The Effect of Workplace Safety and Safe Culture on Employee Retention and Employee Loyalty

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Abstract
This study examines and analyzes the influence of workplace security and safety culture on employee retention and loyalty. The population in this study were all employees working at manufacturing companies in Gresik. Sampling using a simple random sampling technique, and the sample used in this study was 60 samples. This research aims to understand entrepreneurs, especially those engaged in manufacturing because the worker safety factor is significant. Employers can retain the best employees and increase employee loyalty to the organization. Methods This research takes a quantitative approach by using a cross-sectional design. Research sources come from primary sources obtained through questionnaires and secondary sources from articles related to the research topic. Research data collection through questionnaires using a five Likert scale with five alternative answers—analysis of research data using multiple linear regression tests that had previously been through the classical assumption test using SPSS version 24. The test results show that all the hypotheses proposed have a significant effect. Employee loyalty, workplace security, and safety culture significantly impact retention and work safety and security culture positively affect employee loyalty. The implication for practitioners based on this research is that workplace safety is a basic need for employees that employers must meet. Organizations must also implement a good workplace safety culture to increase loyalty and retain employees.

Keywords: employee loyalty, employee retention, safety culture, workplace safety

INTRODUCTION

The company in its development has never been separated from the participation and support of various parties, including Human Resources owned, namely employees. Where each component of the company has a hand in improving the performance of a company. In today's global developments, employee issues are quite interesting to study. Through employees, a company can develop and achieve company goals optimally. In other words, the better the employee, the better the company's performance and the better it can achieve the company’s goals. Companies must put their employees at the heart of corporate strategy development (Khan et al., 2015).

The purpose of a company can be optimally realized if it is accompanied by the availability of adequate work facilities for employees so that a sense of security and comfort at work arises which can increase the level of retention and employee loyalty. This is due to the many problems of work accidents in Indonesia. According to ILO estimates, as many as 2.3 million deaths worldwide are caused by work-related matters (Setiono, 2018). This proves that the level of safety in the workplace is still low.

Every organization should pay great attention to the management of occupational safety and health of employees in the workplace. Employees who are unwell in terms of physical and psychological (mental) health can be one of the important causes of accidents that can result in workplace injuries or work-related health for others as well. Occupational safety and health if not managed properly will lead to serious long-term consequences. According to Law No. 1 of 1970, employers expect to be responsible for the safety and health of their employees. Employers also have a moral responsibility to their employees to protect their safety and health. Organizations need to ensure that people are not injured as a result of work (Artvinli, 2016).

The need for safety and health is at an important point needed by a person. In terms of the employee's relationship with the employer, a work environment that provides the appropriate physical and mental conditions for the employee is a basic need. But, the lack of this condition causes problems such as anxiety or depression, which further distort employees from work (Burke & Signal, 2010). The work environment is described as a
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The physical environment, e.g. noise, vibration, ventilation and temperature etc. (Hafeez et al., 2022). Employees are more likely to stay in companies where the expected working atmosphere is maintained (Majid et al., 2014), and with inadequate work situations such as poor lighting, unsatisfactory furniture, etc., employees are reluctant to work for a longer period of time (Aman-Ullah et al., 2022). The main focus of the organization remains on offering better jobs to employees as well as retaining them by providing a good working environment (Mayer et al., 2022b).

The safety of the workplace needs to be guaranteed by the organization. Because safety is a fundamental human right that every organization must give to its employees in the workplace. A job can support employee well-being by providing meaningful structured activities, social contacts, and a sense of collective and social identity (Roche et al., 2016). A psychologically healthy workplace is an important resource for the well-being of employees in the organizational environment (Okros & Virga, 2022). Poor working conditions both physical and psychological can harm health and well-being (Hulls et al., 2022).

In the existing literature, safety tends to be associated with the occurrence of accidents and hazards resulting in injury and even death (Wiengarten & Longoni, 2018).

Not only run by the company, but efforts to make the behavior of maintaining workplace safety as a culture also need to be implemented by employees. Good work safety is important in order to create a safe environment, because 88% of work accidents are due to unsafe behavior and unsafe behavior due to worker perceptions (Setiono, 2018). This means that there is a need for workplace safety and a high safe culture in the company environment so that employees feel cared for, comfortable, and have a high sense of responsibility and belonging to the company. In addition, the absence of safety has a major impact on employee attitudes and behaviors, such as job satisfaction, employee loyalty, and employee retention (Aman-Ullah et al., 2022).

