

Personal and Workplace-Related Determinants of Women Employees Attrition

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Abstract
Women workforce attrition has emerged as a significant human resource challenge, particularly in manufacturing industries where women employees face various personal and organizational constraints affecting their career continuity. The present study examines the factors influencing women workforce attrition in medium and large-scale industries in Dakshina Kannada and Udupi districts of Karnataka. It focuses on personal factors such as health concerns, family responsibilities and career aspirations, and organizational factors including work environment, career growth opportunities, compensation, statutory welfare facilities and workplace safety measures. The study adopts a descriptive research design and a quantitative approach, using primary and secondary data. Primary data were collected from 409 women employees, and responses were analysed using SPSS 23.0 and AMOS 23.0. The findings reveal that work environment, transportation facilities, paid leave provisions, career advancement opportunities and work-life balance are important considerations influencing women's employment continuity. The study highlights the need for gender-sensitive human resource policies, improved workplace safety, adequate welfare facilities and supportive organizational practices to enhance employee satisfaction and reduce women workforce attrition. It further recommends suitable retention strategies to address women's personal and professional needs and promote their sustainable participation in the manufacturing sector.

Keywords: Women Workforce Attrition, Work-Life Balance, Workplace Safety, Employee Retention

Introduction

Women workforce though are not the new source of employees, their employability and the career aspirations need to go through few personal as well as organizational challenges. She is being the dual role player, must pay sufficient attention both to the family and the organization. In between managing both, even she needs to concentrate on her career perspectives. When all the facets of women employees are taken into consideration, every factor has its own critical role in her life.

Globally the research study on employee's attrition in general has the commendable history of over 100 years. But when it comes to the women workforce attrition it's the history of around 4 decades. In India, majority of the studies are done in the IT/ITES/BPO sectors. But specifically on manufacturing industries it is less found on. Moreover, studies on women workforce attrition, in medium and large-scale industries in Dakshina Kannada and Udupi Districts is very less talked upon. Spotting on the factors influencing women workforce attrition, very few studies focus on the influence of women workforce safe work conditions on their high attrition rate.

Thus, this study focuses on the statutory welfare and safety measures pertaining to them. This study focuses on personal factors, viz self-health concerns, family concerns and career aspirations and the organizational factors, viz Work environment, Career growth opportunities and compensation. Along with the influence of each one of them on one another resulting to work life balance issues. Geographically, Dakshina Kannada and Udupi districts having the highest female literacy rate, their workforce participation is also shown good ratings in recent census. Thus, the study had

visioned to fill the gap in current studies in relation to the thematic scope and the universe of the study.

Yashaswini B (2016) identify age, cultural background, creed, religious practices abilities and gender as determinants of diversity Work life balance of women employees has become an important subject since the women are equally sharing the responsibility for the betterment of their family. Women are getting into jobs and they continue to work even after marriage. A married woman has more responsibility than man in taking care of young children and family. The working women efficiently overcome difficult situations by their commitment and perseverance. The participation of women in income generation activities lends them to satisfy their home needs to greater extent. Work life balance is one of the most challenging issues being faced by the women employees in the 21st century because of the type of roles they play at home and the spillover of personal life over work life. Women of the early centuries were mostly confined to their kitchens and those who were employed worked in factories, farms or shop works. Very few women had the access to higher education and they were forced to be at the mercy of their fathers' or husbands' attitudes towards women and work. The fast developing knowledge economy has given place for more number of women to be enlightened by higher education. Education has not only empowered them but also has given them robust careers. With brain power being the requisite skill in this knowledge era, rather than endurance or physical strength, the women workers seem to flood into every industry on par with men. But this has indeed become a tough challenge for women as they have to perform a lot of duties in home and office as well. As working women get married, they have additional responsibilities and when they become mothers, they have to manage the primary care of children and extended family and are thus, under greater pressure to continue on a career path. (cf : Yashaswini B 2016)

Objectives of the Study

The management of organizations encounters challenge of women workforce attrition, which is beyond control and influence growth of an organization. Therefore, the present research has been undertaken-

1. To study the attrition problem of women workforce in medium and large industries.
2. To analyze the prevailing benefits provided for women workforce at workplace.
3. To identify the personal reasons for women workforce attrition.
4. To determine the organization related factors which leads to women workforce attrition.
5. To suggest the relevant human resource strategies in accordance with the women workforce requirements.

Hypothesis

1. **H_{0A}:** The personal factors do not effect, women workforce attrition significantly.
   H_{1A}: The personal factors do effect, women workforce attrition significantly.
2. **H_{0B}:** The organizational factors do not effect, women workforce attrition significantly.
   H_{1B}: The organizational factors do effect, women workforce attrition significantly.

