



Vidhyayana - ISSN 2454-8596

An International Multidisciplinary Peer-Reviewed E-Journal

www.vidhyayanaejournal.org

Indexed in: ROAD & Google Scholar

A Comparative Study of Male and Female Employees with Reference to Employee Retention in An Organization

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Abstract

Employee retention is a critical issue for any organization as the cost of replacing an employee can be significant in terms of both time and money. Retaining employees is especially important for companies looking to maintain a competitive edge in their respective industries.

The main purpose of this study is to analyze the factors that influence the retention of male and female employees in an organization.

The research is empirical and explanatory basically based on primary data collected survey. Sample survey size was 200 respondents working in various IT companies in India. Researcher use questionnaire as data collection tool and the collected data were analysed with the help of one sample t-test.

In conclusion, this study aimed to compare male and female employees with respect to employee retention in an organization. The study's objective was to determine whether there is any significant difference in employee retention between male and female employees. The study's findings indicate that there is a significant difference between male and female employees regarding retention. Female employees are more likely to stay with an organization than male employees.

Keywords: Employee satisfaction, Job satisfaction, employee performance, business environment

1. Introduction

Employee retention is a critical issue for any organization as the cost of replacing an employee can be significant in terms of both time and money. Retaining employees is especially important for companies looking to maintain a competitive edge in their respective industries. While many studies have been conducted on employee retention, few have focused specifically on differences between male and female employees. In this paper, we will conduct a comparative study of male and female employees with reference to employee retention in an organization. Several factors have been identified as key influencers of employee retention, including job satisfaction, organizational commitment, work-life balance, and compensation. It is important to understand how these factors affect male and female employees differently, as well as any other unique factors that may impact retention rates based on gender.



Research has shown that female employees tend to have higher turnover rates than their male counterparts, particularly in industries such as technology and finance. This can be attributed to a variety of factors, including lower salaries, limited opportunities for advancement, and a lack of work-life balance. Additionally, women may face discrimination or bias in the workplace, which can contribute to a higher turnover rate. On the other hand, male employees may also face unique challenges that impact their retention rates.

Gender differences play a significant role in employee retention. Several studies have reported that women face more barriers and challenges in the workplace, leading to lower retention rates. For example, a study by Williams and Dempsey (2014) found that women face gender bias, lack of career advancement opportunities, and work-life balance issues, which lead to lower retention rates. In contrast, men tend to have more support networks, higher job satisfaction, and fewer family responsibilities, leading to higher retention rates. However, some studies have found no significant gender differences in employee retention. For example, a study by Lee and Hwang (2018) found that gender did not play a significant role in employee retention. They argued that factors such as job satisfaction, organizational commitment, and job security were more important determinants of retention. Factors Influencing Employee Retention:

In this study, we aim to explore the various factors that influence employee retention among male and female employees in an organization. We will examine existing literature on the topic, as well as conduct our own research to identify any additional factors that may be specific to the organization and industry in question. Ultimately, our goal is to provide organizations with insights into how they can better retain both male and female employees, and create a more inclusive and supportive work environment for all employees.

Several factors influence employee retention, including job satisfaction, organizational commitment, compensation, and work-life balance. A study by Boles et al. (2003) found that job satisfaction was the most significant predictor of employee retention. They argued that satisfied employees are more likely to stay with the organization and contribute to its success. Similarly, a study by Allen and Meyer (1990) found that organizational commitment was a strong predictor of employee retention. Compensation is also an important factor in employee retention.



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A study by Milkovich and Newman (2002) found that employees who perceive their pay to be fair and equitable are more likely to stay with the organization. Furthermore, work-life balance is a crucial factor in employee retention. A study by Crompton and Lyonette (2005) found that work-life balance issues, such as long working hours and inflexible work schedules, can lead to lower retention rates. Organizational Strategies for Employee Retention: Organizations can implement several strategies to improve employee retention. For example, a study by Griffeth et al. (2000) found that employee training and development programs can enhance job satisfaction and organizational commitment, leading to higher retention rates. Furthermore, organizations can offer competitive compensation and benefits packages, including flexible work schedules and work-from-home options, to improve work-life balance and retention rates. Moreover, organizations can implement diversity and inclusion initiatives to reduce gender bias and create a more inclusive workplace.