It's good for companies to recognize the value of investing in their workforce as human capital, especially when it is not easy to attract and retain top talent. Employee retention must be improved through the provision of safety facilities and a good safe culture (Lee et al., 2022). With the high retention of employees, the level of employee loyalty has also increased. To this end, companies need to design and maintain workplaces where employees feel safe and comfortable to work. Workplace safety is important for the needs of current as well as future employees (Mearns et al., 2010). Minimizing workplace violence and the availability of health care facilities help with employee retention.

Based on existing exposures, it shows that the influence of workplace safety and occupational safety culture can affect employee retention and loyalty. There is still a lack of attention to research that collaborates on workplace safety factors and safe culture in order to implement increased employee retention and loyalty in previous studies. Departing from this understanding, this research seeks to analyze the subject matter related to the influence of workplace safety and work culture on employee retention and loyalty.

Literature Review and Hypothesis Development

The work environment contributes to the performance of the tasks given (Setiawan & Khurosani, 2018). In other words, everything in the work environment or workplace has an influence on the condition of employees. Occupational safety is necessary to obtain safety or protection at work. Poor workplace safety results in decreased adherence to safety procedures that will increase work accidents (Neal & Griffin, 2006). The more adequate the availability of occupational safety and health facilities, the lower the probability of work accidents. Operationally, occupational safety can be measured by indicators: value management, safety communication, safety practices, safety training, and safety equipment (Setiono, 2018).

A safe culture is a shared belief and practice aimed at protecting relevant stakeholders, such as staff, customers, society, organizational property, and the
environment in general (Nasim et al., 2022). To make safety behavior so that it is safe at work is not only carried out by the company but also requires employee participation. There is a growing understanding that operative leadership ranging from line managers to senior management plays an important role in occupational health and safety (OHS) (Ebbevi et al., 2021). With the implementation of a safe culture as a whole, it will effectively improve the unsafe behavior of employees so that a meaningfulness in work (Ni et al., 2022). Cooper argues that operationally this culture of safety or safety can be measured using management commitment, rules and procedures, communication, employee engagement, competence, and work environment (Setiono, 2018).

Employee retention is a provision and practice implemented by companies to keep employees away from work (Neog & Barua, 2015). The process of convincing employees to stay with the organization for a maximum period of time or until the completion of a project is also a definition of employee retention (Oyoo, M. O. et al., 2016). Employee retention is a major issue for many companies. For this reason, it is important for organizations to realize that employee retention is an ongoing concern and responsibility of supervisors and managers.

Luthans defines commitment to the organization as a strong desire to remain a member of the organization, aspirations towards the organization, a desire to aspire to certain beliefs, acceptance of values, as well as organizational goals (Saputro et al., 2016). Based on previous research, employee retention rates are related to compensation, training and development, perceived organizational support, career development, compensation, job satisfaction, work environment, leadership, demographics, work stress, and work, workplace design for stability, organizational culture, work-life balance, and more (Adzka & Surya Perdhana, 2017).

Employee loyalty reflects the loyalty of an employee to the company as a place of work. This is due to the influence of employee comfort working on companies that have loyalty (Citra, 2019). A loyal employee is able to work for the company as well as for himself. Loyalty to something is loyalty, which includes not only material loyalty, but also non-material loyalty such as mind and attention. Internal and external factors that are indicators of loyalty, namely compliance with regulations, corporate responsibility, willingness to cooperate, belonging to the company's inventory, and harmonious Consisting of interpersonal relationships (Putra & Sriathi, 2018).

Safety plays an important role in the behavior of employees. Kabir et al., (2018) suggest that employees have the right to demand safety and refuse to work in unsafe places. When employees face an environment that makes them feel insecure, they may prefer to leave the organization when they find a suitable alternative. Employee retention is critical to the success of your business and has a direct impact on revenue and productivity. Frequent loss of skilled and valuable workers for any reason can be devastating to your organization, forcing you to deal with time-consuming hiring processes, training costs, culture breaks, and more.