Research Design

Research design has its concrete reflection on the meaningful results in the analysis of data. This study considered the use of descriptive research methodology. Descriptive research design aims to systematically obtain information to describe a phenomenon, situation, or population. It seeks to determine the answers who, what, when where and how questions. Descriptive research design is selected because it provides an accurate portrayal or account of the characteristics, for example behavior, opinions, abilities, beliefs and knowledge of a particular individual, product, service, situation, or group. To meet the objectives of the study, this design is chosen to confirm and describe the factors influencing women workforce attrition which are identified in earlier research studies.

Research Approach

This study is a deductive approach. Deductive reasoning begins with a general or
universal statement and moves to a specific, more limited statement. The same approach was adopted in this study.

Research Method:

This research study had adopted quantitative research methodology. The data was collected from the primary and secondary source.

Research Population and Sample Design

Population

Women workforce and the HR personnel in industries of Dakshina Kannada and Udupi are the population of the study. Women workforce and HR population:

Table 1

Particulars	Dakshina Kannada	Udupi
Large scale industries	26	12
Women workforce	9137	4626
HR	78	36
Medium scale industries	15	13
Women workforce	922	2322
HR	30	26
Total Industries	41	25
Total Women workforce	10059	6948
HR	108	62

Sample Design

Sampling design denotes the definite plan for obtaining the number of samples from the universe (Kungkea, 2016). The size of sample should be ideal enough, not leading to either extremely large or underrepresented sample.

Sample Size

Sample Size Calculation for Women Employees:

Sample size for the women employees are estimated based on the statistical techniques that can be applied for the data analysis by considering power = 0.95 and effect size = 0.25 (moderate) by making use of a software G Power.

tests – t test, ANOVA: Fixed effects, special, main effects and interactions

Analysis: A priori: Compute required sample size

Input: Effect size f = 0.25
α err prob = 0.05
Power (1-β err prob) = 0.95

Numerator df =10
Number of groups = 4
Output: Noncentrality parameter λ= 25.5625000
Critical F = 1.8541553
Denominator df = 404
Total sample size = 409
Actual power = 0.9554166

Hence the sample size is considered as 409.

Sampling Technique
Total Women Workforce

- **Dakshina Kannada:** 10,059
- **Udupi:** 6,948
- **Total:** 17007

Review of Literature

Hence This chapter deals about the results of the study and the discussion thereon. For the purpose of evaluation, the results of the study were discussed in nine main parts viz.,

i) The Socio-Economic Characteristics of sample Women Employees and HRs and their association with respective variables of both the responses
ii) Factor Analysis
iii) Hypothesis Testing-Chi Square test, Fisher's Exact test
iv) Analysis of Variance and Independent sample test
v) Correlation Analysis
vi) Friedman's Test
vii) Multivariate Regression Analysis
viii) Structural Equation Modelling
ix) Path Analysis

To the study, the data of 409 women employees selected from medium and large scale industries in Dakshina Kannada and Udupi districts. The data analysed using software SPSS 23.0 and AMOS 23.0

i) The Socio-Economic Characteristics of sample Women Employees and HRs,

a) Women employees

Table 2

	Women employees	**Respondents**	
Sl.No	Personal Factors	Frequency	Percentage
1	Age		
	20-25 years	64	15.6
	26-30 years	129	31.5
	31-35 years	62	15.2
	36-40 years	89	21.8
	Above 40 years	65	15.9
	Total	409	100.0
2.	Marital Status		
	Single	141	34.5
	Married	215	52.6
	Divorcee	39	9.5
	Widow	14	3.4
	Total	409	100.0
3.	Family Type		
	Nuclear Family	231	56.5
	Joint Family	178	43.5
	Total	409	100.0
4	Family Size		
	1 to 2	12	2.9
	3 to4	139	34.0
	5 to 6	153	37.4
	More than 6	105	25.7
	Total	409	100.0
5	Dependent Children		
	Nil	218	53.3
	1 to 2	38	9.3
	3 to 4	140	34.2
	More than 4	13	3.2
	Total	409	100.0
6	Dependents other than Children		
	Nil	99	24.2
	1 to 2	156	38.1
	3 to4	154	37.7
	Total	409	100.0
7	Educational Qualification		
	SSLC	88	21.5
	PUC	153	37.4
	Undegraduate	142	34.7
	Post Graduate	26	6.4
	Total	409	100.0
8	Experience		
	Less than 1 year	43	10.5