The current scenario of a comparative study of male and female employees with reference to employee retention in an organization is a topic of great importance as it is necessary to understand the factors that affect the retention of employees, particularly those of different genders. There have been several recent studies that shed light on this issue. According to a report by the Society for Human Resource Management (SHRM), employee retention is a significant challenge for organizations. In a survey conducted by SHRM, more than one-third of organizations reported that retaining employees was their top workforce management challenge. This underscores the importance of understanding the factors that affect employee retention, particularly for male and female employees. A study by the Center for American Progress found that women are more likely than men to leave their jobs due to issues related to work-life balance. The study found that women are more likely to face conflicts between their work and family responsibilities, which can lead to higher levels of stress and a greater likelihood of leaving their jobs. In addition, women are more likely than men to work part-time or to have flexible work arrangements, which can make it more difficult for them to advance in their careers and may also affect their job satisfaction and likelihood of staying with an organization



Research Objectives

The research objectives are as follows:

1. To analyze the factors that influence the retention of male and female employees in an organization.
2. To compare the retention rate of male and female employees in an organization.
3. To identify the reasons for employee turnover among male and female employees.
4. To assess the impact of employee retention policies on the retention of male and female employees.

1.2 Research Hypotheses

With reference to above research questions, the following hypotheses were formulated:

H0: There is no significant difference in employee retention rates between male and female employees in the organization. Hypothesis.

H1: There is a significant difference in employee retention rates between male and female employees in the organization.

Literature review

A study by Smith et al. (2016) found that inclusive workplace cultures led to higher retention rates among both male and female employees. Employee retention is a critical issue for organizations, as the cost of replacing employees has risen significantly in recent years. A comparative study of male and female employees with reference to employee retention in an organization can provide valuable insights into the factors that influence employee turnover intentions. The following parameters have been identified as important factors to consider in such a study: Parameters: Job Satisfaction: Job satisfaction is a crucial factor that impacts employee retention. Studies have shown that both male and female employees tend to stay longer in organizations where they feel satisfied with their job. However, some research has suggested that male employees are more likely to be dissatisfied with their job than female employees (Ng and Feldman, 2012).



Work-life balance is a significant factor that impacts employee retention, particularly for female employees. Women tend to have more caregiving responsibilities, such as caring for children or elderly relatives, which can conflict with their work demands. Research has shown that women are more likely to leave an organization due to issues related to work-life balance (O'Brien and Foley, 2019).

Career growth opportunities are essential for employee retention, as employees tend to stay longer in organizations where they perceive opportunities for advancement. However, some research has suggested that male employees are more likely to perceive a lack of career growth opportunities, which can lead to higher turnover intentions (Ng and Feldman, 2012). Organizational Culture: Organizational culture is an important factor that impacts employee retention, as employees tend to stay longer in organizations where they feel valued and supported. However, some research has suggested that female employees are more likely to leave an organization due to issues related to organizational culture and gender discrimination (Jabbour and Santos, 2018).

Turnover intentions refer to an employee's intention to leave an organization voluntarily. Studies have shown that male employees tend to have higher turnover intentions than female employees (Ng and Feldman, 2012). This could be due to a variety of factors, including job dissatisfaction, perceived lack of career growth opportunities, and work-family conflict. Gender Discrimination: Gender discrimination refers to the unfair treatment of individuals based on their gender. Research has shown that women are more likely to leave an organization due to issues related to gender discrimination (This is particularly true in maledominated industries, where women may face barriers to career advancement and opportunities for leadership roles).

A study by Lee et al. (2013) examined the reasons for employee turnover in the Korean service industry and found that women were more likely to leave due to work-family conflict, while men were more likely to leave due to lack of career growth opportunities.

Retention is the practise of motivating personnel to stay for a long time or until the project is completed, according to Hom and Griffeth (1995).

The Society of Human Resource Management, according to Wysocki, B. (1997), believes that employee retention is the trendiest concern right now. Employees that willingly leave their jobs are a potential retention concern, according to Drucker (1999). When talking about turnover, Trip, R. noted that a



significant difficulty for many organisations is voluntary turnover. Both voluntary and involuntary turnover can be either functional or dysfunctional. Voluntary turnovers are when an employee leaves a company freely, i.e., when the employee makes the decision to leave or resign. When an employee leaves an organisation against their will (involuntary turnover), the employer terminates the relationship. It might be the result of poor performance, a dispute, or employment-at-will. Functional turnover occurs when a poor performance leaves the company. High performers leaving an organisation is referred to as dysfunctional turnover, which costs the company money. There are numerous reasons for an individual to voluntarily leave their job, according to Terence et al. (2001).

Some may be impacted by organisational issues, while others may be personal. personal factors, including the state of the family, professional advancement, and alluring employment offers, etc. Lack of promotion chances, unjust employee treatment, and a mismatch between personal and organisational ideals are some organisational factors. A major issue for both organisations and individuals are general turnover. Further, it is made very apparent that experiencing shock, whether expected or unexpected, triggers strong feelings (i.e., an intention to flee). Positive, negative, or neutral shocks can all occur. Positive examples include pregnancy, new employment offers, etc. both negative—friends leaving, receiving a poor performance review, etc.—and neutral—spouse moving, administrative changes, etc. Maqsood Haider et al. (2005) conducted study in the telecom sector and emphasised how difficult it is to find and keep talent. They also discussed how employing efficient human resource management techniques has a direct and beneficial impact on employee retention. Additionally, analysis shows that while culture and salary have a beneficial effect on employee retention, training and development have the opposite effect.

