



## Women Retention in Education Industry and Some Contemporary Issues-A Qualitative and Quantitative Analytical Approach

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### Abstract

The purpose of this paper is to critically examine the factors affecting the perceived organizational support, in case of women employees and to study the major contemporary issues faced by women in education sector. The factors work exhaustion, financial satisfaction and job autonomy are studied and the impact of perceived organizational support on intention to retain in the educational organization by taking perceived organisational support as a mediator has been studied. Using judgement sampling- an online survey method and face to face interview, the data was collected from 50 respondents. Linear regression has been applied to analyse the data. However, for testing mediation Baron and Kenny (1986) has been used. Various statistical tools have been used to analyse the data. Frequency analysis tools were applied. SPSS 20 was used to perform statistical analysis. Cronbach's test was also applied to find the reliability of data. Also, frequency tables, descriptive statistics including mean has been used for analysis. Moreover, thematic analysis approach has also been applied as suggested by Braun & Clarke (2006). The results reveal that the women employees don't attach too much importance to the financial satisfaction. Rather, they consider job autonomy to be the most important factor to retain in the organization. Moreover, women employees may retain in the organization for a longer period provided there is an acceptable leadership style. Perceived organizational support doesn't necessarily lead to employee retention as in today's dynamic environment. There are a lot of other factors, which employees consider retaining in the organization. Therefore, Organizations must rethink about the human resource strategies and reformulate their recruiting practices to increase women retention in the workforce. Also, teacher's issues are regarding workload, student-teacher ratio and opportunities for permanency, therefore management must try to strategically solve these issues.

**Keywords:** Work Exhaustion, Financial Satisfaction, Job Autonomy, Perceived Organizational Support, Intention to Retain

**JEL Classification:** M5

**Paper Classification:** Research paper

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### Introduction

Attrition has always been a hard process for the companies as it includes high costs but, in many industries, the cost of losing good workers is rising. This may be due to increasingly tight labour markets. Moreover, there has always been a war among industries to hire the best talent



from around the globe. Consequently, this has made the employee turnover more important for employers.

A recent report suggests that due to substantial growth of economy and because of growing marketplace, a large number of the current employees are ready to make career moves, when current employers are not meeting their expectations and needs (Work institute releases national employee retention report, 2018).

A report suggested that employers will pay \$600 billion in turnover costs in 2018 and may have to pay approximately \$680 billion by 2020 (Work institute releases national employee retention report, 2018).

Education has been regarded as the most supreme element which substantially helps in human growth and development. However, with the central focus on the importance of impactful teaching, the issue of retaining the competent and talented teachers has been overlooked.

A study conducted by McKinsey found that the companies which are gender-diverse, are statistically 15% more likely to outperform than their less diverse counterparts in achieving above-average returns. Also, the study states that for each 10% rise in gender diversity among senior executives, EBITA increased by 3.5 % (Why should companies invest in retaining female talent, 2017).

Another study revealed that among Fortune 500 companies, the companies which majorly has women representation in management delivered a total return to shareholders that was 34 percent higher than companies with the lowest representation (Why should companies invest in retaining female talent, 2017).

To date, there is little known about the factors impacting the intention of employees to either retain or leave the organization specifically women. Moreover, there are very few empirical research studies available in this context (Ghosh, P., Rai, A., Chauhan, R., Gupta, N., & Singh, A., 2015). Therefore, the study aims to fill the gap in the existing literature by studying the factors impacting retention and turnover in case of women employees.

Also, the objective is to study the factors influencing the perceived organizational support in women in education industry and to analyse the impact of perceived organizational support on women employee retention in the organization. Another major objective is to analyse the major contemporary issues which are faced by women in the teaching profession.

## **Review of Literature**

### **Theoretical lenses**

The theoretical foundation of the study has been established from ERC's Retention Model and Social Exchange Theory.

### **ERC's Retention Model**

The employee retention connection's model states the three primary drivers of employee retention. The first is work itself that can be made stimulating by giving diverse sort of assignments, autonomy to make decisions or an opportunity to learn. Second is Motivational Leadership which also helps in retaining employees therefore leaders must be open to new and innovative ideas. Third is recognition and rewards for performing a job that is done well and should reinforce desired behaviours.

## Social Exchange Theory

The theory is about human behaviour or social interaction that involves exchange of rewards and costs between at least two people (Emerson, R. M., 1976).

