



“INVESTIGATING THE IMPACT OF EMPLOYEE GENDER ON FACTORS INFLUENCING RETENTION IN THE PRIVATE CORPORATE SECTOR”

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ABSTRACT

The purpose of this research paper is to study the Impact of Employee Gender on factors influencing Retention in the private corporate sector and what can be done in order to retain the employees in an organisation. To analyze what gender diversity challenges are faced and what are the ways to overcome it. Twenty one parameters were considered, they were social services, creativity, moral values, independence, variety, authority, ability utilization, social status, company policies and practices, Supervision- human relations, security, compensation, working conditions, advancement, supervision-technical, co-workers, responsibility, recognition, achievement, activity and general satisfaction. The population of the study consisted of 200 IT professionals (137 male, 63 female). Minnesota Satisfaction Questionnaire by Weiss et al (1967) was used as the main data collection instrument. The mean of various factors influencing retention as per the employee gender varies in different facets, out of twenty one factors, ten showed high difference in mean values of both male and female respondents and factors like security $t=.021$, supervision-technical $t=.009$ and variety $t=.023$. shows a significant difference. Thus the results indicated that overall, there is no significant Impact of Employee Gender on factors influencing retention in the private corporate except in these three facets. However the corporate sector is facing a talent shortage which will keep on growing. The findings of the study will be helpful in creating the right culture with competitive compensation and flexible work options for employees as well as for industries to decrease employee turnover rate.

KEYWORDS : Retention, Gender, Employee turnover, Satisfaction.

INTRODUCTION

Employee Retention is considered to be a rate at which an organisation can keep its long-term employees. Largely, it is about promoting job satisfaction and constitutes of various factors which influence an employee decision to leave an organisation. Such as fair compensation, a sense of mutual trust, job security, and how often an individual can use their unique skills, burnout, support open lines of communication, recognition, moral value, coworkers, role clarity, leadership, healthy work-life balance. Unhappy employees are less productive, and more likely to result in turnover.

REVIEW OF LITERATURE

Crosby (2015) examined in the study the impact of age and gender on organisational commitment and retention, it was found that there was no significant difference between gender and organisational commitment but age had an impact on organisational commitment.

Taneja, Pryor, Oylar(2012) highlighted in their study that work life balance is a very important factor which influence employee retention. Because the ratio of women entering the workplace compared to women leaving the workplace is significant, it is imperative for leaders to take a strategic approach to the retention of female talent.

Organizational gender diversity among female employees leads to lower turnover intentions, but do not affect their degree of job-satisfaction – and it has in general no effect on men's job-satisfaction nor turn-over intentions. Hence, the overall indication is an asymmetric effect across the gender category. Neilson, Vibeke Lehmann, Bo Madsen, Mikkel(2017).

The researchers have found that although there are many factors that affect retention of female employees at their jobs but social factors, family factors, role of organization and role of supervisor are the four major contributors. Yousaf et al (2014). Muller (2019) studied that over a quarter (27%) of employers said they are aware of a gender pay gap in their organisation and that this negatively affecting staff attraction and retention. Women are more likely than men to say they are aware of a gender pay gap at their organisation (22% compared to 16%). Of those who are aware of a gap, 87% of women consider it an issue compared to 70% of men. organisational factors help retain female employees in the South Indian software sector rather than individual factors. The IT SME sector in South India has to assign more importance to other factors, such as work arrangements, organisational support, supervisor support, colleague support, role conflict, role ambiguity and role overload. If the above factors are provided by an organisation to its

employees, then they will have a positive effect on the retention of female employees. Nair et al(2021).

Research Objectives

In order to find out the Impact of Employee Gender on factors influencing Retention among male and female IT professionals in private sector, twenty one parameters were selected, the study aimed to -

- Identify factors influencing employee retention among male and female IT professionals in private sector.
- Evaluate the effect of gender differences on Employee Retention among the professional IT employees within twenty one parameters.

Further, following null hypotheses are tested in this study.

- Ho_a: There is no Impact of employee Gender on Retention in the private corporate sector with reference to security.
- Ho_b: There is no Impact of employee Gender on Retention in the private corporate sector with reference to variety.
- Ho_c: There is no Impact of employee Gender on Retention in the private corporate sector with reference to authority.
- Ho_d: There is no Impact of employee Gender on Retention in the private corporate sector with reference to supervision-technical
- Ho_e: There is no Impact of employee Gender on Retention in the private corporate sector with reference to advancement.
- Ho_f: There is no Impact of employee Gender on Retention in the private corporate sector with reference to recognition.
- Ho_g: There is no Impact of employee Gender on Retention in the private corporate sector with reference to achievement.

