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"Impact of Health and Safety Measures on Employee Performance: A Study at Gokilaa Garments, Tiruppur"

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***Abstract*-- Occupational health and safety have emerged as critical determinants of employee performance and organizational productivity in the manufacturing sector. The garment industry, characterized by intensive labor operations and diverse workplace hazards, demands comprehensive safety management systems to protect worker well-being and enhance operational efficiency. This study titled "Impact of Health and Safety Measures on Employee Performance: A Study at Gokilaa Garments, Tiruppur" aims to evaluate the effectiveness of health and safety practices implemented in a leading export-oriented garment manufacturing unit and examine their influence on employee performance outcomes.**

The research was conducted among 50 employees across various departments at Gokilaa Garments using a structured questionnaire administered through convenience sampling. Data analysis was performed using SPSS software employing Simple Percentage Analysis, Chi-Square Test, ANOVA, and Correlation Analysis. The findings reveal that 94% of employees are aware of organizational health and safety measures, with 76% rating them as effective or very effective. Statistical analysis indicates strong positive correlations between safety awareness and job satisfaction ($r = 0.68$, $p < 0.01$), though departmental variations in perceived productivity benefits were not statistically significant ($p = 0.514$). The study concludes that while health and safety measures create a secure work environment and enhance employee morale, continuous improvement in communication frequency and training regularity is essential to maximize performance outcomes.

***Keywords*-- Occupational Health and Safety, Employee Performance, Garment Industry, Workplace Safety, Job Satisfaction, Tiruppur**

I. Introduction

The garment manufacturing industry represents one of India's most significant employment sectors, directly engaging over 45 million workers and contributing approximately 12% to the nation's total export earnings. Tiruppur, recognized as the "Knitwear Capital of India," hosts thousands of garment manufacturing units serving global markets across Europe, Middle East, and North America. This export-oriented production environment necessitates compliance with international labor standards and stringent occupational health and safety protocols mandated by overseas buyers.

Occupational health and safety constitute a multidisciplinary field encompassing occupational medicine, industrial hygiene, safety engineering, ergonomics, and organizational psychology. The Factories Act, 1948, establishes comprehensive statutory provisions regarding workplace health (Sections 11-20) and safety (Sections 21-41), prescribing minimum standards for ventilation, lighting, temperature control, machine safeguarding, and emergency preparedness. However, regulatory compliance alone does not guarantee optimal worker well-being or enhanced performance outcomes.

Contemporary research demonstrates substantial correlations between effective health and safety management and positive organizational outcomes including reduced absenteeism, improved worker morale, enhanced productivity, and superior quality performance. Kumar and Ramesh (2018) established that organizations maintaining safe working environments experience measurably improved employee performance metrics. Similarly, Rahman, Chowdhury, and Alam (2022) documented a 25% reduction in workplace accidents following consistent safety protocol implementation in Bangladeshi garment factories, accompanied by measurable productivity increases.

II. Review Of Literature

Pillai, A., & Thomas, V. (2024), The researchers suggested that integrating health and safety management with performance evaluation systems ensures accountability and continuous improvement in work efficiency. Their study emphasized that organizations linking safety metrics with employee appraisal processes achieved superior compliance rates and enhanced safety culture development compared to those treating safety separately from performance management.

Lari (2024), Lari conducted a longitudinal study on how occupational health and safety (OHS) practices impact employee productivity in a UAE-based fire and security company. The research found that productivity improvements emerge gradually as safety culture becomes embedded in operations, highlighting that consistent OHS implementation yields sustainable performance benefits over time.

Meenakshi, R., & Rajesh, P. (2023), Their study highlighted that companies investing in employee well-being through regular health checkups and structured welfare programs achieved higher job satisfaction and reduced employee turnover. The research demonstrated that welfare initiatives deliver measurable returns through lower recruitment costs and better retention of organizational knowledge.

Thapa & Yadav (2023), The authors revealed that providing safety incentives, psychological counseling, and effective grievance-handling mechanisms positively influence both performance outcomes and employee retention in garment manufacturing firms. Their findings emphasized that programs addressing both physical and psychological aspects of safety outperform those focusing only on physical hazards.

Joseph & Devi (2022), This study identified that visible management commitment and employee involvement in safety planning lead to higher compliance with safety norms and stronger proactive safety cultures. The participatory approach—where employees contribute to hazard identification and solution development—was shown to build greater ownership and responsibility toward workplace safety.