Social Exchange Theory states that the likelihood of employees staying with an organization will depend on the fact that whether the employees feel their supervisors care for them, they value their thoughts and contributions, treat them respectfully and communicate well or not (Eisenberger et al., 2002). According to Michael, J. H., Leschinsky, R., & Gagnon, M. A. (2006), perceived support refers to the tendency of how much an employee has positive attitude and feels that their supervisor supports.

### Review of literature for objective number 1 and 2- Hypotheses development

#### Work Exhaustion

Work exhaustion refers to the depletion of emotional and mental resources in meeting job demands. According to Sondhi et. al. (2008), work exhaustion is considered as the major outcome of occupational stress which has a significant and negative impact on the organizational and individual productivity. Moreover, Fujimoto, et al. (2016), explained the work exhaustion as a state which arises out from a boring, stressful and frustrating work environment.

A study conducted on IT professionals found that those employees who often suffer the work exhaustion at workplace, have greater turnover intention in order to get rid of occupational stress. The study also revealed that perceived organizational support is negatively associated with work exhaustion and psychosomatic symptoms (Jawahar, I. M., Stone, T. H., & Kisamore, J. L., 2007). Another study conducted, revealed that work exhaustion had a negative impact on the perceived organizational support of employees (Allen, M. W., Armstrong, D. J., Reid, M. F., & Riemenschneider, C. K., 2008). According to another research, work exhaustion was found to be a major predictor of employee turnover intention (Saleem, 2014). A recent study revealed that the work exhaustion has a significant and negative impact on the employee retention in the organization as they had to face lot of stress which resulted in the deterioration of mental and emotional stability (Saleem, I., Ahmed, R., & Saleem, N., 2016). Therefore, the following hypothesis has been framed:

H<sub>1</sub>: Work exhaustion has a negative and significant impact on perceived organizational support.

#### Financial Satisfaction

Financial satisfaction refers to the satisfaction regarding the pay, the employees receive for the work they do. A study conducted, revealed that work exhaustion has a negative impact on the perceived organisational support of employees (Allen, M. W., Armstrong, D. J., Reid, M. F., & Riemenschneider, C. K., 2008). A study conducted by Michigan state government to review how the private sector and other public organisations, compensated the delivery of IT services so that they could also offer a competitive plan to attract new employees and retain the existing employees, revealed that financial satisfaction of employees is positively associated with the intention to retain in the organisation (From Vision to Action, 2006 Michigan IT Strategic Plan, Appendix G).

A study explored the impact of compensation package on employee retention and revealed that there exists a significant and positive relationship between compensation package and employee retention (Michael, B., Prince, A. F., & Chacko, A., 2016). Moreover, another study conducted to analyse the intention of employees to retain in the organization revealed that one of

the major motivational factors that influence employee retention is financial awards (Aguenza, B. B., & Som, A. P. M., 2018). Therefore, the following hypothesis has been framed:

H<sub>2</sub>: Financial satisfaction has a positive and significant impact on perceived organizational support.

### Job Autonomy

The job autonomy refers to the extent to which individuals can schedule work, determine what actions are required and decide how best to execute their actions for their satisfaction with the job. A study conducted in Japan found that there exists a positive relationship between job autonomy and perceived organizational support (Yamaguchi, I., 2001). A study conducted by Tremblay et al, (2006) revealed that job autonomy is a major predictor of job satisfaction and it further leads to employee retention. Another study conducted to analyse the factors influencing the employee’s retention revealed that the employee’s autonomy at the workplace is one of the major predictors of employer commitment and retention in the organization (Andrews, D.R. and Wan, T.T., 2009). Moreover, another study focused on reviewing the findings of previous studies, conducted by various researchers, revealed that job autonomy is an influential predictor of employee retention (Kossivi, B., Xu, M., & Kalgora, B., 2016). Therefore, the following hypothesis has been framed:

H<sub>3</sub>: Job autonomy has a positive and significant impact on perceived organizational support.

### Perceived Organizational Support

Perceived Organizational Support refers to the degree to which employee involvement is appreciated and recognized by the organisation and cares about employee’s well-being (Krishnan, J., & Mary, V. S., 2012). A study conducted by Waseem (2010) revealed that the job attitudes and behaviour of employees is highly impacted by various institutional policies and programs which ultimately leads to positive organizational outcomes.

According to a study conducted, the organizational support was one of the major predictors for employee’s satisfaction towards job and the organizational commitment (Colakoglu, U., Culha,O., & Atay, H., 2010). Also, another study conducted in Pakistan on employees of higher educational institutes revealed that perceived organizational support has positive and significant impact on employee retention (Iqbal, S., & Hashmi, M. S, (2015).