Methodology

This study aims at examining the Impact of Employee Gender on Retention in the private corporate sector. The twenty one parameters are considered to be as dependent variables and the gender difference i.e. male /female is considered to be the independent variable. The survey research design was adopted for this study. A quantitative methodology was selected for this study to measure the Impact of employee Gender on Retention in the private corporate sector to twenty one satisfaction dimensions. Minnesota Satisfaction Questionnaire by Weiss et al (1967) used as the data collecting instrument. The study population was made up of 200 professional IT employees of private sector. Excel and SPSS (Statistical Package for the Social Sciences) has been used to analyze the data in order to achieve the research objectives via answering the research questions. Mean, Standard deviation and Independent Samples Test was used for statistical testing to determine the differences among males and females job satisfaction.

There are various factors which constitutes to employee retention and turnover rate . In the study , twenty one (extrinsic as well as Intrinsic factors) key parameters have been discussed .Therefore, the current study aims at examining the Impact of Employee Gender on factors influencing retention in the private corporate sector which all together helps an organisation to look into all the critical elements which helps in retaining of the employee and thus save the organisation from wasting time, resources and money in hiring and recruiting of new employees.

RESULTS

Table 1 indicates that the mean and standard deviation of 200 employees (male 137 , female 63) in twentyone parameters of employee retention. Out of Twenty one factors, only ten factors show a relatively high range of mean difference between male and female respondents - ability utilization (male34.17, female 30.19) advancement (male40.24, female 44.59), company policies and practices (male28.95, female 32.82),coworkers (male27.50, female24.11),security (male5.94, female 10.89), working conditions (male37.99, female 34.92), supervision-human relations (male31.40, female 28.82), supervision-technical(male32.98, female 27.19), variety(male10.76, female 7.82),and creativity (male 24.71,female 29.14).

Overall, these values do not differ significantly from one another, but the pattern suggests that the gender gap is persistent (widens slightly)

Table 1 Indicating Mean Scores, Standard Deviation Among Male / Female With Reference To Twenty One Factors Influencing Employee Retention.

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
m_ability utilization	Male	137	34.17	24.221	2.069
	Female	63	30.19	23.468	2.957
m_achievement	Male	137	22.1825	18.95950	1.61982
	Female	63	21.8889	18.67969	2.35342
m_activity	Male	137	10.2883	8.55921	.73126
	Female	63	11.0317	9.24569	1.16485
m_advancement	Male	137	40.2409	15.05518	1.28625
	Female	63	44.5952	17.26661	2.17539
m_authority	Male	137	22.2336	18.43570	1.57507
	Female	63	22.8651	15.57920	1.96279
m_company policies and practices	Male	137	28.9562	18.90256	1.61495
	Female	63	32.8254	19.60870	2.47046
m_communication	Male	137	46.6496	16.96768	1.44965
	Female	63	47.6905	19.28948	2.43025
m_coworkers	Male	137	27.5007	29.29726	2.50303
	Female	63	24.1175	26.67682	3.36096
m_creativity	Male	137	24.7153	18.92194	1.61661
	Female	63	29.1429	20.58116	2.59298
m_independence	Male	137	16.1642	12.06845	1.03108
	Female	63	16.9048	14.43418	1.81854
m_moral values	Male	137	6.6810	12.78988	1.09271
	Female	63	8.1540	17.56996	2.21361
m_recognition	Male	137	37.7591	20.92907	1.78809
	Female	63	38.5794	20.04817	2.52583
m_responsibility	Male	137	15.2920	11.11845	.94991
	Female	63	14.6825	7.70803	.97112
m_security	Male	137	5.9401	10.37414	.88632
	Female	63	10.8905	19.77817	2.49182
m_social servives	Male	137	9.7321	12.80245	1.09379
	Female	63	9.1492	12.93708	1.62992
m_social status	Male	137	31.6606	21.84268	1.86615
	Female	63	31.8444	21.05136	2.65222
m_supervision-human relations	Male	137	31.4088	14.42491	1.23240
	Female	63	28.8254	12.18081	1.53464
m_supervision-technical	Male	137	32.9818	15.05974	1.28664
	Female	63	27.1984	13.10182	1.65067
m_variety	Male	137	10.7628	9.84663	.84125
	Female	63	7.8254	3.62469	.45667
m_working conditions	Male	137	37.9927	22.38804	1.91274
	Female	63	34.9206	21.76510	2.74214
m_general satisfaction	Male	137	14.0949	6.01974	.51430
	Female	63	13.1746	8.95245	1.12790

