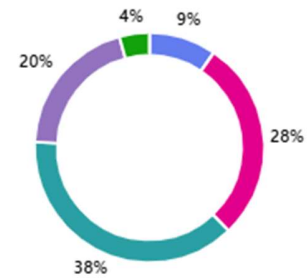
Younger employees under 30 years old accounted for 9 participants (9%), and only 4 participants (4%) were over 60.

Overall, the results show that the sample mainly consists of experienced and mature employees.

This is relevant because age and work experience may influence how employees perceive safety practices, engagement, and organizational commitment.

3. What is your age group?

● Under 30	9
● 31-40	27
● 41-50	36
● 51-60	19
● Over 60	4



Source: Author’s survey data (2026)

#### **Figure 4.4: Highest level of education completed**

The level of education of participants was also examined.

Most respondents held a Master’s degree (54 participants, 58%). This indicates a highly educated sample, with strong academic background.

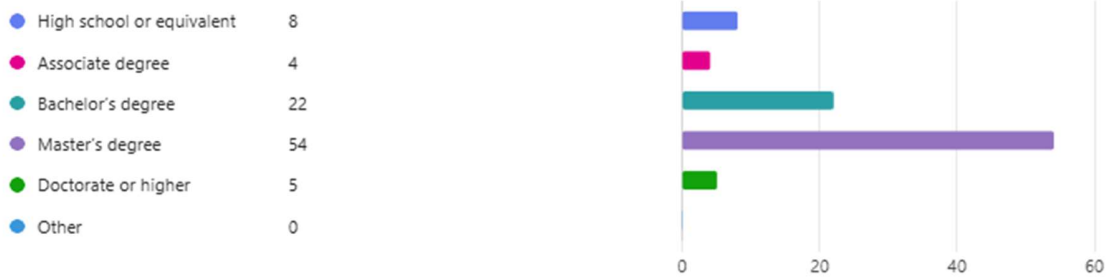
Employees with a Bachelor’s degree represented 22 participants (24%).

A smaller number reported a High school diploma (8 participants, 9%), while 4 participants (4%) held an Associate degree.

In addition, 5 participants (5%) reported having a Doctorate or higher qualification.

Overall, the majority of respondents hold university-level education. This suggests that participants are likely familiar with organizational processes and structured management systems, including safety practices.

4. What is your highest level of education completed?



Source: Author's survey data (2026)

**Figure 4.5: Years of experience in similar roles at other employers**

Participants were also asked about their years of experience in similar roles at other employers. Most respondents reported more than 5 years of external experience (42 participants, 45%). This indicates that nearly half of the sample brings substantial professional background from outside the organization.

A significant group reported no prior experience (22 participants, 23%), suggesting that part of the workforce has developed professionally within the company.

Additionally, 13 participants (14%) reported 1–2 years of experience, and another 13 participants (14%) reported 3–5 years.

Only 4 participants (4%) indicated less than one year of prior experience.

Overall, the data show that the majority of respondents have considerable professional experience. This strengthens the reliability of their perceptions regarding safety culture, engagement, and retention, as many are able to compare ANH NewCo practices with previous employers.

## Demographic Interpretation

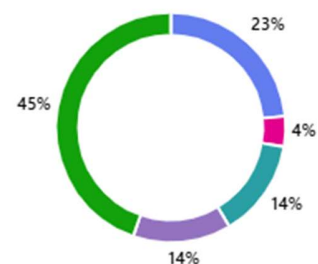
The profile of the respondents helps us understand how reliable the results are. Most participants are experienced employees. Many have worked for several years and belong to mid-career age groups. A large percentage also holds higher education qualifications.

This means employees know the organization well. Their answers are based on real daily experience and not on first impressions. Therefore, the responses can be considered informed and trustworthy.

The demographic profile also strengthens the credibility of the findings. A large proportion of respondents have long tenure and professional experience. Therefore, their responses are likely based on repeated exposure to organizational practices rather than temporary impressions. Experienced employees are better able to evaluate safety procedures, communication, and managerial behavior because they have observed them over time. As a result, the survey responses can be considered informed assessments of the working environment.

5. How many years of experience do you have in similar roles at other employers?

● None	22
● Less than 1 year	4
● 1-2 years	13
● 3-5 years	13
● More than 5 years	42



Source: Author's survey data (2026)

**Figure 4.6: Overall employee satisfaction**

Employees were asked about their overall level of satisfaction with their current employer. The majority of respondents reported a positive level of satisfaction. In particular, 57 participants (60%) stated that they were somewhat satisfied, while 29 participants (31%) reported being extremely satisfied.

A small number of employees expressed negative opinions. 4 participants (4%) were somewhat dissatisfied and 2 participants (2%) were extremely dissatisfied. Additionally, 3 participants (3%) reported a neutral position.

Overall, the results show a very high level of employee satisfaction, with more than 90% of respondents indicating a positive perception of their employer.

The high level of satisfaction is important for the objectives of the study. Employee satisfaction is often influenced by daily working conditions. Since safety conditions are part of everyday work, it is possible that perceptions of safety contribute to overall satisfaction. This result suggests that workplace environment factors, including safety practices, may be associated with how employees evaluate the organization as an employer.

6. Overall, how satisfied are you with your current employer?



Source: Author’s survey data (2026)

**Figure 4.7: Perceptions of career opportunities and development**

Participants were also asked to evaluate statements related to career opportunities and professional development within the organization.

Most employees agreed that the organization provides opportunities for professional growth. A large proportion of respondents selected “agree” or “strongly agree”.

Similarly, employees reported that the organization is committed to professional development and offers job-related training. The majority of responses were again positive.

Employees also indicated that they have opportunities to apply their skills and expertise in their current roles. This suggests that employees feel their abilities are being utilized.

However, perceptions were slightly more moderate regarding promotion opportunities. Although many respondents agreed, a noticeable proportion selected neutral responses, indicating some uncertainty about advancement possibilities.

Overall, the results suggest that employees view training, development, and use of skills positively, while career advancement opportunities appear less clear compared to other development factors.

7. How strongly do you agree or disagree with the following statements about career opportunities?



Source: Author’s survey data (2026)

**Figure 4.8: Employee perceptions of pay and benefits**

Participants were asked to evaluate statements related to pay and benefits.

Most employees indicated positive perceptions regarding their compensation. A large proportion of respondents selected agree or strongly agree with the statement that they are paid fairly for the work they perform.

However, responses were more moderate when employees compared their pay with similar roles in other organizations. A noticeable number of respondents selected neutral or negative responses, suggesting some uncertainty about external competitiveness.

Similarly, perceptions regarding the link between pay and performance were mixed. While many respondents agreed that their pay is related to performance, several employees expressed neutral or negative views.

Overall, employees appear generally satisfied with their pay, but comparisons with the external market and performance-based rewards show more varied opinions.