H<sub>4</sub>: Perceived organisational support has a positive and significant impact on perceived organisational support.

### Proposed Conceptual Model

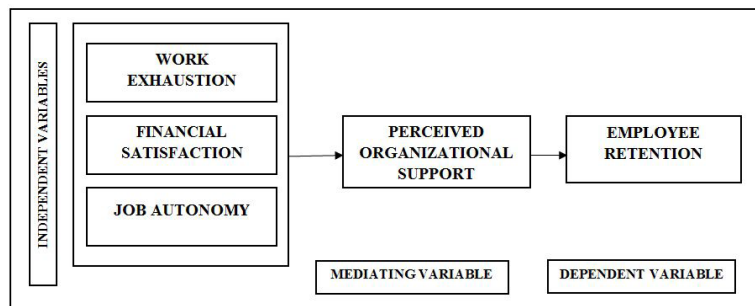


Figure 1: Studying the relationship between factors impacting perceived organizational support and employee retention.

### **Rigorous literature review for the objective number 3- Various factors impacting retention**

There is plethora of factors which may impact the intention of employees to retain in the organisation. The following section discusses the major factors extracted from the literature.

#### **Career Development Opportunities**

Cardy and Lengnick-Hall (2011) found that developmental opportunities can positively increase an employee's commitment to stay in an organization. A study conducted in Northern Ireland, to investigate apprenticeship completion and retention of employees in the organization, revealed that one of the influential factors which impacts employee retention is career progression opportunities (Smyth, I., & Zimba, C., 2019).

#### **Work-Life Balance**

Work-life balance has become important dimension both for employers and employees. A study revealed that there exists a relationship between employees' decision to stay and work-life balance (Mita, M., Aarti K. and Ravneeta, D., 2014). Another study conducted to examine the factors related to career change intention among United States pharmacy school faculty, revealed that the faculty with higher work-life balance were more likely to remain in the organization (Lindfelt, T., Ip, E. J., Gomez, A., & Barnett, M. J. 2018). Another study conducted on teachers of Jashore University of Science and Technology in Bangladesh revealed that there is a positive relationship between work life balance and organizational commitment (Akter, A., Hossen, M. A., & Islam, M. N., 2019).

#### **Management/Leadership Style**

Various studies noted that the way people are managed, and the leadership style have direct influence on an organization's ability to maintain its workforce. Moreover, a study revealed that the participative leadership style plays a significant role in employee retention (Kroon, B. and Freese, C., 2013). Another study conducted to examine turnover intentions of nursing workforce revealed that strong nursing leadership may contribute to intention to retain in the organization Smith, A. E., Wong, C. A., & Regan, S., 2019). A study conducted to investigate the impact of school climate and school leadership on teacher's retention revealed that positive school leadership style tends to increase employee's commitment towards organization (Suárez, M. I., & Wright, K. B., 2019).

#### **Financial Factors**

A study conducted to examine the turnover intentions of Canadian primary reserve members revealed that there is an association between members' satisfaction with compensation and benefits and their 5-year turnover intentions (Williams, L., & Anderson, J., 2019). Another study revealed that financial system is one of the major predictors of employee retention in the organization (Abro, A. A., Khaskheli, M., & Bhutto, J., 2019).

#### **Relationship with other employees**

According to a simulation study conducted on agents, each of whom has time, energy, and social interaction constraints, revealed that social encapsulation which refers to the extent to which an organization induces social interaction among its members, resulted in reduced turnover of agents (Shi, Y., Dokshin, F. A., Genkin, M., & Brashears, M. E. (2017). A qualitative study

conducted to investigate the factors impacting the employee retention in the organization suggests that interpersonal relationships at workplace are considered important in order to retain in the organization Jeske, C. (2018).

## Training and Development Opportunities

Leidner (2013) argues that employee loyalty is improved through training and development. A study conducted on Brazilian employees revealed that training and development opportunities are positively related to employee retention (Ambrosius, J., 2018). Another study applied Russell's model and found that development opportunities tend to retain employees in the organization as it increases their commitment towards the organisation (Fletcher, L., Alfes, K., & Robinson, D., 2018).

## Research Gap

After reviewing the existing literature, the following gaps have been found. The first gap which was found during the review of literature was that there is a paucity of research that highlights the factors which influence, specifically the women employee's intention to retain in the organization. The second gap which was found is the scanty literature regarding the most important factors which are considered as important to either retain or leave the organisation. Third gap which was found during the review of literature that there is lack of empirical studies available, specifically in education industry.