Previous research has stated that negative workplace safety events can greatly impact a company's performance (Kabir et al., 2018). Poor work safety in a company results in worker discomfort so that employees will work less optimally in achieving good company performance. Therefore, the employee's desire to leave the company where the employee works. One of the factors that are often identified as the cause of an employee's desire to find another job is job instability. This creates insecurity among employees and leads to a low level of commitment of the employee to the environment and the company he works for (Saputro et al., 2016). Therefore, the hypothesis of this study is:

**H1: Workplace safety has a positive and significant effect on employee retention.**

Workplace safety has become one of the top priorities for organizations around the world. Because a safe workplace is also a productive place, and has a significant impact on many key performance indicators (KPIs) of the business. In other words, a safer work environment benefits from fewer accidents, resulting in fewer occupational health costs, better employee commitment and satisfaction, less employee downtime, and
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The participation of each component in the company results in high work performance. Employees value a safe working environment, which is a sign that their organization cares about their well-being. Therefore, employees who feel safe at work are also more loyal to their organization.

Occupational safety is likely to increase the desire of employees to remain in the company and, if applied consistently and even with further progress in implementation, increase employee loyalty to the company in which they work. The same has been explained in previous studies, showing that a good physical work environment has a great positive impact on employee retention, and the better the work environment, the better the employee retention rate (Sukawati & Suwandana, 2021). Based on this, the research hypothesis is:

**H2: Workplace safety has a positive and significant effect on employee loyalty.**

Judging from the chain of causes of modern work accidents. The idea of a culture of safety in the workplace has considered the organization's occupational safety and health management system and the contribution of structuring organizational design that focuses on prevention. This safety culture as a safety provision can help to maintain a proactive struggle against work injuries and accidents in the workplace. Safety culture has played the role of a relentless remedial factor shaping an organizational environment that is safe against exposure to hazards. Safety culture is a variety of beliefs, ideas, and practices within an organization focused on eliminating occupational hazards through the creation of awareness among employees about safety requirements in the workplace. The safety culture of a company will cause safer work conditions. This happens because a bad safety culture is implemented that will cause high work accidents so that employee retention decreases. Previous research stated that accidents are mainly caused by lack of safety fences, poor inspections, improper assembly, poor safety culture, poor attitude towards safety, footing and unsafe boards (Olanrewaju et al., 2021). In other words, the lack of participation of each component in the company results in high work accidents. The opposite is true where the implementation of a good safety culture will have an effect on high employee retention. Thus, the hypothesis of this study is:

**H3: Safe culture has a positive and significant effect on employee retention.**

The most obvious impact of safety culture on your employees is their own safety. When these rules and protocols ignore considerations such as productivity and comfort, injuries are more likely to occur. Various tools and strategies can help prevent safety incidents, but none are as effective as a safety-first corporate culture. A positive safety culture is proactive, not reactive. When workers understand what they can do to prevent accidents and how it will benefit them, they will take a more active role in safety. They will adjust their behavior and make suggestions to eliminate the hazard instead of conflict against it, reducing the chance of an accident.

The safety culture applied to the workplace is supported by every component of the company which will create a safe and comfortable work environment for employees. Such conditions lead to increased employee loyalty in the company where employees work because of the fulfillment of a sense of security in the workplace. Previous studies state that there is a relationship between safety culture and employee commitment (Muhammad et al., 2020). Employee work commitment that continues to survive will create a sense of belonging to the job and the company. Based on this, the research hypothesis is:

**H4: Safety culture has a positive and significant effect on employee loyalty.**

A well-designed safe work environment can increase employee retention. Likewise, the occupational health and safety culture plays an important role in increasing the desire of employees to stay in the company because this idea can improve their physical, mental and social health. Meanwhile, according to (Cucchiella et al., 2014) the disadvantages of failure in occupational safety and health programs lead to high absenteeism and low employee performance. Safety in the workplace and safety culture are significant predictors of employee retention in the organization. This study also shows that investment in workplace safety results in positive employee well-being which, in turn, increases their affective commitment to the organization. (Tsutsumi et al., 2020)
found that occupational safety and health practices function as a performance improvement mechanism that directs employee confidence in the desired direction.