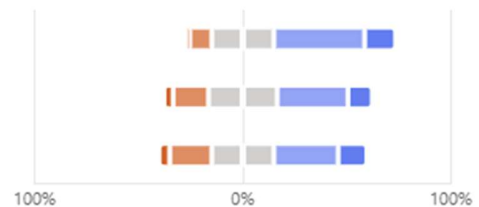
8. How strongly do you agree or disagree with the following statements around pay and benefits?

● Strongly disagree ● Disagree ● Neither agree nor disagree ● Agree ● Strongly agree

I am paid fairly for the work I do.

I feel my pay is fair compared with people in similar roles in other organizations.

My pay is linked to my performance.



Source: Author’s survey data (2026)

**Figure 4.9: Communication within the organization**

Participants were also asked to evaluate communication practices within the organization. Most respondents agreed that there is open and honest two-way communication in the company. Employees also reported that they receive regular communication from their managers regarding company matters. In addition, the majority indicated that they feel able to communicate upwards in the management hierarchy, even when raising negative issues. Overall, the results show a generally positive perception of communication within the organization. Employees appear comfortable sharing information and receiving guidance from their managers.

9. Please provide your feedback on communication within the organization.



Source: Author’s survey data (2026)

**Interpretation of Satisfaction and Communication Findings**

The high satisfaction levels show that employees generally feel positive about the organization. Satisfaction seems to be supported by training opportunities and communication from management. When employees receive information and guidance, they feel more confident.

However, more neutral answers about promotion opportunities and salary comparison show some uncertainty about long-term career prospects. Employees may like their daily work but still be unsure about their future development.

This suggests that satisfaction is influenced not only by pay but also by communication and support from managers. Clear information and career development opportunities are therefore important.

**Figure 4.10: Perception of physical workplace safety**

Participants were asked whether the company provides a physically safe working environment. Most respondents expressed positive views. In particular, 50 participants (53%) strongly agreed and 39 participants (41%) agreed that the company provides a physically safe workplace. Only 5 participants (5%) selected a neutral response, and 1 participant (1%) disagreed. No respondents selected strongly disagree.

Overall, more than 90% of employees reported a positive perception of physical safety. This indicates a very strong confidence in workplace safety conditions.

10. The company provides a physically safe working environment.



Source: Author’s survey data (2026)

**Figure 4.11: Perception of health and safety protection measures**

Employees were also asked whether the company takes appropriate measures to protect employee health and safety.

Again, responses were highly positive. 54 participants (57%) strongly agreed and 34 participants (36%) agreed with the statement.

Only 5 participants (5%) were neutral and 2 participants (2%) disagreed. No respondents strongly disagreed.

Overall, employees clearly recognize the organization’s efforts to protect health and safety, with more than 90% expressing positive agreement.

11. The company takes appropriate measures to protect employee health and safety.



Source: Author’s survey data (2026)

#### **Figure 4.12: Adequacy of safety training**

Employees were asked whether they had received adequate training on safety procedures relevant to their role.

Most respondents reported positive perceptions. 54 participants (57%) strongly agreed and 29 participants (31%) agreed that they had received adequate safety training.

A smaller group selected a neutral response (9 participants, 10%), while only 2 participants (2%) disagreed. No respondents strongly disagreed.

Overall, the results indicate that the majority of employees feel properly trained to work safely in their roles.

12. I have received adequate training on safety procedures relevant to my role.



Source: Author’s survey data (2026)

### **Interpretation of Physical Safety Findings**

Employees reported very positive perceptions of workplace safety. They recognize safety measures and trust them. Safety training also appears to be clear and understandable.

When employees feel physically safe, they can focus on their tasks. They worry less about risk and participate more in daily work. This supports trust in the organization.

Therefore, physical safety seems to act as a foundation for job satisfaction and confidence in the workplace.

The very high positive responses regarding physical safety are a central finding of the research.

When employees feel protected from physical harm, basic work-related concerns are reduced.

This allows attention to shift from risk avoidance to work performance and cooperation.

Therefore, physical safety may function as a foundation condition that supports positive work attitudes and employee confidence in the organization.

### **Figure 4.13: Comfort in expressing ideas and concerns**

Participants were also asked whether they feel comfortable expressing ideas or concerns at work, even when their views differ from others.

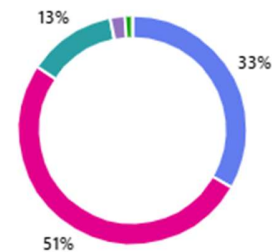
The majority of employees expressed positive views. 48 participants (51%) agreed and 32 participants (34%) strongly agreed with the statement.

A smaller proportion selected neutral (12 participants, 13%), while only 2 participants (2%) disagreed and 1 participant (1%) strongly disagreed.

Overall, more than 80% of employees feel comfortable speaking openly at work. This suggests a positive climate of psychological safety within the organization.

13. I feel comfortable expressing my ideas or concerns at work, even if they are different from others.

● Strongly agree	32
● Agree	49
● Neutral	12
● Disagree	2
● Strongly disagree	1



Source: Author’s survey data (2026)

#### **Figure 4.14: Feeling safe to admit mistakes and ask for help**

Participants were asked whether they feel safe to admit mistakes or ask for help without fear of negative consequences.

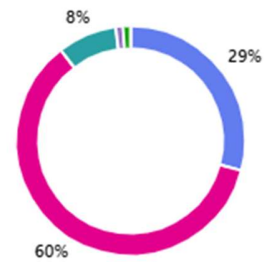
Most respondents reported positive perceptions. 58 participants (60%) agreed and 28 participants (29%) strongly agreed with the statement.

A smaller group selected a neutral response (8 participants, 8%). Only 1 participant (1%) disagreed and 1 participant (1%) strongly disagreed.

Overall, nearly 90% of employees feel safe admitting mistakes and requesting assistance. This suggests a supportive work environment where employees are not afraid of negative reactions.

14. I feel safe to admit mistakes or ask for help without fear of negative consequences.

Strongly agree	28
Agree	58
Neutral	8
Disagree	1
Strongly disagree	1



Source: Author’s survey data (2026)

**Figure 4.15: Team discussion and cooperation on safety issues**

Employees were also asked whether their team openly discusses safety issues and works together to resolve them.

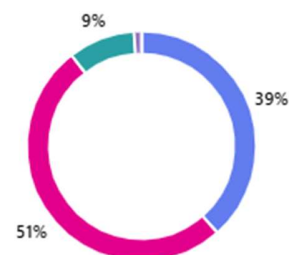
Again, responses were strongly positive. 49 participants (51%) agreed and 37 participants (39%) strongly agreed.

A smaller proportion selected neutral (9 participants, 9%), while only 1 participant (1%) disagreed. No respondents strongly disagreed.

Overall, approximately 90% of employees reported open discussion of safety matters within their teams. This indicates active team involvement in safety-related problem solving.