## Need and Significance of the Study

The study can be proved significant in two ways. Firstly, it has potential to recommend the industries and government to change the policies and work on improving the status of women in the management and industry. Secondly, it will contribute academically by empirically analysing the factors impacting women retention in education industry.

## Research Objectives

- 1 To study the factors influencing the perceived organisational support on women in education industry.
- 2 To analyse the impact of perceived organisational support on women retention in the educational organization.
- 3 To identify which are the most important factors which are considered as important by women to either retain or leave the organisation.
- 4 To study the contemporary issues faced by women in education industry.

## Research Methodology

### Research design

The descriptive research design has been applied for the study.

### Sample data

For the collection of data, judgment sampling technique has been applied. The proposed sample size was 75 and the questionnaires were sent through Emails consisting Google forms. However, only 60 respondents filled the questionnaire. After, analysing the responses, 10

questionnaires were deleted as they were not completely filled. Therefore, the sample size reduced to 50 and data has been analysed using the final 50 responses. However, for the objective 4, the data has been collected from 10 teachers through face to face interview.

## Description of questionnaire

The questionnaire was developed by using the adopted scales and containing 30 questions covering various dimensions. The questionnaire clarity was established through conducting a pre-test. Respondent driven pre-test was selected as a type of pre-test as the study was focused on the general people rather than on experts. During, the pretesting of questionnaire individual debriefing was done in order to get in-depth insights, so that modifications could be made in the questionnaire.

## Operationalisation of constructs

Five items measuring work exhaustion were adapted from Moore, J. E. (2000). Also, three items measuring job autonomy and three items measuring pay for performance were adapted from Cammann, C., Fichman, M., Jenkins, G. D., & Klesh, J. (1978). Similarly, eight items measuring perceived organisational support has been adapted from Iqbal, S., & Hashmi, M. S. (2015). The eleven items measuring employee retention have been adapted from Iqbal, S., & Hashmi, M. S. (2015).

## Data Analysis

For the analysis of objective 1 and 2, linear regression has been used. As there was one mediating variable – perceived organisational support. The analysis has been done by using Baron and Kenny's (1986) method which comprises the four-step approach. First, the path between the independent variable and mediator must be significant. Second, the path between the independent and dependent variable must be significant. Third, the path between the mediator and the dependent variable must be significant. Fourth, the path between the independent and dependent variable must be significantly reduced when the mediator is added.

For the objective number 3, various statistical tools have been used to analyse the data. Frequency analysis tools were applied. SPSS 20 was used to perform statistical analysis. Cronbach's test was also applied to find the reliability of data. Descriptive statistics including mean and mode are used for analysis.

For the objective number 4, thematic analysis approach has been applied as suggested by Braun & Clarke (2006).

## Findings

The analysis of data started with estimating the reliability or the internal consistency of constructs. The findings are given in Table 1.

## Reliability of Constructs

The following Table 1 represents the reliability of constructs

**Table 1: Cronbach Alpha of scales**

Construct	No. of items	Cronbach Alpha
Work exhaustion	5	0.814
Financial satisfaction	3	0.808
Job autonomy	3	0.811
Perceived organisational support	8	0.767
Employee retention	11	0.746

The reliability value is 0.767 which implies acceptable value (Tavakol, M., & Dennick, R. 2011).

## Analysis of Objective 1 and 2

Firstly, the relationship between the independent variables and dependent variables was estimated. It was found that there is a direct negative relationship between work exhaustion and employee retention as the p-value was 0.000 which is highly significant. However, there was no direct relationship between financial satisfaction and employee retention as the p-value was 0.304 which is highly insignificant. Also, it was found that there exists a direct relationship between job autonomy and employee retention as p-value was highly significant i.e. 0.000.

**Table 2: Regression results –studying the determ inants of employee retention**

Relationship	Standardised Beta	R-Square	P Value	Result
Work exhaustion → Employee retention	-0.601	0.361	0.000	Direct negative relationship
Financial satisfaction → Employee retention	-0.148	0.022	0.304	No direct relationship
Job autonomy → Employee retention	0.637	0.406	0.000	Direct positive relationship

Indirect impact of the dependent and the independent variable with inclusion of mediating variable

It was found that there is an indirect negative relationship between work exhaustion and employee retention as the p-value was 0.000 which is highly significant. However, there was no direct relationship between financial satisfaction and employee retention as the p-value was 0.286 which is highly insignificant. Also, it was found that there exists direct relationship between job autonomy and employee retention as p-value was highly significant i.e. 0.000.