	Women employees	Respondents	
	1 to 5 years	149	36.4
	6 to 10 years	175	42.8
	More than 10 years	42	10.3
	Total	409	100.0
9	Reasons which makes you work		
	Past Financial Experiences	26	6.4
	Present Financial Requirements	65	15.9
	Future Financial Requirements	64	15.6
	Use educational qualification	12	2.9
	Overcome boredom at home	14	3.4
	Career Orientation	127	31.1
	Taking care of dependents	39	9.5
	Independence	62	15.2
	Total	409	100.0
10	Present Annual Salary		
	Less or equal to 2 Lakhs	347	84.8
	3 to 5 Lakhs,	62	15.2
	Total	409	100.0
112	Distance from your residence to the workplace.		
	Less than 5Km	125	30.6
	6Km – 10Km	90	22.0
	11km -15 km	50	12.2
	more than 16 Km	144	35.2
	Total	409	100.0

Age Distribution

The workforce is predominantly composed of women aged 26-30 years, representing 31.5% of the total, indicating that a substantial portion of employees are in the early stages of their career. The second-largest group, 36-40 years, comprises 21.8% of employees, suggesting a mix of experienced professionals. The age group 20-25 years constitutes 15.6%, highlighting a younger demographic. Those aged 31-35 years are at 15.2%, and employees Above 40 years account for 15.9%. This distribution points to a workforce that is relatively young, with many individuals in their early to mid-career stages, which could imply a dynamic and growth-oriented team.

Marital Status

A significant majority of the employees are Married (52.6%), which may affect work patterns and benefits, as married employees might have different needs and responsibilities compared to their single counterparts. Single employees make up 34.5% of the workforce, suggesting a substantial proportion who may have more flexibility in their work commitments. The combined proportion of Divorcees and Widows stands at 12.9%, reflecting a smaller segment of employees with potentially unique support needs.

Family Type

The majority of employees live in a Nuclear Family setup (56.5%), which could influence their work-life balance, as nuclear families typically have fewer immediate relatives for support compared to those in Joint Families (43.5%). This demographic detail might impact employees' ability to manage work and home responsibilities.

Family Size

Employees predominantly come from families of 5 to 6 members (37.4%), followed by those from 3 to 4 members (34.0%). This suggests that a significant portion of the workforce manages responsibilities within moderately large families. Families with More than 6 members account for 25.7%, while only 2.9% come from families of 1 to 2 members. The larger family sizes could affect employees' work commitments and flexibility.

Dependent Children

The majority of employees have Nil dependent children (53.3%), which might enable them to focus more on their careers. 3 to 4 children are reported by 34.2% of employees, indicating a considerable number who may have additional family responsibilities. Employees with 1 to 2 children represent 9.3%, while those with More than 4 children are the least common at 3.2%. The data suggests that those with no children might experience fewer balancing challenges between work and family.

Dependents Other than Children

Most employees have 1 to 2 dependents other than children (38.1%), with 3 to 4 dependents being reported by 37.7%. A smaller proportion, 24.2%, have no additional dependents. This indicates that a significant number of employees carry additional family responsibilities, which could influence their work schedules and availability.

Educational Qualification

The largest group of employees holds PUC qualifications (37.4%), followed by Undergraduates (34.7%). SSLC graduates make up 21.5%, and those with Post Graduate degrees are the least numerous at 6.4%. This distribution indicates that while a substantial portion of the workforce has completed secondary or higher secondary education, there is a relatively small percentage with postgraduate qualifications, pointing to opportunities for further educational advancement.

Work Experience

A significant portion of employees has 6 to 10 years of experience (42.8%), reflecting a moderately experienced

workforce. Those with 1 to 5 years of experience account for 36.4%, while employees with Less than 1 year and More than 10 years of experience are less common, at 10.5% and 10.3%, respectively. This balance suggests a stable workforce with a mix of newer and more seasoned professionals.

Reasons for Working

Career Orientation is the most cited reason for working (31.1%), followed by Present Financial Requirements (15.9%) and Independence (15.2%). Future Financial Requirements also play a significant role, with 15.6% of employees citing this as a reason. Lesser reasons include Use of Educational Qualification (2.9%) and Overcome Boredom at Home (3.4%). These motivations indicate that career growth and financial needs are the primary drivers behind employment.

Present Annual Salary

A majority of employees earn Less or equal to 2 Lakhs annually (84.8%), with 3 to 5 Lakhs earners comprising 15.2%. This salary distribution suggests that a large proportion of employees are in lower salary brackets, which may reflect entry-level positions or limited financial flexibility.