15. My team openly discusses safety issues and works together to solve them.

Strongly agree	37
Agree	49
Neutral	9
Disagree	1
Strongly disagree	0



Source: Author’s survey data (2026)

#### **Figure 4.16: Safety as a shared responsibility**

Participants were asked whether safety is treated as a shared responsibility between employees and management.

The responses were highly positive. 48 participants (50%) strongly agreed and 40 participants (42%) agreed with the statement.

A small number selected neutral (6 participants, 6%), while only 1 participant (1%) disagreed and 1 participant (1%) strongly disagreed.

Overall, more than 90% of employees believe that safety is a shared responsibility within the organization. This indicates a strong perception of cooperation between management and employees regarding safety matters.

16. I believe safety is treated as a shared responsibility between employees and management.



Source: Author’s survey data (2026)

#### **Interpretation of Psychological Safety Findings**

Employees reported that they can speak openly and ask for help. They also feel able to admit mistakes without fear. This shows the presence of psychological safety.

Psychological safety is very important in safety-critical environments. When employees report concerns early, incidents can be prevented. The strong sense of shared responsibility shows that safety is seen as teamwork.

This means safety culture is not only about rules. It also includes trust, cooperation, and support between colleagues and managers.

In addition to physical protection, the results indicate the presence of psychological security. Employees not only feel safe from accidents but also feel safe to communicate. This distinction is important. Physical safety protects the body, while psychological safety supports communication and learning. The coexistence of both forms of safety suggests a more developed safety environment, where employees are willing to report concerns and participate actively in organizational processes.

**Figure 4.17: Feeling valued and respected in the workplace**

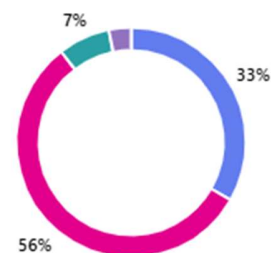
Participants were also asked whether they feel valued and respected in their workplace. Most respondents reported positive perceptions. 54 participants (56%) agreed and 32 participants (33%) strongly agreed.

A smaller proportion selected neutral (7 participants, 7%), while 3 participants (3%) disagreed. No respondents strongly disagreed.

Overall, nearly 90% of employees feel valued and respected at work. This suggests a positive organizational climate and supports the relationship between workplace environment and employee satisfaction.

17. I feel valued and respected in my workplace.

● Strongly agree	32
● Agree	54
● Neutral	7
● Disagree	3
● Strongly disagree	0



Source: Author’s survey data (2026)

**Figure 4.18: Employee motivation in current role**

Participants were asked whether they feel motivated in their current role.

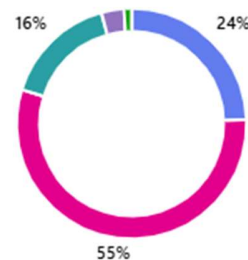
Most respondents reported positive perceptions. 52 participants (55%) agreed and 23 participants (24%) strongly agreed that they feel motivated at work.

A smaller group selected neutral (15 participants, 16%), while 3 participants (3%) disagreed and 1 participant (1%) strongly disagreed.

Overall, approximately 79% of employees reported feeling motivated in their role. This indicates a generally positive level of employee engagement within the organization.

18. I feel motivated in my current role.

● Strongly agree	23
● Agree	52
● Neutral	15
● Disagree	3
● Strongly disagree	1



Source: Author’s survey data (2026)

**Figure 4.19: Intention to remain in the organization**

Participants were also asked whether they see themselves working in the company within the next two years.

The majority expressed a positive intention to remain. 42 participants (45%) agreed and 28 participants (30%) strongly agreed with the statement.

A neutral position was selected by 16 participants (17%), while 5 participants (5%) disagreed and 3 participants (3%) strongly disagreed.

Overall, 75% of respondents indicated that they intend to remain in the organization over the next two years. This suggests a relatively strong level of employee retention.

19. I see myself working here in the next 2 years.



Source: Author’s survey data (2026)

#### **Figure 4.20: Recommendation of ANH NewCo as a workplace**

Participants were asked whether they would recommend ANH NewCo as a good place to work. The majority of respondents expressed positive views. 56 participants (58%) agreed and 27 participants (28%) strongly agreed with the statement.

A smaller proportion selected neutral (11 participants, 11%), while only 1 participant (1%) disagreed and 1 participant (1%) strongly disagreed.

Overall, 86% of employees would recommend the organization as a workplace. This indicates a high level of employee satisfaction and organizational commitment.

20. I would recommend ANH NewCo as a good place to work.



Source: Author’s survey data (2026)

### **Interpretation of Engagement and Retention Findings**

The results show a link between safety and engagement. Employees who feel safe and respected also report higher motivation and intention to stay.

The willingness to recommend the company supports this finding. Employees are more loyal when they trust the organization and feel protected.

This suggests that safety practices influence retention indirectly. A positive safety environment strengthens engagement and long-term commitment.

When the results are viewed together, a pattern becomes visible. High safety perceptions are followed by high satisfaction, which is followed by motivation and intention to remain. This sequence suggests a possible relationship between safety climate and employee retention.

Although the study does not test causality statistically, the consistent positive responses across safety, satisfaction, and retention indicators indicate that these factors may be interconnected within the organizational environment.

### **Figure 4.21: Open Comments and Employee Feedback**

At the end of the questionnaire, participants were invited to share optional comments or suggestions about safety, satisfaction, and their work experience. A total of 11 employees provided written feedback.

Although the number of responses was small, clear themes emerged. The most common topic was uncertainty about organizational changes and the company’s future structure. Employees mentioned ownership changes, restructuring, and the future direction of the organization.

Another theme was career opportunities and long-term prospects. Some respondents asked for clearer communication about development opportunities and future roles.

A few employees also mentioned workload and fatigue. This suggests that operational pressure affects their daily experience.

Only a small number of comments were directly related to safety. These included practical suggestions, such as better equipment visibility (for example, forklift lighting) and clearer procedures.

Overall, the qualitative feedback supports the quantitative results. Employees generally described a positive working environment. However, they also expressed a need for clearer communication, greater stability, and more transparency about future organizational developments.

21. Any comments or suggestions about safety, satisfaction, or your experience at work? (optional)

[More details](#)

11

Responses

Latest Responses

...

3 respondents (27%) answered carve for this question.



Source: Author’s survey data (2026)

#### **4.X Chapter Summary**

This chapter presented the results of the study. Overall, employees reported strong perceptions of both physical and psychological safety within ANH NewCo EMEA. High levels of satisfaction, motivation, and intention to remain were also observed.

The findings show that safety is not seen only as a compliance obligation. It appears to be part of daily work and team interaction. Employees connect safety with trust, communication, and respect.

The next chapter discusses these findings in relation to the theoretical framework and the existing literature.

#### **Overall Interpretation of Results**

The survey results should also be looked at together and not only one by one. When all findings are combined, a clear pattern appears.