In all the three cases or variables, the mediation of perceived organisational support has significantly shown a higher R –square value. This implies that Perceived organisational support is a strong mediating variable.

**Table 3: Regression results – Studying the impact of perceived organizational support as a mediator**

Relationship	Standardised Beta	R-Square	P Value	Result
Work exhaustion → Employee retention	-0.581	0.372	0.000	Indirect negative relationship
Financial satisfaction → Employee retention	-0.084	0.052	0.286	No indirect relationship
Job autonomy → Employee retention	0.640	0.410	0.000	Direct positive relationship

After estimating the mediating impact of perceived organisational support, the hypotheses were tested. The findings of the study are given in Table 4.

It was found that there is an insignificant relationship between work exhaustion and perceived organisational support as the p-value was 0.198, which is highly insignificant, thereby rejecting H1. However, there was a significant positive relationship between financial satisfaction and perceived organisational support as the p-value was 0.013, which is highly significant, thereby accepting H2. Also, it was found that there exists a significant positive relationship between job autonomy and perceived organisational support as p-value was highly significant i.e. 0.002, thereby accepting H3. However, there was no significant relationship between perceived organisational support and employee retention as the p-value was 0.136, which is highly insignificant, thereby rejecting H4.

**Table 4: Regression results: Hypotheses testing**

Hypotheses	Relationship	Standardised Beta	R-Square	P Value	Result
H1	Work exhaustion → Perceived organisational support	-0.185	0.034	0.198	Not accepted
H2	Financial satisfaction → Perceived organisational support	0.123	0.123	0.013	Accepted
H3	Job autonomy → Perceived organisational support	0.421	0.177	0.002	Accepted
H4	Perceived organisational support → Employee retention	0.214	0.046	0.136	Not accepted

### Analysis of Objective 3

**Table 5: Factors impacting the retention of women in the organization**

Factors	N	Minimum	Maximum	Mean
Competitive financial rewards	50	2	5	3.5400
Advancement opportunities	50	2	5	3.9800
Learning opportunities	50	2	5	4.2000
Recognition	50	3	5	4.3200
Interesting job content	50	3	5	3.8600
Self-realisation possibilities	50	3	5	3.9800
Acceptable leadership style	50	3	5	4.5800
Good interrelations with co-workers	50	3	5	3.9000
Opportunity to maintain life-work balance	50	3	5	4.2400

The major reason for women to stay in the organization is the acceptable leadership style as the mean value is highest i.e. 4.58. This implies that the behaviour and conduct of leader is of utmost importance. Moreover, in today's open organizations, autocracy is not practiced. However, surprisingly, financial rewards are not that important factor which women consider staying. This may vary across women of different ages.

**Table 6: Factors impacting the turnover of women in the organization**

Factors	N	Minimum	Maximum	Mean
Inadequate financial rewards	50	2	5	2.9200
Lack of advancement opportunities	50	3	5	3.7800
Lack of learning opportunities	50	2	5	4.1400
Lack of recognition	50	4	5	4.7400
Lack of task variety	50	2	5	3.8000
Lack of self-realisation possibilities	50	2	4	3.8200
Unacceptable leadership style	50	4	5	4.8800
Poor interrelationships with co-workers	50	3	5	3.8600
Inability to maintain life-work balance	50	3	5	3.8600

The Table 6 suggests that women would intent to leave the organization, if the leader is autocratic or has an acceptable leadership style as the mean value is 4.88. Moreover, lack of financial awards is not the primary reason to leave the organization.

### Analysis of Objective 4

For the analysis, thematic analysis approach has been applied. Firstly, the data has been collected through face to face interview followed by coding the responses. From the generated codes, the major and authentic information was consolidated followed by extraction of the themes. The three themes or the major contemporary issues, which evolved after the analysis were student-teacher ratio, lack of permanency, exhaustive work apart from teaching involving administrative work.

### Discussion of Findings

The findings of the objective one and two suggests that in case of education industry, there exists a negative relationship of work exhaustion and perceived organisational support, but this relationship is not substantially significant. However, employees do not intend to retain in the organisation just because of financial satisfaction. However, if this financial satisfaction is included with organisational support, then women employees are likely to retain in the organisation. Also, higher the job autonomy, more is the probability of the employee to retain in the organisation. Furthermore, the major predictor of employee retention is job autonomy.