Distance from Residence to Workplace

The most common distance employees travel to work is More than 16 Km (35.2%), followed by Less than 5 Km (30.6%). The distances 6 Km – 10 Km and 11 Km - 15 Km are less common, at 22.0% and 12.2%, respectively. This indicates that many employees face significant commute times, which could impact their work-life balance.

The data indicates a workforce that is predominantly young, with the largest group in the early to mid-career stages, and mainly married. Most employees live in nuclear families and come from moderately large family sizes, which could affect their work commitments. Many have no dependent children but face varying levels of additional dependents. The majority hold PUC or undergraduate qualifications and have moderate experience levels. Career orientation and financial needs are primary motivators for working. Most employees earn lower salaries and travel significant distances to their workplaces, suggesting potential challenges related to family responsibilities and commuting.

ii) Prevailing attrition status of women employees in DK and Udupi districts

Table 3

Descriptive Statistics					
	N	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
Average percent of women employees who leave your organization in a year?	60	1.00	4.00	2.050 (11%-15%)	.79030
Average percent of men employees who leave your organization in a year?	60	1.00	4.00	2.2167(11%-15%)	.76117
Average percent of women employees who join your organization in a year?	60	1.00	4.00	2.5500(16%-20%)	.87188
Average percent of men employees who join your organization in a year?	60	1.00	4.00	3.1333(16%-20%)	.85304
Among the following which according to you is the most susceptible range of experience to attrition?	60	1.00	3.00	1.7167(6-10years)	.64022
Valid N (listwise)	60				

Average Percent of Women Employees Who Leave Your Organization in a Year

The mean value for the average percentage of women employees leaving the organization is 2.050, with a standard deviation of 0.79030. This mean value falls within the range of 11%-15%, indicating that respondents perceive an average attrition rate of women employees within this range. The standard deviation suggests moderate variability in responses, reflecting some differences in how respondents view the rate of women's attrition. This variability could be attributed to differences in organizational experiences or reporting standards.

Average Percent of Men Employees Who Leave Your Organization in a Year

The mean for the average percentage of men employees leaving the organization is 2.2167, with a standard deviation of 0.76117. This mean is slightly higher than that for women, also falling within the 11%-15% range. The standard deviation here is similar to that of women's attrition, indicating comparable levels of variability in perceptions of men's attrition rates. The slightly higher mean suggests that, on average, respondents perceive a marginally higher attrition rate for men compared to women.

Average Percent of Women Employees Who Join Your Organization in a Year

The mean value for the average percentage of women employees joining the organization is 2.5500, with a standard deviation of 0.87188. This mean falls within the range of 16%-20%, indicating a higher perceived rate of women joining the organization compared to those leaving. The higher standard deviation points to greater variability in the reported figures, suggesting a broader range of experiences or estimates among respondents regarding new female hires.

Average Percent of Men Employees Who Join Your Organization in a Year

For men employees joining the organization, the mean is 3.1333, with a standard deviation of 0.85304. This mean is the highest among the four variables, also falling within the 16%-20% range but reflecting a more significant influx compared to women. The standard deviation, while high, is somewhat lower than that for women joining, indicating slightly less variability in the reported figures. This suggests a more consistent perception among respondents regarding the rate at which men join the organization.

Most Susceptible Range of Experience to Attrition

The mean for the experience range most susceptible to attrition is 1.7167, with a standard deviation of 0.64022. This mean, falling within the 6-10 years range, indicates that respondents generally believe this range is most prone to attrition. The lower standard deviation suggests relatively consistent views among respondents regarding which experience range is most susceptible to attrition, highlighting a shared perspective on employee turnover risks associated with this experience bracket.

The data reveals varying perceptions of employee attrition and recruitment rates based on gender and experience. The mean values suggest that while attrition rates are perceived to be somewhat higher for men than women, the recruitment rates are notably higher for men. The greater variability in the recruitment rates of women suggests more diverse experiences or estimates among respondents. Additionally, the consensus on the 6-10 years experience range being most susceptible to attrition indicates a common understanding of where attrition risks are highest. Overall, the descriptive statistics provide a nuanced view of employee turnover and recruitment dynamics, reflecting both general trends and specific areas of concern within organizations.

iii) Satisfaction level of employee with Welfare facilities, Social Security Benefits and Safety at workplace,