First, employees reported very positive views about physical safety. Most respondents agreed that the workplace is safe and that protective measures are in place. Safety training was also rated positively. This shows that employees trust the company to protect them from physical harm.

Second, strong psychological safety was reported. Most employees said they feel comfortable speaking up. They can raise concerns, admit mistakes, and ask for help. They also discuss safety issues openly within their teams. This means safety is not only about rules. It is also about behavior and communication.

Third, high levels of satisfaction and respect were observed. Employees reported that they feel valued and motivated. Communication with managers was also viewed positively. This indicates a supportive working environment.

Finally, many employees said they want to stay in the organization. Most also said they would recommend the company as a good place to work. This shows a positive relationship between employees and the organization.

When all findings are viewed together, a sequence can be seen. Employees first feel physically safe. This reduces fear and uncertainty. Then psychological safety develops. Employees start to

communicate and cooperate more easily. This leads to satisfaction and motivation. As a result, employees are more willing to remain in the company.

Safety therefore appears to be a basic condition in the organization. It does not only prevent accidents. It also builds trust, communication, and commitment. The results suggest that safety may influence retention indirectly by improving employee experience.

This study cannot prove cause and effect. However, the similar responses across many questions show a strong connection between safety climate, employee attitudes, and intention to stay.

## **Chapter 5 – Discussion and Conclusions**

### **5.1 Discussion of Findings**

The purpose of this study was to examine how Workplace Safety and Health (SHE) influences employee satisfaction and retention within ANH NewCo EMEA. The survey results show a clear connection between safety practices, psychological safety, employee engagement, and the intention to remain in the organization.

Employees did not describe safety only as rules or procedures. Most respondents reported strong trust in safety practices and a sense of shared responsibility. This reflects a proactive safety culture rather than a compliance-based approach. This finding is consistent with the safety culture model of Reason (1997) and the framework proposed by Cooper (2000). These studies suggest that a mature safety culture exists when safety becomes part of everyday behavior. The results of this study indicate similar conditions. Safety appears to function as a daily practice and not only as a formal system.

Employees generally perceive the physical work environment as safe. Most respondents believe that the organization takes appropriate actions to protect their health and safety. A large majority also reported positive views about safety training. The results suggest that employees see safety as a normal and integrated part of organizational operations.

Employees also reported feeling comfortable expressing concerns and discussing safety issues within their teams. This indicates the presence of psychological safety. Edmondson (1999) explains that psychological safety allows employees to speak openly without fear of negative

consequences. The ability to admit mistakes and communicate problems is considered an important sign of a mature safety culture. The present findings show that employees feel comfortable raising concerns and asking for help.

This supports the idea that psychological safety contributes to learning and prevention of incidents. In a manufacturing environment, early reporting of risks is especially important. Therefore, psychological safety may indirectly improve both safety performance and employee engagement.

Most participants reported feeling valued and respected in the workplace. Many also indicated that they feel motivated in their roles. These results are consistent with engagement theory (Kahn, 1990), which states that employees become more engaged when they feel safe, supported, and involved in their work environment. Employees who perceived strong safety conditions also reported higher motivation. This suggests that safety functions as a basic condition for engagement. When employees do not fear injury or negative reactions, they participate more actively in their work environment.

Most respondents indicated that they intend to remain in the organization and would recommend it as a good place to work. This supports retention theories such as Social Exchange Theory (Blau, 1964) and Organizational Commitment (Allen & Meyer, 1990). When employees believe that the organization cares about their well-being, they tend to respond with loyalty and commitment.

Overall, the findings indicate that safety and health practices contribute not only to accident prevention but also to trust, engagement, and employee retention. Safety appears to function as a people-centered management practice rather than a simple compliance requirement. This supports the main argument of the dissertation that effective SHE management can strengthen organizational culture and long-term employee commitment.

Retention also appears to be influenced by organizational trust. According to Social Exchange Theory (Blau, 1964), employees remain in organizations that provide support and care. The results of this study show that employees who feel protected and respected also intend to stay longer. Therefore, safety may operate as an indirect retention factor by strengthening employee experience and organizational attachment.

### **5.1.1 Safety and Health as a Strategic Management Resource**

Workplace Safety and Health can also be viewed from a strategic management perspective. In many organizations, safety is treated mainly as a regulatory or technical requirement. However, in this study, safety was experienced as something broader. It was associated with trust, communication, and organizational support.

Employee retention is considered an important organizational objective. When experienced employees leave, knowledge and operational stability are lost. Recruitment and training of new employees require time and financial resources. For this reason, any factor that strengthens employee commitment is of managerial importance.

The results of this study suggest that safety contributes to this commitment. When employees feel protected and supported, a stronger intention to remain is reported. Safety therefore appears to influence retention indirectly through employee experience. A stable and safe environment allows better focus and cooperation.

These findings are aligned with Human Resource Management principles. In modern HRM, employee well-being and organizational support are emphasized. Safety policies support these goals. When trust in safety measures is established, stronger organizational attachment is developed.

Improved communication was also associated with safety culture. When psychological safety is present, problems are reported more openly. Information is shared more easily. Teamwork is strengthened. In manufacturing environments, early reporting of risks can help prevent incidents and operational disruption.

Leadership behavior was also shown to be important. When visible commitment to safety is demonstrated by managers, organizational care is perceived. Trust between employees and management is strengthened. Supportive responses and open discussions contribute to this effect. For these reasons, safety should not be managed only as a technical function. It should be integrated into organizational strategy. Safety initiatives can support talent retention, workforce stability, and knowledge preservation.

Within ANH NewCo EMEA, safety may therefore support both people and performance objectives. A strong safety culture may improve employee well-being, engagement, and long-term retention. At the same time, operational reliability and cooperation may also be enhanced. Overall, Workplace Safety and Health can be viewed as a contributor to sustainable organizational development. Investment in safety culture represents not only risk prevention but also investment in long-term workforce stability.

### **5.1.2 Safety Climate and Employee Behavior**

The survey results show that safety affects how employees behave at work. Safety climate means how workers feel about safety in their daily activities. It is not only about written rules. It is about everyday experience.

Employees reported that safety measures are applied and protective equipment is used. However, the most important point is their reaction to these measures. Safety was not described as an obligation. It appeared to be part of normal work.

When employees believe that safety is truly important for the company, their behavior changes. They pay more attention to risks. They cooperate more with colleagues. They follow procedures willingly and not only because they must.

This is different from simple compliance. Compliance means following rules to avoid problems. Internal safety behavior means employees act safely because they want to. The findings suggest that many employees behave in this second way.

Employees reported open discussions about safety issues. They ask for help when needed. Teams work together to solve problems. This shows that safety has become a shared responsibility and not only a management requirement.

This is especially important in a manufacturing environment. Production work includes equipment, materials, and operational hazards. Written procedures alone cannot prevent all incidents. Human behavior is critical. When workers communicate early concerns, risks can be controlled before they become serious.