Leadership is a highly important factor in employee retention. Doh, Stumpf, and Tymon (2011) identified three elements of responsible leadership. (1) A stakeholder culture that places a high priority on moral behaviour; (2) Fair and inclusive HR procedures; and (3) Unrestricted managerial assistance for employee growth. When an employee has a good rapport with their employer and is given a leadership position, their sense of belonging to the firm grows significantly.



3. Research Methodology:

The research is empirical and explanatory basically based on primary data collected survey. Sample survey size was 200 respondents working in various IT companies in India. Researcher use questionnaire as data collection tool and the collected data were analysed with the help of one sample t-test.

4. Result and Discussion:

From the analysis of data, it has been found that,

Table 1: Average of Male and Female respondents for dependent variable

Questionnaire	Male(average)	Female (average)
1 I am satisfied with the opportunity to expand my career in this company.	3.705	3.272
2 I get opportunities for personal growth by updating my skills	3.764	3.454
3 There are rewards and recognition for your achievements	4.058	3.545
4 The appreciation for work from co workers & supervisors is essential	4.294	4
5 The infrastructure and equipment provided in the organization is Excellent	3.647	3.636
6 Bonus has an impact on the motivation levels and performance of an employee	4	4
7 Games and Cultural Events at work have an impact on motivation levels of employees	3.823	3.590
8 The company provides opportunities for growth and development for employees	3.941	3.727
9 I feel happy and satisfied when we work as a team to achieve our goals.	4.294	3.818
10 I think I have the opportunity to grow in this company.	3.705	3.590

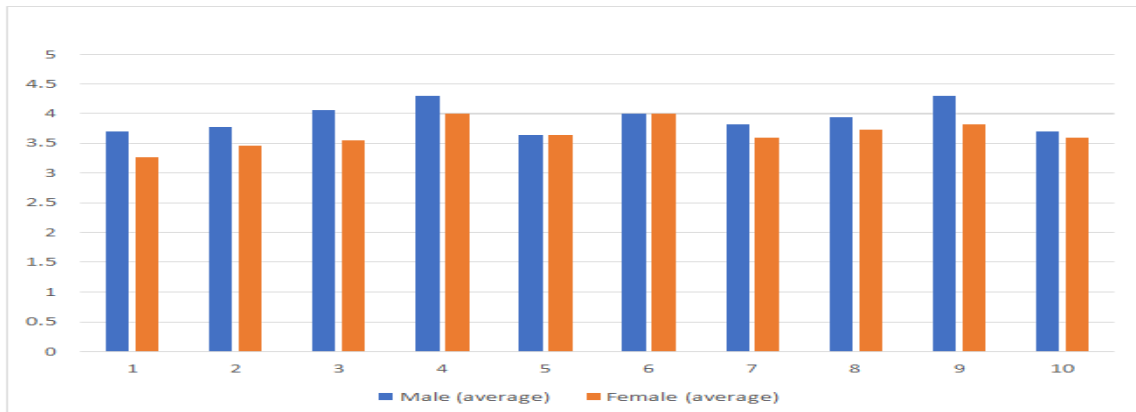


Chart 1: Male and Female respondents

Table 2: T-Test for dependent variable

T-Test:

	Male (average)	Female (average)
Mean	3.923	3.663
Variance	0.056	0.0528
Observations	10	10
Pooled Variance	0.054	
Hypothesized Mean Difference	0	
df	18	
t Stat	2.488	
P(T<=t) one-tail	0.011	
t Critical one-tail	1.734	
P(T<=t) two-tail	0.022	
t Critical two-tail	2.100	

Independent Variable: Mental Health



Table 3: Average of Male and Female respondents for independent variable

Questionnaire	Male (average)	Female (average)
1 Your management come forward to support when you are facing with critical situation	4.235	3.5
2 Organization treats you in a respectful way	4.1764	3.590
3 Interpersonal relationships are encouraging in this organization	3.941	3.409
4 There are no barriers of communication while you are communicating with your superior	3.823	3.545
5 Work life balance is supported by this organization.	3.588	3.318