III. Objectives Of The Study

1. To understand employee awareness regarding health and safety measures implemented at Gokilaa Garments.
2. To evaluate employee perception of the effectiveness of current health and safety policies and practices.
3. To assess employee satisfaction with health and safety facilities including protective equipment, first-aid provisions, and ergonomic arrangements.
4. To examine the relationship between health and safety measures and employee performance indicators including productivity, focus, and job satisfaction.
5. To analyze departmental variations in health and safety perceptions and their impact on performance outcomes.
6. To provide evidence-based recommendations for enhancing health and safety management systems to maximize employee performance benefits.

IV. Research Design

The study employed a descriptive research design to evaluate health and safety measure effectiveness and examine their impact on employee performance at Gokilaa Garments. A sample of 50 employees was selected using convenience sampling technique. Primary data collected through a structured questionnaire containing both closed-ended questions and five-point Likert scale items. Data analysis was performed using SPSS statistical software employing multiple analytical techniques such as Simple Percentage Analysis, Chi-Square Test , One-Way ANOVA (Analysis of Variance) and Pearson Correlation Analysis.

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V. Data Analysis And Interpretation

Table 1:
Demographic Profile of Respondents

1. Demographic Variable	2. Category	3. Frequency	4. Percentage
5. **Age Group**	6. Below 25	7. 8	8. 16%
9.	10. 25–35	11. 26	12. 52%
13.	14. 36–45	15. 15	16. 30%
17.	18. 46 & above	19. 1	20. 2%
21. **Gender**	22. Male	23. 24	24. 48%
25.	26. Female	27. 23	28. 46%
29.	30. Others	31. 3	32. 6%
33. **Department**	34. Operations	35. 18	36. 36%
37.	38. Sales	39. 22	40. 44%
41.	42. HR	43. 7	44. 14%
45.	46. IT	47. 3	48. 6%
49. **Years of Employment**	50. <1 Year	51. 13	52. 26%
53.	54. 1–3 Years	55. 30	56. 60%
57.	58. 4–6 Years	59. 6	60. 12%
61.	62. >6 Years	63. 1	64. 2%

Interpretation:

Majority (52%) are aged 25–35, showing a young workforce. Gender ratio is balanced (48% male, 46% female).

Sales and Operations dominate responses, reflecting the company's core focus. 60% have 1–3 years of service, indicating moderate stability and growth-driven recruitment.

Table 2:
Awareness and Effectiveness of Health & Safety Measures

Variable	Response	Frequency	Percentage
Awareness	Strongly Aware	27	54%
	Aware	20	40%
	Not Aware	3	6%
Effectiveness	Very Effective	23	46%
	Effective	15	30%
	Neutral	10	20%
Communication Frequency	Regularly	20	40%
	Occasionally	26	52%
Training Frequency	Regularly	16	32%
	Occasionally	28	56%

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Interpretation:

94% of employees are aware of safety measures, showing strong internal communication. 76% find policies effective, though regular communication (40%) and training (32%) require reinforcement to sustain long-term safety culture.

Table 3:
Impact of Health & Safety on Employee Performance

Indicator	Strongly Agree	Agree	Disagree	Strongly Disagree
Job Performance	38%	50%	10%	2%
Productivity & Focus	34%	58%	6%	2%
Job Satisfaction	40%	54%	6%	0%
Stress Due to H&S	14%	22%	50%	14%

Interpretation:

Most employees (over 85%) agree health and safety enhance performance, focus, and satisfaction. Only a minority report stress, reflecting a generally safe and comfortable environment.

Table 4:
Satisfaction with Health & Safety Facilities

Facility Aspect	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Current Facilities	50%	48%	0%	2%
Sufficiency	40%	58%	0%	2%
Reported Concern	Yes – 82%	No – 18%	-	-
Satisfaction with Response	22%	72%	6%	0%

Interpretation:

Nearly all employees (98%) are satisfied with safety facilities. High reporting rates (82%) show openness and trust in management's safety response mechanisms.

Table 5:
Overall Safety System Evaluation

Metric	Very Effective/Likely	Effective/Likely	Neutral	Ineffective/Unlikely
Preventing Injuries	20%	54%	24%	2%
Recommend H&S	26%	50%	22%	2%
Improved Focus	44%	54%	2%	0%

Interpretation:

74% believe safety policies effectively prevent injuries, and 98% agree safety improves focus. However, 24% neutrality shows scope for better visibility of safety success stories.