Therefore, safety climate supports operational reliability. When employees trust safety practices, they participate more actively. When participation increases, risk detection improves. Prevention becomes easier.

Safety therefore influences more than accident prevention. It improves cooperation and attention to detail. These behaviors also support quality and efficiency.

For this reason, safety can be seen as a behavioral management tool. It shapes how employees act and how they respond to problems. In ANH NewCo EMEA, safety appears to encourage responsible behavior rather than passive rule following.

### **5.1.3 Safety and Organizational Trust**

The results also show a strong link between safety and trust.

Employees did not only report that safety rules exist. They showed confidence that the company genuinely cares about their well-being.

When workers see that risks are controlled, equipment is safe, and training is provided, a message is received. The organization is perceived as responsible and protective. This feeling creates trust toward management.

Trust is important in the workplace. Employees who trust their employer feel more secure and less anxious. They believe that decisions are taken fairly and with consideration for people. As a result, they cooperate more and communicate more openly.

This finding can be explained using Social Exchange Theory (Blau, 1964). According to this theory, relationships are based on mutual exchange. When employees feel supported by the organization, they respond with positive attitudes and behavior. They show commitment, loyalty, and willingness to contribute.

Safety practices act as a visible form of organizational support. Protective measures, training, and attention to risk signal that employee well-being is a priority. Because of this, employees feel respected.

Trust also affects communication. Workers are more willing to report hazards, near misses, or mistakes when they trust management. This improves prevention and learning. In safety-critical environments, early reporting is essential.

Therefore, safety does not only reduce accidents. It also strengthens the relationship between employees and the organization. Through trust, safety supports engagement and intention to remain in the company.

#### **5.1.4 Psychological Safety and Learning Behavior**

Another important result relates to psychological safety and learning.

Employees said they feel comfortable speaking openly. They can ask questions and ask for help. Many also said they can admit mistakes without fear.

This matters in a workplace. When people are afraid, they hide problems.

When they feel safe, they share information. The answers show that communication is encouraged in ANH NewCo.

Edmondson (1999) explains that psychological safety allows employees to take small interpersonal risks. This includes asking questions, disagreeing politely, and reporting errors. These actions support learning and improvement.

In manufacturing, learning from small mistakes is very important. Small incidents and near misses usually appear before serious accidents. If employees report them early, the company can act early. In this way, psychological safety helps prevention.

The results also show that teams discuss safety issues together. Employees do not only follow instructions. They also try to improve the way work is done.

Learning behavior also affects engagement. When employees feel their opinion matters, they feel part of the team. Participation increases motivation. People care more about their work.

Psychological safety therefore links safety with learning. It supports communication, cooperation, and shared problem solving. These conditions help avoid incidents and improve performance.

Overall, safety in ANH NewCo does not appear to be only technical. It also includes trust and openness. Employees feel able to talk and contribute. This supports both safe behavior and positive attitudes at work.

#### **5.1.5 Safety and Employee Well-being**

The results of the survey also relate to employee well-being.

Safety at work is not only about avoiding injuries. It also affects how employees feel every day at work.

Most participants reported that they feel safe in their workplace.

When employees feel protected, their stress level is lower. They can focus better on their tasks.

They worry less about accidents or unexpected dangers.

A safe environment supports mental well-being.

Employees who feel secure are calmer and more confident. They do not spend energy thinking about possible risks. Instead, they can concentrate on performing their work properly.

Research from the World Health Organization shows that well-being includes both physical and mental health. Workplace safety contributes to both. Physical protection prevents injuries, while psychological safety reduces anxiety and emotional pressure.

The findings of this study suggest similar effects. Employees who reported high safety perception also reported higher satisfaction and motivation. This indicates that safety influences daily work experience.

Workplaces with uncertainty or risk often create tension. Employees may feel tired, distracted, or emotionally exhausted. Over time, this can reduce performance and increase absenteeism. A stable and safe environment prevents these outcomes.

Safety therefore functions as a support system for employees.

It creates stability and predictability. Workers know what to expect and trust the organization

#### **5.1.6 Communication and Trust**

Another important theme in the results is communication.

Many employees said they receive information from their managers. They also feel able to speak openly. Several participants reported that they can raise concerns, even negative ones. This shows that communication works in both directions, not only from managers to employees.

Communication is strongly connected to trust. When employees are informed, they feel included. When they are listened to, they feel respected. These everyday interactions shape how employees see the organization.

Trust is not created only by rules or procedures. It is built through daily behavior. When managers explain decisions and answer questions, employees feel treated fairly. This increases confidence in leadership.

In safety-critical environments, communication is very important. Employees must share information about hazards, equipment problems, or unsafe situations. If communication is weak, risks may stay hidden.

The findings of this study show that communication supports safety. Employees who feel comfortable speaking are more likely to report risks and near misses. Early reporting helps problems get corrected before accidents happen.

Communication also affects satisfaction. People want to understand what is happening at work. Uncertainty creates stress. Clear information reduces anxiety.

The open comments in the survey support this. Some employees asked for clearer communication about organizational changes and the future of the company. This shows that communication influences not only safety but also employees' sense of security.

Communication therefore acts as a link between safety and engagement. It connects management actions with employee perceptions. When communication is clear and respectful, trust grows. As trust grows, employees cooperate more, share ideas, and feel more comfortable staying in the organization. For this reason, communication can be seen as an indirect factor that supports employee retention.

#### **5.1.7 Safety and Organizational Commitment**

The findings also relate to organizational commitment.

Many employees stated that they intend to remain in the company. A large number also said they would recommend the organization as a place to work. These responses show attachment to the organization and not only satisfaction with daily tasks.

Organizational commitment refers to the psychological connection between employees and the company. According to Allen and Meyer (1990), employees stay longer when they feel emotionally connected and supported.

The results suggest that safety contributes to this connection.

When employees feel protected, they believe the organization cares about them. This creates a sense of fairness and mutual respect. Employees begin to see the company as supportive rather than only demanding.

Safety practices send a message. They show that employee well-being is important. This message affects attitudes and behavior.

If a company invests in safety equipment, training, and open communication, employees notice it. They interpret these actions as concern for their welfare. In response, they develop loyalty and trust.

This idea is also explained by Social Exchange Theory (Blau, 1964). When employees receive support, they feel an obligation to respond positively. They return this support through commitment, cooperation, and willingness to stay.

The survey results follow this pattern. Employees who reported positive safety perceptions also reported higher motivation and intention to remain. This suggests that safety influences retention indirectly.

Employees do not stay only because of salary. They stay because they feel respected and secure. A safe workplace reduces stress and uncertainty. It creates stability in daily work.

In manufacturing environments, stability is especially important. Work may involve machines, chemicals, and physical risks. When safety systems are reliable, employees feel confident performing their tasks. Confidence reduces anxiety and improves job attachment.

