

Retention of Women Employees in an Organization



Swapna Srikumar, P Shalini

Abstract— Retention is more significant than acquisition as it takes more cash and period than any process. Female employees are the greatest worthy and valued asset, particularly for any organisation. Female employee exiting, is a indication of deeper subjects that have not been fixed, which may include low worker confidence, absence of a clear job route, absence of acknowledgement, poor employee-manager associations or many other problems. Employee retention is connected to the labours by which bosses challenge to hold the workers in their labour force. In this sense, retaining becomes the policies rather than the consequence for an organisation.

The necessity of the organisation is to entice the best female talent and to hold them for a long time in the organisation. Organizations will endure to be in a rotating gate for female employees unless HR managers arrange and offer plans and creativities to retain the female workers through their job. The major factor in the retention of female workers, would require organizations to think about best applies which leads to female employees grow in their career with one association. The paper focuses on studying the women retaining strategies and how to retain more women employees in an organisation (Shabnam K, (2017)).

Index terms: Women Employees, Model, Retention, Organisation, Organisational support, Engagements

I. INTRODUCTION

Women pay a novel and varied marketable viewpoint to a extremely competitive marketplace of ours. In fact, educations propose that offering in women staffs harvest large societal and monetary returns (The Business of Empowering Women, (2010) p-7). Gender quality and enablement can endorse and hold women staffs in the labour force. In terms of gaining development and cost-effectiveness women play significant part in private and public organisation (Sonia T, Mildred G P, Jennifer O, 2012).

Women's displeased talent consumption knowingly delays economic development (Nikolic and Taliento (2010), p-24). Studies indicate that inferior education and lesser employment rates for females are accountable for 1.6%

change in yearly GDP growth between South Asia and East Asia (Nikolic and Taliento (2010), p-24). Women are well-thought-out fallback for change in the organisation (Masini (1994), p-51). Women entertain as a compound to propose solution to inside organisational glitches as well as answers to variations, that comes from the influence of macro ecological forces (Sonia T, Mildred G P, Jennifer O, (2012)).

Expert women are inflowing into the labour force at the same degree as men. There is uneven and lower number of women in a managerial position. Only 3 to 5 percent of topmost managers amid fortune 500 companies are females (Cabrera (2009), p-41). Conferring to fortune 500 standing only twelve women were gifted to range to the close of chief managers place (Hill (2008)). It has become progressively significant for organisations to raise the strength of female's employees in upper level places. Organisational leaders should deliberate the notion of authorization for women and even motivational features that stay stimulated by transformational management in an energy to hold women in the work (Cabrera (2009), p-45). It increases a question why women are falling out of the labour force?

Females contest to hike in the company ranking and take care of their tasks outside of labour, corporations are losing female employees due to this fight. Organisation must reevaluate the policies in a determination to hold women talent and continue to be viable in the marketplace (Sonia T, Mildred G P, Jennifer O, (2012))

Gender fairness leads to development in the work practices, decrease of the pay gap and contribution of women in conclusion making constructions at various organisational levels (Global Gender Gap, (2010)). Organisations are failing to exploit the talent of women in the workforce. Utmost, many organisations are missing the gender parity rule. Women have qualified to low financial and communal position because of their inadequate access to coaching, which has also restricted their chances to grow in an organisation (Foster, (1993)).

In command to encourage and hold females in the labour force organisation must emphasis on the ideas of authorization and elasticity in command to inspire females to need and to shape their jobs and wish for an upward movement over the extended period. (Sonia T, Mildred G P, Jennifer O, (2012)).

Female staffs fight in the work place to flourish in their jobs and their domestic life's. Nowadays females are looking for elasticity in their careers, which allows bosses to hold their feminine talent.

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Also, empowerment and elasticity creativity allow bosses to hold their female capacity in the organisation (Sonia T, Mildred G P, Jennifer O, (2012)).

We are trying to do the same in this article by finding ways and means to retain women in an organisation.

II. RETENTION OF EMPLOYEES

Retention referred by various scholars include job enhancement, monetary rewards, employee aids, training and growth chances, labour atmosphere and work lifecycle equilibrium (Allen et al (2003) Ghosh et al (2013) Pfeffer (1994)). In accord to the previous works been conducted and certain seven factors have inspired most of the employees towards employee's retention; these are: stimulating labour, chances to study, optimistic relations with contemporaries, reimbursement and gratitude of the work did, acknowledgement of abilities, work lifecycle equilibrium and good statement (Walker, (2001)).

Guchait and Cho (2010), have conveyed that 80% of female workers search for healthier labour setting. Supportive labour atmosphere nurtures the predictable holding (Richman et al, (2008)). Therefore, organisation needs to uphold the knowledgeable and employed weather for nurturing artistic personnel (Kyndt et al, (2009)).