Table 2 Indicating Independent Samples Test

	t-test for Equality of Means			
	T	df	Sig. (2-tailed)	Mean Difference
m_ability utilization	1.089	198	.277	3.977
m_achievement	.102	198	.919	.29359
m_activity	-.556	198	.579	-.74342
m_advancement	-1.813	198	.071	-4.35436
m_authority	-.236	198	.814	-.63150
m_company policies and practices	-1.329	198	.185	-3.86919
m_communication	-.386	198	.700	-1.04084
m_coworkers	.780	198	.436	3.38327
m_creativity	-1.495	198	.137	-4.42753
m_independence	-.378	198	.706	-.74053
m_moral values	-.669	198	.504	-1.47295
m_recognition	-.261	198	.794	-.82024
m_responsibility	.393	198	.694	.60943
m_security	-2.320	198	.021	-4.95033
m_social services	.298	198	.766	.58291
m_social status	-.056	198	.955	-.18386
m_supervision-human relation	1.233	198	.219	2.58336
m_supervision- technical	2.625	198	.009	5.78334
m_variety	2.295	198	.023	2.93738
m_working conditions	.909	198	.364	3.07207
m_general satisfaction	.855	198	.394	.92029

Testing Hypotheses:

Hoa: According to the Table 2, value of sig. (2-tailed) under t-test for equality of means is (.021) lower than 0.05. Therefore, the null hypothesis is rejected

Hob: According to the Table 2, value of sig. (2-tailed) under t-test for equality of means is (0.023) lower than 0.05. Therefore, the null hypothesis is rejected

Hoc: According to the Table 2, value of sig. (2-tailed) under t-test for equality of means is (0.814) higher than 0.05. Therefore, the null hypothesis cannot be rejected

Hod: According to the Table 2, value of sig. (2-tailed) under t-test for equality of means is (0.09) lower than 0.05. Therefore, the null hypothesis is rejected

Hoe: According to the Table 2, value of sig. (2-tailed) under t-test for equality of means is (0.071) higher than 0.05. Therefore, the null hypothesis cannot be rejected

Hof: According to the Table 2, value of sig. (2-tailed) under t-test for equality of means is (0.794) higher than 0.05. Therefore, the null hypothesis cannot be rejected

Hog: According to the Table 2, value of sig. (2-tailed) under t-test for equality of means is (0.919) higher than 0.05. Therefore, the null hypothesis cannot be rejected.

The results indicated that only three factors shows a significant relationship in examining the Impact of Employee Gender on factors influencing Retention. Overall according to the descriptive statistics disregarding some minor differences, there isn't much of a significant relationship between employee gender and factors influencing Retention in private corporate sector.

DISCUSSION

It was found from the study that , among the twenty one factors influencing employee retention, only three showed significant relationship with gender. Those are variety, supervision-Technical and security, they are the three major contributors to employee retention impacted by gender in private corporate sector .It was implied that the majority of the employees working in the faith organisation were not satisfied with the salaries offered. From the findings, there was a strong relationship between job satisfaction and good relationship with coworkers. Investigation on the job security showed a weak moderate correlation. Linge,mutinda(2015). Also in the study done by Yousaf et al (2014) the researchers have found that although there are many factors that affect retention of female employees at their jobs but social

factors, family factors, role of organization and role of supervisor are the four major contributors. Yousaf et al (2014). Many factors have been identified that influence the fairness and biasness of human resource practices. It is very important to strengthen the gender equality component of those identified practices so as to improve acquisition and retention of employees(malhotra, latika, 2018). Factors like work arrangements, organisational support, supervisor support, colleague support, role conflict, role ambiguity and role overload. are main parameters for female employees satisfaction, Nair et al(2021).

CONCLUSION AND RECOMMENDATION

The objective of this study is based on the influence of gender affecting employee retention in private corporate. Employees are the true assets of an organisation. In a work environment the beliefs, ideologies and practices of an organization form its culture which gives a sense of direction to the employees. The work culture goes a long way in creating the brand image of the. Constant disputes, disagreements, leg pulling lead to a negative ambience at the workplace. Employees find it difficult to concentrate in such a culture and look for a change. All the averages for male and female are pretty close. However, other demographic factors like social, family, etc need more focus on employee retention in the private sector. It is considered that male and females have different motivation factors while performing their job, it's not only about the gender, but what drives them to perform more efficiently. Therefore, if there would be a suitable gender discrimination strategy in the administrations, then there would be a consistent change in worker productivity and rise in their work inspiration and gratification. A truly diverse organization that reaps the benefits of diversity works on promoting different working styles and creating an environment which promotes equal growth and development for its employees. Persuade organizations to utilize job rotation and other training programs to encourage both male and female employees to perform more productively.

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