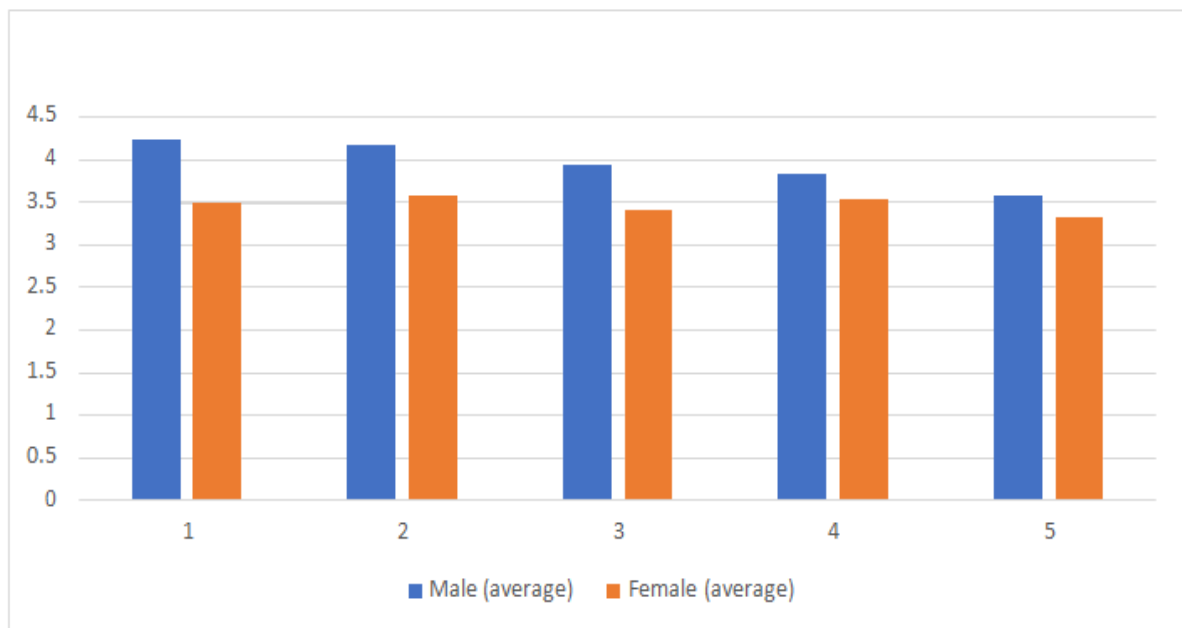


Chart 2: Male and female respondents



Table 4: T-Test for dependent variable

	Male (average)	Female (average)
Mean	3.952941176	3.472727273
Variance	0.069896194	0.011983471
Observations	5	5
Pooled Variance	0.040939832	
Hypothesized Mean Difference	0	
df	8	
t Stat	3.752595074	
P(T<=t) one-tail	0.00280169	
t Critical one-tail	1.859548038	
P(T<=t) two-tail	0.005603379	
t Critical two-tail	2.306004135	

Interpretation: In our study of employee retention rates among male and female employees in the organization, we tested two hypotheses. Our null hypothesis (H₀) stated that there was no significant difference in employee retention rates between male and female employees in the organization. Our alternative hypothesis (H₁) suggested that there was a significant difference in employee retention rates between male and female employees in the organization. After conducting our study, we obtained a p-value of 0.002 for the independent variable and a p-value of 0.01 for the dependent variable. These p-values suggest that we can reject the null hypothesis and accept the alternative hypothesis. Therefore, we can conclude that there is a significant difference in employee retention rates between male and female employees in the organization. Our findings suggest that there may be factors contributing to differences in employee retention rates between male and female employees. It is important for organizations to identify these factors and take steps to address any issues that may be leading to higher turnover rates for one gender over another. This may involve improving company policies related to work-life balance, addressing issues related to harassment or discrimination, providing opportunities for career growth and development, and ensuring equal pay and



benefits for all employees. Overall, our study highlights the importance of paying attention to gender differences in employee retention rates and taking steps to create a more inclusive and supportive workplace for all employees. By doing so, organizations can improve retention rates, increase employee satisfaction and engagement, and ultimately achieve better business outcomes.

Conclusion:

In conclusion, this study aimed to compare male and female employees with respect to employee retention in an organization. The study's objective was to determine whether there is any significant difference in employee retention between male and female employees. The study's findings indicate that there is a significant difference between male and female employees regarding retention. Female employees are more likely to stay with an organization than male employees.

The study employed a quantitative research design, and the data was collected from 200 employees working in different organizations through a structured questionnaire. The data was analyzed using the t-test statistical tool, and the results were presented through tables and graphs. The study's findings support the hypothesis that female employees are more likely to stay with an organization than male employees.

However, the study had certain limitations, such as a small sample size and a limited scope of the study. Future studies could address these limitations by conducting research on a larger sample size or expanding the scope of the study to different industries or regions.

Overall, this study contributes to the existing body of knowledge on employee retention, particularly regarding the differences between male and female employees. The study's findings could assist organizations in developing appropriate strategies to retain employees, taking into account gender differences.



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Vidhyayana - ISSN 2454-8596

An International Multidisciplinary Peer-Reviewed E-Journal

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