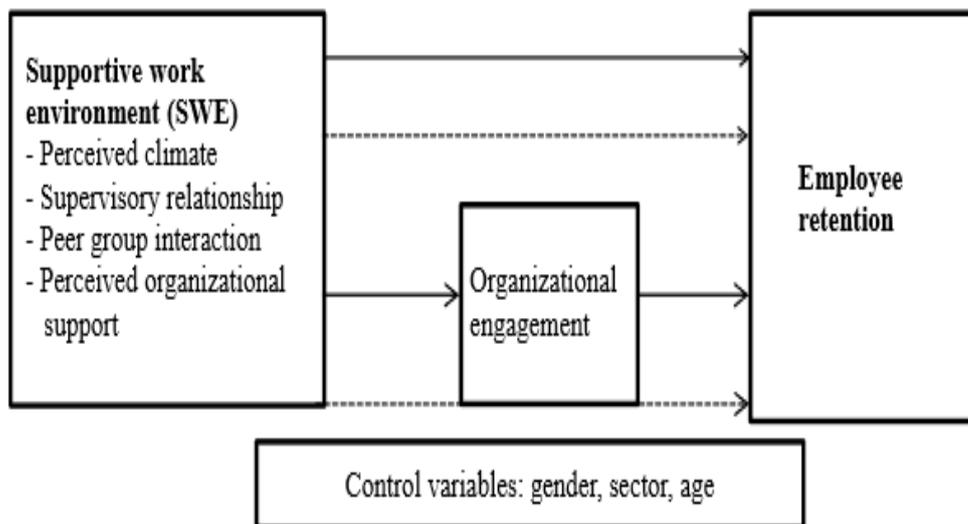
Organisational engagement is the unique pointers of worker turnover through job engagement (Saks (2006)). Organisational engagement strained upon identification of the employee's organisational wants and tactically integrating with organisational philosophy (Nutov and Hazzan, (2014)).

The model considered by me for retention of women employees has all the elements included as above. The model

which has all the required elements for women retention, in which the author began his study with identifying with retention practices in terms of supportive work environment. On the base of communal exchange philosophy and employee-employer association (Eisenberger et al (1986)), the author coined the mechanisms of supportive work environment. The study pays to the current information by presenting a diverse viewpoint of the supportive work environment in the form of professed weather, supervisory association, peer set communication and professed organisational care.

Very few studies existed in which organisational engagement was taken as a go-between to report the employee consequence (Saks (2006), Juhdi et al (2013), Malinen et al (2013)). The present education explores the supportive work environment and organisational rendezvous as indications of employee holding and instantaneously attempts to create the fundamental connection amid these variables. The education offers an significant phase towards a full understanding of holding of women employees within Indian Background in an organisation.

The model proposed by the author was:



(Line depicts the direct relationships between predictor and dependent variables + signs represent the direction of relationships between predictor and dependent variables -----line shows the mediating effect of organisational engagement)

The work clarified that when staffs are given acceptable supervisory care, good peer association and organisational care, they will be tangled with the organisation and incline to last with the same company for a lengthy track. It is practical for companies to maintain an optimistic work environment for

retaining valued staffs. Some scholars suggest that organisation's attitude in turn approves employee retention. Organisational engagement plays a significant role in the association amid supportive environment and retention of employees (Nutov and Hazzan, (2014)).

The author wanted further research work to be done on the above model in the following ways:

- To use variables like firm time of life, title and involvement of staffs as control variables

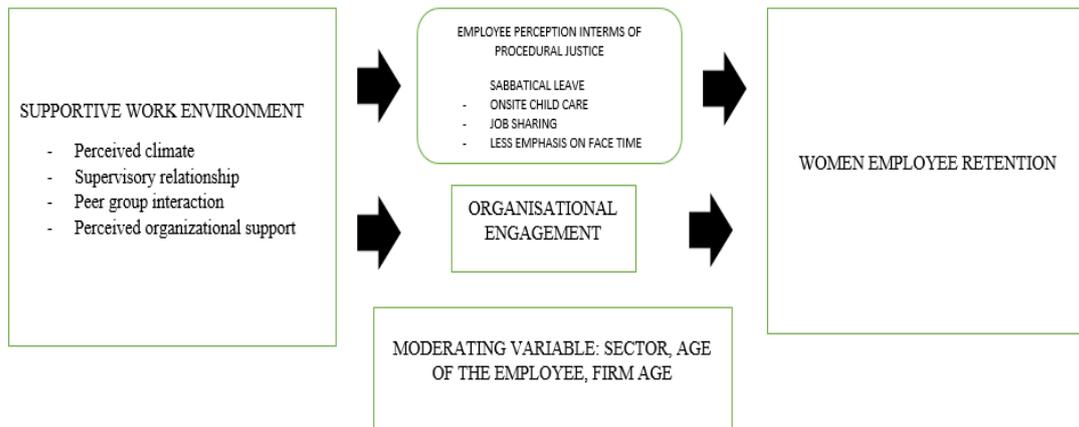


- Sample size can be increased
- To introduce more mediating variables between supportive labour atmosphere and worker holding like whether caring labour atmosphere can lead to employee holding through person organisation fit, organisation commitment, employee perception regarding organisational justice
 - Designing and managing the form wherever we can mix the order of the queries of diverse rule
 - Technical and numerical measure to be used in order to avoid common method alteration

- Longitudinal lessons can be carried out in order to create the unplanned connotation between variables
- Studying transversely principles for getting more generalised result.