This implies that women employee needs autonomy to make decisions regarding various activities. But, the most surprising finding was that perceived organisational support doesn't resulted in employee retention. This may be because in this study perceived organisational support is defined in terms of appreciation, care and recognition. But, in today's dynamic VUCA environment, there are a lot of other factors, which employees consider retaining in the organisation.

The findings of objective number 3 suggests the top reasons for women to stay in the organization and top reasons is related to the acceptable leadership style, which implies that women would be committed to the organization, if they are satisfied with the behaviour and conduct of the leaders. While, ironically, the financial rewards are moderately important for women. On the contrary, the top reason to leave the organization, is related to unacceptable behaviour of leader, which implies that turnover rate would increase with the increase in unacceptability of leaders followed by lack of recognition. Also, the inadequate financial rewards are not the primary reason to leave the job.

The findings of the objective 4 suggests that in today's work environment specifically in education sectors including schools and colleges, teachers are facing the problem of student teacher ratio, where a single teacher has to handle 60 students in a class, which is almost a hindrance to a productive and quality teaching. Also, there is an uncertainty in the minds of teachers regarding their permanency as the management tries to keep teacher on roll on ad-hoc basis for a long time. Third issue which the respondents addressed was the work which is not included in the teaching profile is also given to teachers, which is to be done by administrative staff, thereby making teaching profile over-exhaustive.

## Conclusions

Firstly, the women employees don't attach too much importance to the financial satisfaction. Rather, they consider job autonomy to be the most important factor to retain in the organisation. Secondly, women employees may stay in the organization for a longer period of time, provided there is an acceptable leadership style, which implies that women would be committed to the organization, if they are satisfied with the behaviour and conduct of the leaders. Thirdly, women may decide to leave the organisation, if there is lack of recognition. Fourthly, perceived organisational support doesn't necessarily leads to employee retention as in today's dynamic VUCA environment, there are a lot of other factors, which employees consider retaining in the organisation. Fifthly, teacher's issues are regarding workload, student-teacher ratio and opportunities for permanency, therefore management must try to strategically solve these issues.

## Implications

### Theoretical Implications

The useful insights gained from this study will be able to contribute to the existing literature in several ways. First, this study widens the knowledge on the factors which impact the perceived organisational support and consequently on the employee retention. Secondly, this study is capable to enlarge the use of the ERC's Retention Model and Social Exchange Theory. Thirdly, the definition of perceived organisational in today's VUCA environment which is volatile, unpredictable, complex and ambiguous, the meaning of perceived organisational support has changed, Therefore, this implies that theoretically the contemporary definition of the perceived support must be incorporated, in order to measure this construct.

### Practical Implications

Universities and colleges are the institutions which develop human resources, required to develop policies, structures, governance, culture and socio-economic aspects of development. Therefore, the human resource department must learn from the findings and frame the polices and strategies, according to the findings. In education industry, financial considerations alone

are not that important for women to retain, rather, the conduct of superiors, autonomy, work-life balance the important elements. In order to retain women, the organisation must work to provide the women over and above the care and wellbeing. The job autonomy is also a considerable factor and must be exercised in an effective manner, so that women feel a sense of authority and responsibility. Furthermore, the organizations must work to create and promote employee network groups. Especially, these network groups would help women who might have apprehensions about re-entering the workforce. Organizations must reformulate their recruiting and hiring practices to increase women participation in the organization. Moreover, in order to retain the best talented teachers, management must work on strategically designing the workload, improving the student-teacher ratio and providing opportunities for permanency and must try to keep teaching and administrative work different from each other.

### Limitations and Directions for Future Research

Despite its contributions, this study is also subject to a few limitations. Firstly, this study is limited to the educational professionals. This implies that women professionals from other industries can also be included in the study as it is expected that there might be a difference in the retention intentions across industries. Secondly, due to time constraints, the sample size is small, which needs to be larger for this kind of study to apply other techniques of analysis. Thirdly, the geographic scope is limited to Chandigarh due to time constraints.

### Directions for Future Research

Firstly, since this study was conducted using structured undisguised questionnaires and only a few interviews, future research may consider conducting more extensive interviews as an approach to better understand the intentions of women professionals regarding the decision to stay or leave the organization. Secondly, future research may need to consider examining the mediating and moderating impacts of some other variables on the employee retention. Thirdly, future research may be conducted keeping in mind the other individual, psychological and environmental variables.

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