Workplace safety that is guaranteed and carried out by various parties so that it becomes a culture in the company will lead to high employee retention. Employees will have the desire to stay in the workplace because they feel comfortable and safe physically and psychologically. This is similar to research which states that a good and easy work culture influences employee retention (Ushakov & Shatila, 2021). Other research shows that retaining employees is an important consequence of protecting environmental health and safety (Salman, 2016). This proves that a safe workplace and a good safety culture influence employee retention. Therefore, the hypothesis of this study is:

**H5: Workplace safety and safety culture have a positive and significant effect on employee retention**

Employee commitment to maintain work positions in the company shows that employee loyalty increases. An employee who feels that the company where he works is safe, comfortable, fulfills all needs will increase employee retention which has an impact on employee loyalty. A safe work environment and a safe culture that is implemented thoroughly will create a sense of security and comfort for employees which has an impact on increasing employee loyalty. In a study of the wood product manufacturing industry, (Michael et al., 2005) found that management commitment to safety positively influences organizational loyalty. Based on this, the formulation of the research hypothesis:

**H6: Workplace safety and safety culture have a positive and significant effect on employee loyalty**

**METHOD**

A quantitative approach is used in this study to explain the effect of workplace safety and work safety culture on employee retention and loyalty. This research was carried out for 4 months, from February to May 2022. The research population used was employees of companies engaged in manufacturing in Gresik. The survey sample was selected using a simple random sampling method, with a total sample of 60 respondents.

Primary data sources come from questionnaire results, secondary data sources come from recorded data on research topics, supporting articles discussing research topics. Data collection on a Likert scale questionnaire with five alternative responses by distributing questionnaires to the survey sample. Various data were collected and data analysis was carried out to test the research hypotheses. Hypothesis data analysis using multiple linear regression test.

**RESULTS AND DISCUSSION**

Results of Classical Assumptions Analysis

The classic assumption test includes the normality test, multicollinearity test, and linearity test. The data normality test shows that the significance value for each research variable is normally distributed, indicating a significance value greater than 0.05. After carrying out the normality test, a multicollinearity test was performed. In this one test, we know that the acceptable value is 0.703 > 0.10 and the VIF value is 1.422 < 10.00. This means that there is no indication of multicollinearity. The linearity test shows that the deviation from the linearity value is greater than 0.05, so it can be said that variable X is linearly related to variable Y.

Results of Classical Assumptions Analysis

Data analysis for this study used multiple linear regression tests supported by SPSS. The results of the data review are shown in Table 1.
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Table 1. Hypothesis Test X1 and X2 against Y1

<table>
<thead>
<tr>
<th>Variabel</th>
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<th>T</th>
<th>Sig.</th>
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<tbody>
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<td>2.253</td>
<td>0.028</td>
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<tr>
<td>Budaya Keselamatan</td>
<td>0.561</td>
<td>2.941</td>
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<tr>
<td>R</td>
<td></td>
<td>0.586</td>
<td></td>
</tr>
<tr>
<td>R²</td>
<td></td>
<td>0.343</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td></td>
<td>14.896</td>
<td>0.000</td>
</tr>
</tbody>
</table>

a. Dependent Variabel: Retensi Karyawan

Source: Data Diolah Penulis (2022)

The results of the analysis in Table 1 show that the significance score is less than 0.05. The results of the data analysis also include a regression coefficient value of 0.343 for the work safety variable. That is, assuming a consistent safety culture, an increase in work safety by 1 unit will increase employee retention by 0.343 units. The regression coefficient for the safe culture variable is 0.561. This means that an increase of 1 unit in the safety culture variable increases employee retention by 0.561 units, assuming permanent work safety.

The correlation coefficient based on the results of this analysis shows a value of 0.586 meaning that the correlation of workplace safety and safety culture has a positive correlation with employee retention. These results are close to number 1 which means that the correlation that occurs is indicated to be strong. In other words, if workplace safety and safety culture increase, employee retention will also increase and vice versa. In Table 1 there is also a coefficient of determination with a value of 0.343, workplace safety and safety culture variables have a positive contribution of 34.3% to employee retention while the rest comes from other variables outside the research variables. Testing the research hypothesis for testing the hypotheses of the effect of X1 and X2 on employee loyalty can be seen in Table 2.