The above suggestions were considered and few of it was handpicked and incorporated in the existing model of the author. The model was modified accordingly for women retention in an organisation by considering the suggestion made by the author. The model framed is in lieu with the requirements o women while working in an organisation. These could be the expectation a women has from her organisation.

The proposed model as below:



We incorporated a new moderating variable which is employee perception in terms of procedural justice. The points considered in it are

- Sabbatical leave
- Onsite kid upkeep
- Work division
- Less stress on appearance stretch.

The points above have been taken from a model suggested by Mulvaney et al (2006) where these were the responses received from the organisation on the survey taken on women employees. As the model is more women centric, points considered are even of similar types.

In terms of control variables, we have added firm age and removed gender, as women is the only gender we would be concentrating on, in this model. And rest of the elements in this model remains the same as proposed by the author.

The intention of this model is to retain more of women employees in an organisation. The idea is to retain them by using elements like supportive work environment, organisational engagement, employee perception through in terms of procedural justice. Considering this could be the many of the main reason, for a woman to be in an organisation.

III. SUPPORTIVE WORK ENVIRONMENT

Supportive work environment increases the attention level of staff towards their work and which in turn advance the productivity of the staff (Ma Prieto and Perez-Santana, (2014)). Education exposed that supportive work environment brings in organisational commitment (Rhoades

et al, (2001)). This will enable in the retention of women employees in a way in the organisation. To retain women employee’s in an organisation, we require to make a setting that suggests, individual job fit, which helps in professional advancement and massive progress opportunity (Juhdi et al, (2013)).

IV. EMPLOYEE ENGAGEMENT & RESULTS

Evidences show that involved and dedicated staff can result in plentiful assistance to the organisation obviously in terms of inferior business aims and condensed nonappearance Allen et al, (2003). Kahn (1990) has forecasted that rendezvous can result in, distinct as well as organisational results in relations to value of people’s labour and yield in an organisation. In words of Bhatnagar (2007) rendezvous has a important effect on organisational results, worker effectiveness and worker retaining. Organisational rendezvous is related to workers boldness aims and behaviours near the organisation (Saks, (2006)). Rendezvous performances as facilitating variable amid work circumstances and work results (Maslach et al, (2007)). Bhatnagar (2007) has discovered that rendezvous works as an arbitrator amid talent administration performs and worker retaining. With the introduction of supportive work environment, organisations are trying to uphold the strong relations with their employees. Peer group interaction is completely related to employee holding consistent with the study by Ghosh and Sahney (2011).



Perceived organisational support has a vibrant part in forecasting employee holding. Perceived climate and supervisory support play a vital role in making an employee stay in an organisation. On the whole more engaged the employee are with the organisation, it would result in more women retention in an organisation.

Employee perception through in terms of procedural justice:

Women employees always looks for additional benefits for them in terms of onsite child care facility, sabbatical. In terms of work job sharing and less emphasis on face time. Work completion must be of more prominence, flexibility is what they look for. Giving all these options to a women employee results in retention of them in an organisation and they getting a feeling that the organisation values them.

V. CONCLUSION

We are concentrating on retaining female employees in the office by gender equality at every organisational level. It is domineering for the leaders to take a planned method to the retention of feminine flair. Elevation and authorization of women will inspire them to endure in the labour force. (Sonia T, Mildred G P, Jennifer O, (2012))

Supportive environment inspires the individual attitudes towards being employed in the organisation. Organisational engagement plays a vital part in the association between helpful labour atmosphere and holding of employees (Subhash C Kundu, Kusum Lata, (2016)). HR managers must bring into line of organisational performs with the distinct worker's want so that worker as well as organisational rendezvous is improved (Nutov and Hazzan, (2014)).

The proposed model attempts to support female specialists and make extended association with the firm. The model will assist in fetching yields to the profession of a female. This will aid us in holding more female staff. As well as it helps us to know what can be of the finest practice to retain female staff in an organisation (Swapna Srikumar, Dr P Shalini, (2018))

As a part of the model have added a new mediating variable which is employee perception in terms of procedural justice with 4 sub types and moderating variable which is firm age and eliminated gender as a part of the proposed model. The idea is to increase the women employee retention in an organisation with the help of the model proposed.

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