Safety therefore strengthens organizational commitment in two ways. First, it protects employees physically. Second, it creates emotional security.

When both exist together, employees feel comfortable building a future inside the organization. This explains why safety practices may support long-term retention.

Overall, the findings suggest that workplace safety operates as a retention mechanism. It builds trust, emotional attachment, and organizational commitment. As a result, employees are more willing to remain and support the organization.

### **5.1.8 Safety Leadership and Employee Behavior**

Another important interpretation of the results concerns leadership behavior.

Many responses showed positive perceptions of communication and respect from managers. Employees reported that they receive information, can speak with supervisors, and feel heard. This finding is important because safety culture is strongly influenced by leadership. Employees usually understand the real priorities of an organization through management behavior. They do not judge safety only by written procedures or policies. Instead, they observe how managers act in daily situations.

When supervisors discuss safety, follow procedures, and respond to concerns, employees interpret safety as important. When leaders ignore risks or production pressure dominates, employees receive the opposite message.

The findings suggest that managers at ANH NewCo play a visible role in shaping safety attitudes. Employees reported open discussions about safety issues and shared responsibility between management and workers. This indicates that safety is reinforced by leadership behavior.

Leadership affects safety through example. Employees often copy the behavior of their supervisors. If a manager uses personal protective equipment, follows rules, and stops unsafe actions, employees are more likely to do the same.

This idea is supported by safety climate research. Zohar (1980) showed that employee safety behavior is influenced by supervisor priorities. Workers adapt their behavior according to what they believe management truly values.

Therefore, leadership communication becomes critical. Even small daily actions matter. A short safety conversation, a response to a near miss, or recognition of safe behavior can strengthen safety culture.

The results also show that employees feel comfortable reporting issues. This rarely happens in organizations where leaders react negatively to problems. It suggests that managers respond in a supportive way rather than blaming employees.

Supportive reactions encourage reporting. Reporting increases learning. Learning prevents incidents. In this way, leadership indirectly improves safety performance.

Leadership behavior also influences engagement. When employees feel respected by supervisors, they feel valued. Feeling valued increases motivation and effort. Employees become more willing to contribute beyond minimum requirements.

Therefore, safety leadership connects safety management with human resource management. It affects both safe behavior and employee attitudes.

In manufacturing environments, this connection is especially important. Workers often face production targets and time pressure. Under these conditions, leadership signals determine whether safety or speed is prioritized.

If leaders consistently support safe practices, employees understand that safety will not be sacrificed for performance. This increases trust in the organization.

Trust reduces fear. Reduced fear improves communication. Improved communication supports teamwork and retention.

Overall, the findings suggest that leadership is a central mechanism through which safety culture operates. Safety is not maintained only by procedures or training. It is maintained by daily managerial behavior.

Managers therefore act as carriers of safety culture. Through their actions, they shape employee perceptions, behaviors, and commitment to the organization.

#### **5.1.9 Theoretical Interpretation of the Findings**

The findings of this study can also be viewed from a broader perspective. They do not only describe employee opinions in one organization. They also help explain how safety works inside modern workplaces.

Traditionally, safety management focuses on preventing accidents and following rules. Safety is often treated as a technical system. The main goal is protection from physical harm. However, the results of this research show something more. Safety seems to influence how employees think and feel about the organization.

Employees did not evaluate only procedures, equipment, or training. Many participants interpreted safety as a sign that the company cares about them. When protective measures were

visible, employees felt respected and supported. In other words, safety was understood as a message from management.

This observation connects safety with organizational behavior. Employees often judge an organization by everyday actions, not by formal policies. Safety practices are seen daily. For this reason, they become an important signal of the organization’s intentions and values.

The study also shows a link between safety culture and psychological safety. These two concepts are often studied separately. Safety culture is usually related to accident prevention.

Psychological safety is related to communication and teamwork. The results suggest that they are connected.

When employees feel physically protected, their fear decreases. They worry less about being harmed. As fear decreases, employees speak more openly. Open communication improves cooperation and learning. Therefore, physical safety may create the conditions for psychological safety.

This relationship also helps explain employee engagement. Employees who trust safety measures also trust management decisions. Trust encourages participation. Employees share ideas, report problems, and support improvements. As participation increases, motivation also increases.

A sequence can therefore be observed. First, employees feel physically safe. Then trust develops. Trust supports communication. Communication increases engagement. Engagement strengthens commitment and intention to remain in the organization.

This interpretation expands the understanding of safety management. Safety should not be viewed only as operational protection. It also functions as a social process within the organization.

For this reason, safety culture can be considered part of organizational culture. It influences how employees understand fairness, respect, and support. Through these mechanisms, safety contributes to employee attitudes and retention.

## **5.2 Managerial Implications**

Several practical implications can be drawn from the findings of this study for ANH NewCo and similar manufacturing organizations.

First, safety and health should not be treated only as a compliance requirement. Safety should not be limited to rules and procedures. It should be presented as a core organizational value. It should be clearly linked to trust, respect, and employee support. Safety should therefore continue to be promoted as a strategic priority.

Leadership behavior was shown to be important. Higher engagement was reported when open communication was encouraged and concerns were properly addressed. Managers and supervisors should therefore be encouraged to discuss safety regularly with their teams. Feedback should be provided consistently. Employees should be involved in solving safety-related issues. Visible leadership commitment can strengthen safety culture and motivation. The importance of psychological safety was also confirmed. When employees feel safe to speak up, risks are more likely to be reported. Mistakes can be addressed earlier. An environment should be created where employees are not afraid to admit errors. A non-punitive approach to reporting should be maintained. Open and fair communication should be supported at all levels. Training was identified as another key factor. Although safety training was positively evaluated, continuous learning should be maintained. Refresher training should be provided regularly. Practical examples and discussions should be encouraged. Employee participation should be supported to maintain awareness.

Communication was also shown to influence employee perceptions. A need for clearer information regarding organizational changes was identified. Uncertainty can be reduced through transparent communication. Information should be shared regularly. Decisions affecting employees should be clearly explained.

Finally, a strong link between safety and retention was observed. When employees feel safe and respected, higher motivation and commitment are reported. By integrating safety practices with human resource strategies, engagement can be strengthened and turnover can be reduced.

Overall, safety and health should be considered part of organizational culture and people management. A people-centered safety approach can improve not only accident prevention but also employee satisfaction, engagement, and long-term retention.

### **5.2.1 Implications for Manufacturing Organizations**

The results of this study are important for manufacturing companies.

In many factories, the main focus is production. Managers think about targets, efficiency, and quality. Safety is often treated as a separate requirement. Sometimes it is seen mainly as compliance.

However, the findings suggest something different. Safety should not be separated from daily management. It should be part of how the organization operates every day.

First, safety needs to be visible. Employees must see that safety truly matters. Managers should talk about safety regularly. Short discussions, toolbox talks, and daily checks help. When leaders are present and involved, employees take safety more seriously.