Table 2. Uji Hipotesis X1 dan X2 terhadap Y2

<table>
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<th>Sig.</th>
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<tr>
<td>R</td>
<td></td>
<td>0.731</td>
<td></td>
</tr>
<tr>
<td>R²</td>
<td></td>
<td>0.534</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td></td>
<td>32.715</td>
<td>0.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Loyalty

Source: Author Processed Data (2022)

Table 2 shows the results of data analysis on hypothesis testing with a significance value of less than 0.05 indicating that X1 has a large positive effect on Y2, X2 has a large positive effect on Y2, and X1 and X2 simultaneously have a large positive effect on Y2.

The regression coefficient of the data analysis results showed a result of 0.637 for the work safety variable. This shows that, assuming constant X2, an increase in work safety of 1 unit increases employee loyalty by 0.637 units. The regression coefficient for the safety culture variable shows that, assuming X1 holds, an increase of 1 unit in safety culture increases employee loyalty by 0.589 units.

The resulting correlation coefficient is 0.731. This figure shows that there is a strong relationship between work safety and work culture in terms of employee retention. The bottom line is that when work safety and work culture both improve, employee loyalty also increases. The result of the coefficient of determination is 0.534. This means that work safety and work culture affect employee retention by 53.4%.
The Effect of Workplace Safety on Employee Retention

The results of data analysis indicate that work safety has a positive effect on employee retention. This result occurs because a stable job increases employee retention. Good leadership values, management's attitude to safety and management's understanding of the importance of safety increase employees' desire to stay with the company. These results suggest that organizations that can provide a safe work environment where employees feel free to work without fear at all times may be able to retain their employees for the long term. This finding is in accordance with existing research by (Aman-Ullah et al., 2022). In addition, organizations that provide a safer environment have more satisfied and loyal employees (Thaithatkul et al., 2021). The findings also highlight the importance of mental peace and happiness, which can only occur when employees feel comfortable in their workplace.

Similar results are also seen in previous research which shows that rational influence through management support has a positive effect on individual task skills (Bunner et al., 2020). This is also supported by safety communication that is conveyed clearly and pleasantly to employees so that employees will more easily understand and implement safety in the workplace and increase employee retention. Adequate safety practices, training, and equipment will also increase the comfort of employees. It is very important for companies to provide clear and frequent communication about safety policies and protocols as well as safety incidents in the workplace. If safety enhancements are made in response to an incident, employees must be made aware and reassured that workplace safety is a priority. Open communication about health and safety is also important so that employees feel comfortable raising concerns or questions.

This research is very important for the development of the manufacturing industry because workplace safety is a vital issue, where employees carry out every activity there. Occupational safety and health policies are concerned with protecting employees in organizational activities. With increasing industrialization, the increase in industrial accidents and exposure to hazards has real implications for the safety and health of employees. Companies need to focus on providing a workplace that is suitable and suitable for their health to be able to retain important employees. In general, the occupational health and safety environment provided by the company and tends to increase retention on the other hand reduces employee turnover.

The Effect of Workplace Safety on Employee Loyalty

The results showed that work safety had a positive and significant effect on employee retention. With work safety guaranteed by the company, employees can perform the assigned tasks more flexibly without fear of accidents at work. As a result, companies can ensure safety in the existing work environment, so employee loyalty is high.

A workplace that ensures safety is one of the variables that inspire employee loyalty to a company. Because the company offers a workplace that encourages the avoidance of work accidents and occupational diseases at both a psychological and physical level, thus encouraging employee loyalty. A workplace with a healthy environment improves employee welfare and increases organizational capacity, with one of these benefits being a reduction in the risk of work accidents. According to the findings of this study, respondents showed a positive relationship between workplace safety and employee loyalty to the company. This shows that workers who are attached to a company will be loyal to them because they have a workplace that ensures their safety.

The findings of this study are supported by the statement that occupational safety and health has a significant impact on employee loyalty. Employees with positive safety climate perceptions are more likely to perceive support from their workplace as a favorable treatment and commitment to the employee's personal well-being (Huang
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The Effect of Safety Culture on Employee Retention

The results of this study indicate that safety culture has a significant positive effect on employee retention. The same thing is explained by other studies which state that pleasant behavior at work or a good work culture increases the sense of security in employees thereby minimizing employee turnover (Ushakov & Shatila, 2021).