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Table 6:
Chi-Square Test

Variables	χ^2	df	p-value	Significance
Safety Awareness × Job Satisfaction	12.847	6	0.045	**Significant**
Department × Productivity Perception	8.231	9	0.512	Not Significant

Interpretation:

A significant link exists between safety awareness and job satisfaction, confirming that informed employees feel more satisfied. No departmental difference found in productivity perception, suggesting consistent safety culture.

Table 7:
ANOVA Test

Source	SS	df	MS	F	p-value
Between Groups	2.187	3	0.729	0.768	0.514
Within Groups	43.653	46	0.949	-	-

Interpretation:

ANOVA shows no significant difference ($p > 0.05$) among departments regarding safety's effect on productivity, confirming uniform organizational practices.

Table 8:
Correlation Analysis

Variables	r	p-value	Interpretation
Safety Awareness × Job Satisfaction	0.682	0.001**	Strong Positive
H&S Policy Effectiveness × Job Performance	0.547	0.008**	Moderate Positive
Communication × Compliance	0.491	0.015*	Moderate Positive
Training × Hazard Recognition	0.628	0.003**	Strong Positive

Interpretation:

Results indicate strong positive relationships among awareness, training, and performance indicators. Higher awareness and regular training directly enhance satisfaction, compliance, and hazard recognition — reinforcing that safety management positively drives employee outcomes.

VI. Findings

- A substantial 94% of employees demonstrated awareness or strong awareness of organizational health and safety measures, indicating successful communication of safety policies and practices throughout the workforce. This high baseline awareness provides strong foundation for effective safety culture development.
- Approximately 76% of employees rated health and safety policies as effective or very effective in achieving their intended purposes. However, 20% maintained neutral positions, suggesting opportunities for enhanced demonstration of safety measure tangible benefits through improved communication regarding prevented incidents and safety performance metrics.
- While initial safety awareness is high, ongoing reinforcement shows gaps: only 40% receive regular safety communications and merely 32% participate in regular training sessions. The majority receive only occasional updates and training, potentially leading to gradual awareness decay and procedural drift over time.

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- Satisfaction with physical safety facilities (protective equipment, first-aid provisions) reached 98%, indicating adequate organizational investment in tangible safety infrastructure meeting employee expectations and needs.
- The finding that 82% of employees have reported safety concerns or hazards demonstrates positive safety culture characterized by psychological safety enabling open communication. Furthermore, 94% satisfaction with organizational responses to reported concerns indicates effective concern resolution mechanisms reinforcing continued reporting willingness.

VII. Suggestions

- Regular communication and training are essential for sustaining safety culture. Since only 40% receive regular communication and 32% undergo frequent training, monthly safety meetings and quarterly refresher sessions should be implemented. Digital platforms (email, WhatsApp, or dashboards) can share updates and reminders. Correlation results ($r = 0.491$, $p = 0.015$) confirm that consistent communication significantly improves compliance.
- Although ANOVA showed no significant departmental variation ($p = 0.514$), department-wise customization is needed. For example, Operations can focus on ergonomic design and machine safety, while Sales and Administrative staff require training on stress management and travel safety. Tailored approaches ensure relevance and effectiveness without diluting overall safety consistency.
- With 48% unsure about preventable incidents, establishing monthly "incident learning sessions" and near-miss reporting incentives is essential. Sharing safety achievements and lessons learned through internal newsletters or dashboards can build collective understanding, accountability, and trust, reinforcing the organization's preventive safety mindset.
- Although 64% report minimal stress, a notable 36% experience safety-related anxiety. Introducing counseling support, stress management workshops, and approachable leadership training can improve mental well-being. Addressing psychological factors alongside physical safety fosters a holistic safety culture.
- Implementing digital tools like mobile reporting apps, online training platforms, and safety analytics dashboards can modernize safety management. Recognition programs such as "Safety Champion Awards" or "Zero-Injury Milestones" should complement these systems to maintain motivation and continuous engagement across all levels.

VIII. Conclusion

This study on the impact of health and safety measures on employee performance at Gokilaa Garments confirms that effective occupational safety management directly enhances employee satisfaction and productivity. The findings reveal high safety awareness (94%), strong policy effectiveness perceptions (76%), and exceptional satisfaction with safety facilities (98%), reflecting a solid foundation of safety culture.

Statistical results show significant positive relationships between safety awareness and job satisfaction ($r = 0.682$, $p = 0.001$) and between policy effectiveness and job performance ($r = 0.547$, $p = 0.008$). These findings indicate that well-implemented safety systems reduce stress, improve focus, and enhance work efficiency. With 88% agreeing that safety positively impacts performance and 94% linking it to job satisfaction, safety investments clearly yield tangible performance benefits beyond compliance.

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