Second, safety affects employee experience. When workers feel protected, they feel calmer. They can concentrate better on their tasks. Less fear means fewer mistakes and better performance.

Third, training should not be only formal instruction. It should also be discussion and learning. Employees should understand the reasons behind safety rules. When they understand the purpose, they follow the rules more willingly.

Fourth, employees must feel safe to report problems. Near misses and risks should be reported easily. Reporting should not lead to blame. It should lead to improvement. When people are not afraid, they speak honestly.

Fifth, companies should not look only at accident numbers. Low accidents do not always mean a strong safety culture. Companies should also monitor participation. For example, reporting of near misses, safety suggestions, and involvement in safety activities.

The findings show that safety influences satisfaction and retention. This means safety is not only a cost. It is an investment in people.

Manufacturing companies depend on experienced employees. Operators and technicians learn through experience. If they leave, knowledge is lost. Training new employees requires time and resources.

A strong safety culture can help employees stay. When employees feel that the company cares about them, loyalty increases. The workplace becomes more attractive.

For this reason, safety should be connected with human resource management. HR and SHE departments should cooperate. They should share information and common goals.

Overall, safety should be seen as part of organizational culture. It is not only about preventing accidents. It is about building a workplace where employees feel secure, respected, and motivated.

### **5.2.2 Safety as Organizational Trust**

An important implication of this study is the link between safety and trust.

Employees reported that they feel protected. They believe the company takes safety seriously. They also feel comfortable speaking up. These answers show more than good procedures. They show trust.

Trust grows when employees believe the organization cares about them. Safety actions send a clear message. When the company invests in training, equipment, and prevention, employees see that their health matters.

This creates a psychological bond. Employees feel respected. They feel valued as people, not only as workers.

If safety were ignored, the opposite would happen. Employees might feel that production is more important than people. This would reduce trust and weaken commitment.

Safety therefore acts as a daily signal of organizational care. Employees observe behavior. They notice whether managers respond to risks. They notice whether concerns are taken seriously.

When safety commitment is visible, confidence in leadership increases. As trust grows, employees cooperate more. They follow procedures more willingly. They report problems earlier. This improves prevention. It also improves relationships inside the organization.

For this reason, safety should not be evaluated only by accident numbers. It should also be seen as a trust-building mechanism. Strong safety culture strengthens employee relations and long-term stability.

### **5.2.3 Safety and Employee Retention Mechanism**

Another important implication concerns retention.

The survey showed that many employees intend to remain in the organization. A large number would also recommend the company as a good place to work. These results suggest attachment. Retention is often linked to salary and career growth. These factors are important. However, daily work experience also plays a major role.

When employees feel safe, they feel secure. Security reduces stress. Lower stress improves overall job satisfaction. Over time, this strengthens the desire to stay.

Safety influences retention indirectly. It improves trust. It improves satisfaction. It supports engagement. These factors reduce turnover intentions.

Employees are less likely to leave a workplace where they feel respected and protected. Stability creates comfort. Comfort creates loyalty.

In manufacturing environments, this is especially important. Employees work with equipment and physical risks. If they do not trust safety systems, they may feel anxious. Anxiety increases the desire to leave.

Therefore, safety becomes part of the retention strategy. It reduces uncertainty. It builds confidence. It helps employees imagine a future inside the organization.

For this reason, companies should not separate safety from talent management. Safety culture can strengthen long-term employee commitment.

### **5.2.4 Safety Culture as Competitive Advantage**

The findings also suggest that safety culture can create competitive advantage.

Many organizations focus on cost reduction and productivity. Safety is sometimes seen as an expense. However, this research shows that safety also supports performance.

When employees feel safe, they concentrate better. They make fewer mistakes. They cooperate more effectively. This improves quality and reliability.

Strong safety culture also makes the organization more attractive to employees. In competitive labor markets, companies compete for skilled workers. A safe and respectful workplace can attract and retain talent.

Reputation also matters. Companies known for good safety practices build a positive public image. Customers, partners, and regulators may trust them more.

Safety therefore contributes to long-term sustainability. It reduces accidents and costs. It improves morale and stability. It strengthens organizational reputation.

For ANH NewCo and similar manufacturing companies, safety can be part of strategic positioning. It is not only operational protection. It is also cultural strength.

In this sense, safety culture becomes more than compliance. It becomes a strategic asset that supports performance, engagement, and organizational success.

### **5.2.5 Long-Term Organizational Impact of Safety Culture**

The findings of this study suggest that safety culture has long-term organizational impact.

Safety does not influence only daily operations. It shapes how the organization evolves over time. When safety is integrated into everyday practice, it becomes part of identity.

Employees begin to associate the organization with stability and care. This perception strengthens attachment. Over time, attachment becomes part of organizational culture.

A strong safety culture also supports knowledge retention. In manufacturing environments, experience matters. Skilled employees understand processes, risks, and equipment behavior. When they remain in the company, knowledge stays inside the organization.

If turnover is high, knowledge is lost. New employees require time to learn. Mistakes may increase. Operational risk may rise. Therefore, retention supported by safety culture improves long-term performance.

Safety culture also influences decision-making. When safety is embedded in management thinking, decisions are evaluated not only based on cost or speed but also on risk. This creates balanced decision processes.

Balanced decisions reduce crisis situations. They prevent reactive management. Instead of responding to incidents, organizations focus on prevention.

Over time, prevention-oriented organizations become more resilient. They are better prepared for unexpected situations. Employees are trained to report early signs of risk. Communication channels remain open.

This resilience is a competitive strength. Organizations that manage risk effectively experience fewer disruptions. They maintain stable production and protect their reputation.

Therefore, safety culture contributes to sustainability. It supports employee stability, operational reliability, and organizational reputation. These factors create long-term value.

### **5.2.6 Industry-Level Implications for Manufacturing Sector**

The implications of this study extend beyond ANH NewCo.

Manufacturing industries across Europe face similar challenges. These include skilled labor shortages, operational risks, and increasing regulatory requirements.

In such an environment, safety can no longer be treated as a compliance formality. It must become part of strategic management.

Companies that invest in safety culture may experience lower absenteeism, stronger morale, and higher employee commitment. These factors influence productivity.

The study suggests that safety should be integrated into broader human resource strategies. This includes onboarding, leadership development, and performance evaluation.

Manufacturing organizations often focus on technical controls. However, this research shows that psychological safety and communication are equally important.

Industrial companies that ignore psychological factors may experience hidden risks. Employees may remain silent about problems. Silence increases vulnerability.

Therefore, sector-wide best practices should include both physical and psychological safety measures.

The results of this dissertation support the idea that safety management contributes to business stability. It improves trust and reduces turnover intention.

In competitive manufacturing markets, stability and reliability are strategic advantages.

Companies that combine operational excellence with strong safety culture may outperform competitors in the long term.