The current study has expanded the previous safety culture literature from formal philosophies, thought patterns, socializations, metaphors and artifacts to broad pragmatic solutions of safety outcomes. The current safety culture approach is believed to be a potential predictor of initiating and stabilizing safety compliance and safety participation behaviors in employees in the workplace. Behavior that refers to safe conditions can be used as a safe culture if carried out simultaneously and together with various components of the company so that employee retention can increase. Not only through company management, but employees are also needed to foster a safe culture in the company. Through various procedures or rules related to safety, it is easier for employees to implement and understand the safe actions that are carried out.

The Influence of Safety Culture on Employee Loyalty

The results of this study show that safety culture has a positive and significant effect on employee loyalty. Implementation of actions to ensure employee safety is carried out by various parties. A sense of security is related to carrying out work safely and a sense of security is related to receiving support from various parties. The safety culture implemented by various related company components begins with safety-related training for each component that contributes and supports each other between components so as to create a safe culture in the company environment (Wall et al., 2021).

The results of this study have suggested safety culture as a factor forming organizational structure especially on the basis of safety preferences and safety provisions. Learning through interaction with organizational culture can lead to changes in perceptions and behavior. In terms of interactions with people with ethical considerations can lead to changes in behavior that are permanent and fast. This type of change refers to continuous changes in ethical and moral judgments and the ability to influence others through interaction and communication. This system integration can also encourage employee awareness of the promotion of safety in the organizational environment (Aman-Ullah et al., 2022).

By enacting behavior that supports a sense of security to become a corporate culture, the sense of security that employees have will increase. Not only physically but also psychologically. The higher the application of a safety culture by various parties, the positive impact on the level of loyalty of existing employees. Employees who feel safe while in the work environment will also provide a variety of positive performances and defenses for the company where they work.

Effects of Workplace Safety and Safe Culture on Employee Retention

Occupational safety and safety culture have a significant positive effect on employee retention in this study. Other studies found similar results, showing that safety culture has a significant impact on employee performance. (Setiono, 2018). Guaranteed workplace safety supported by the application of a safe culture by various parties needs to be carried out. This is supported by the relationship between the application of a safety culture and employee engagement (Yusvita et al., 2022).

An unsafe workplace will result in feelings of wanting to leave a large company. Not only physically, but feelings of insecurity at work can also be felt psychologically. Past research has shown that increased mental health morbidity is
correlated with perceptions of insecurity at work as well as anxiety about negative encounters (Mayer et al., 2022a).

**Effect of Workplace Safety and Safe Culture on Employee Loyalty**

Occupational safety and safety culture have a significant positive effect on employee retention is the output of this research data analysis. This employee loyalty includes employee welfare, occupational health and safety, human relations and good communication. Occupational health and safety culture must be supported not only by the company but also by various stakeholders. This is supported by the results of other studies which state that a combination of organizational, individual and group contributions supports a safe social work environment (Yap & Choy, 2018).

Through management support, good safety communication, safety equipment and training for employees will make employees feel more valued and needed in implementing company regulations so that employee loyalty will increase. The existence of clear and complete safety regulations and procedures makes the safety culture increasingly known and applied by employees in their work processes so that feelings of security increase which will have an impact on employee loyalty

**CONCLUSION**

The purpose of this study was to analyze the impact of work safety and security culture on employee retention and employee loyalty. Based on the description of the problem and discussion of the research topics carried out, workplace safety has a significant positive effect on employee retention, work safety has a large positive effect on employee loyalty, and safe culture has a significant positive effect on employee retention. Safe culture has a large positive effect on employee loyalty, workplace safety and safe culture have a large positive effect on employee retention, and work safety and safe culture have a large positive effect on employee loyalty.

This study shows that a safe work environment not only helps companies avoid severe sanctions by the government and society. But it also helps companies reduce employee medical costs, reduce lost productivity due to workplace accidents, and can have a significant impact on company quality. A safety culture where friendly employee relations, support from pleasant managers, non-violence and a work environment that supports work safety greatly help organizations to improve performance, responsiveness and competitive position. By identifying the importance of workplace safety and work safety culture can increase employee retention to stay in the company and increase loyalty. The researcher realizes that this research has many weaknesses and limitations, and hopes that it can be improved by other researchers who wish to conduct research on similar topics. The limitation of this study is that the variables tested as factors that influence employee retention and loyalty are limited to a safe culture and workplace safety. Further development is needed on other contributing factors. Furthermore, research data collection techniques focused on the results of research questionnaires and did not use interview techniques. This resulted in the research data obtained did not come from the respondents directly.

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