### **5.3 Limitations and Future Research**

This study has several limitations that should be acknowledged.

First, the research was conducted within a single organization, ANH NewCo EMEA. Therefore, the findings may not be fully generalizable to other industries or companies. Organizational culture, structure, and working conditions may differ across sectors.

Second, the study was based on a voluntary questionnaire. Participation depended on employee willingness to respond. As a result, the views of all employees may not be fully represented.

Some employees may have chosen not to participate.

In addition, the data were self-reported. Responses were based on personal perceptions and experiences. Such responses may be influenced by individual attitudes, recent events, or personal expectations.

Cultural differences may also influence how employees express satisfaction, safety perception, and commitment.

Finally, the study focused mainly on the relationship between safety practices, engagement, and retention. Other factors that influence retention, such as compensation, leadership style, or external labor market conditions, were not examined in detail.

Future research could expand the study to multiple organizations or different industries.

Comparative studies between companies or regions could provide broader insights. Longitudinal research could also be conducted to examine how safety culture influences employee engagement and retention over time.

Further research may also explore specific safety leadership practices and their direct impact on employee motivation and commitment.

### **Additional Methodological Considerations**

First, descriptive statistics were used in this study. Relationships between variables were identified through response patterns. Statistical correlation tests were not performed. This choice was made because the main aim of the study is descriptive and exploratory. The research focuses

on understanding employee perceptions and identifying general patterns, rather than testing formal cause & effect relationships.

In addition, the sample size and the nature of the data were considered. The study is based on 97 responses and uses mainly scale data. While correlation analysis could be applied, it would not significantly improve the interpretation of the findings in relation to the research objectives. For this reason, the analysis remained focused on descriptive results.

Therefore, causality cannot be confirmed. The findings indicate tendencies and associations rather than proven cause & effect relationships.

#### **5.4 Conclusions**

The aim of this study was to examine the role of Workplace Safety and Health (SHE) in employee satisfaction and retention within ANH NewCo EMEA.

The findings show that safety is perceived positively by employees. The physical work environment is considered safe, and protective measures are recognized. Safety training is also viewed as adequate. These results indicate that safety practices are established and visible in daily operations.

In addition to physical safety, psychological safety was also identified. Employees reported that they feel comfortable expressing concerns, asking for help, and discussing safety issues. Many participants stated that they can admit mistakes without fear of negative consequences. This indicates an open and supportive working environment.

High levels of satisfaction and motivation were observed. Employees reported feeling valued and respected. Many participants stated that they are motivated in their roles and intend to remain in the organization. A large proportion also indicated that they would recommend the company as a workplace.

Overall, the results suggest that safety practices influence more than accident prevention. Safety contributes to trust, engagement, and organizational commitment. When employees feel protected and supported, they are more likely to participate actively and maintain long-term relationships with the organization.

The study therefore supports the central argument of the dissertation. Workplace safety and health should not be treated only as a legal or technical obligation. It can function as a people-centered management practice that strengthens organizational culture.

For ANH NewCo EMEA and similar organizations, safety can be used as a strategic tool. A strong safety culture can improve communication, increase engagement, and support retention. By integrating safety into everyday leadership and people management, organizations can enhance both employee well-being and business sustainability.

This dissertation contributes to the existing literature by linking safety culture directly with employee retention in a manufacturing environment. Previous studies often examine safety performance, engagement, or turnover separately. This research integrates these concepts and shows that safety functions not only as a risk-prevention mechanism but also as an employee experience factor. The findings indicate that workplace safety can act as an indirect human resource management tool that supports organizational commitment and long-term workforce stability. Therefore, safety management should be considered part of organizational behavior and people management, not only operational control.

## **5.5 Practical Recommendations**

Based on the findings of this study, several practical actions can be suggested for ANH NewCo EMEA and similar organizations.

First, safety communication should be strengthened. Regular safety discussions should be encouraged during daily meetings and team briefings. Employees should be given opportunities to raise concerns and provide suggestions. Open communication can increase trust and participation.

Second, visible leadership involvement should be maintained. Managers and supervisors should regularly discuss safety topics with employees. Safety walks and direct conversations can improve employee confidence. When safety commitment is observed, organizational care is perceived more strongly.

Third, psychological safety should be actively supported. A non-punitive reporting environment should be maintained. Employees should feel comfortable reporting near misses and mistakes.

Learning from incidents should be emphasized rather than blame. This approach can improve both prevention and engagement.

Training programs should also be continuously updated. Refresher training should be provided regularly. Practical demonstrations and interactive discussions should be included. Employee participation in safety activities should be encouraged.

Clear communication about organizational changes should also be improved. Uncertainty was observed in employee comments. Providing clear information about company direction and future opportunities may reduce anxiety and improve commitment.

Safety initiatives should also be connected with human resource practices. Recognition programs, team discussions, and employee involvement in safety improvements can strengthen motivation. Safety should be included in leadership evaluation and performance discussions. Finally, safety culture should be monitored regularly. Short surveys or feedback tools can be used periodically. Continuous feedback can help management identify concerns early and respond effectively.

By implementing these actions, safety can function not only as a protective measure but also as a management tool. A strong safety culture can support employee well-being, organizational stability, and long-term retention.

## **5.6 Researcher Reflection**

This study was carried out by a researcher who works in the same organization that was examined. This created both benefits and challenges during the research.

An important benefit was access. It was easier to communicate with employees and explain the purpose of the study. Participation increased because employees already knew the researcher. Many participants appeared comfortable completing the questionnaire. Trust played a significant role in the response rate.

However, this position also required caution. Since the researcher is also an employee, objectivity had to be protected. Employees might think their answers could affect their work. For this reason, the survey was anonymous and voluntary. No names or personal information were collected. It was clearly explained that the study was only for academic purposes.

Another challenge concerned interpretation of the findings. Familiarity with the organization can lead to assumptions. To reduce this risk, the analysis focused only on the survey results. Personal opinions were avoided. The results were interpreted using the theoretical framework presented in the literature review.

The research process also changed the understanding of workplace safety. At the beginning, safety was mainly seen as accident prevention. During the study, it became clear that employees view safety differently. Many employees connect safety with respect and organizational care. Safety procedures were not seen only as rules. They were seen as signs that the organization values its people.

Communication also appeared very important. Employees evaluated not only safety measures but also how managers talk about safety. The way concerns are handled influenced their feelings. This showed that safety culture depends strongly on daily behavior and leadership style.

Conducting the research also developed the researcher’s skills. Experience was gained in survey design, data collection, and data analysis. More importantly, the study improved critical thinking. The relationship between safety, engagement, and retention became clearer through the research process.

Overall, the study showed that safety management supports organizational stability. When employees feel protected and respected, they participate more and show stronger commitment. Therefore, safety should be treated as part of people management and not only as operational control.

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## Appendix – Questionnaire & Results



SURVEY.pdf



Employee satisfaction  
survey(1-97).xlsx



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