Table 4

Descriptive Statistics					
Level of Satisfaction	N	Minimum	Maximum	Mean	Std. Deviation
Washing facility	409	1.00	5.00	3.4156	1.46640
Facilities for washing and drying clothes	409	1.00	5.00	3.4719	1.44840
Facilities for sitting	409	1.00	5.00	3.0024	1.56634
First aid appliances	409	1.00	5.00	4.0611	1.20199
Canteens	409	1.00	5.00	3.9487	1.22467
Shelter/ rest room /Lunch room	409	1.00	5.00	3.7726	1.34843
Creches	409	1.00	5.00	2.9633	1.60762
ESI Benefits	409	1.00	5.00	3.2885	1.38440
EPF Benefits	409	1.00	5.00	3.1345	1.35546
Gratuity	409	1.00	5.00	3.6308	1.10619
Bonus	409	1.00	5.00	3.5819	1.51099
Sexual harassment redressal committee exists	409	1.00	5.00	3.7115	1.32469
Workplace is under CCTV surveillance	409	1.00	5.00	3.7017	1.34639
You are deployed in night shift with your written consent	409	1.00	5.00	2.0196	1.28704
You are employed in night shift with a batch not less than ten employees	409	1.00	5.00	1.9829	1.24546
Valid N (listwise)	409				

The descriptive statistics provided reflect employee satisfaction across various workplace facilities and conditions, measured on a scale from 1 to 5. Each variable's mean and standard deviation offer insights into how employees perceive these aspects of their work environment.

Washing Facility

The mean satisfaction level for the washing facility is 3.4156, with a standard deviation of 1.46640. This score indicates a moderate level of satisfaction, slightly above the midpoint of the scale. The relatively high standard deviation suggests considerable variation in employees' perceptions, indicating that some employees are more satisfied than others with the washing facilities available.

Facilities for Washing and Drying Clothes

The mean score for facilities for washing and drying clothes is 3.4719, with a standard deviation of 1.44840. This mean is marginally higher than that for the washing facility alone, reflecting a slightly more positive overall perception. The standard deviation here is similar, showing a comparable level of variability in satisfaction among employees regarding these facilities.

Facilities for Sitting

Satisfaction with facilities for sitting has a mean of 3.0024, with a standard deviation of 1.56634. This mean is just above the midpoint of the scale, suggesting a neutral to slightly positive perception. The high standard deviation indicates substantial differences in how employees rate these facilities, pointing to uneven experiences or expectations across the workforce.

First Aid Appliances

The mean satisfaction level for first aid appliances is 4.0611, with a standard deviation of 1.20199. This is the highest mean score among the variables, indicating a generally high level of satisfaction with the availability and quality of first aid facilities. The lower standard deviation relative to other variables suggests more consistency in positive perceptions.

Canteens

The mean score for satisfaction with canteens is 3.9487, accompanied by a standard deviation of 1.22467. This score reflects a high level of satisfaction, although not as high as for first aid appliances. The standard deviation indicates moderate variability, suggesting that while most employees are generally satisfied, there are differences in individual experiences or opinions.

Shelter/Rest Room/Lunch Room

Satisfaction with shelter, rest rooms, or lunch rooms has a mean of 3.7726 and a standard deviation of 1.34843. This mean suggests a relatively high level of satisfaction, though not as high as for first aid appliances and canteens. The standard deviation indicates some variability in responses, reflecting a range of experiences among employees.

Creches
The mean for satisfaction with creches is 2.9633, with a standard deviation of 1.60762. This is one of the lower satisfaction scores, indicating that employees are less satisfied with creche facilities. The high standard deviation points to significant differences in satisfaction levels, suggesting that while some employees might be content, others are not, leading to a broad range of perceptions.

ESI Benefits
The mean satisfaction with ESI (Employees' State Insurance) benefits is 3.2885, with a standard deviation of 1.38440. This score reflects a moderate level of satisfaction, with some variability in responses. Employees generally view ESI benefits positively but with a range of opinions regarding their adequacy.

EPF Benefits
Satisfaction with EPF (Employees' Provident Fund) benefits has a mean of 3.1345 and a standard deviation of 1.35546. This indicates a moderate level of satisfaction similar to ESI benefits, with variability in how employees perceive these benefits. The standard deviation suggests differing levels of contentment or dissatisfaction.

Gratuity
The mean satisfaction level for gratuity is 3.6308, with a standard deviation of 1.10619. This score suggests a reasonably positive perception of gratuity benefits, with less variability compared to other benefits. This indicates a more uniform level of satisfaction among employees regarding gratuity.

Bonus
Satisfaction with bonuses has a mean of 3.5819 and a standard deviation of 1.51099. This score indicates a generally positive view of bonuses, although the high standard deviation points to considerable differences in individual satisfaction levels.

Sexual Harassment Redressal Committee Exists
The mean for satisfaction with the existence of a sexual harassment redressal committee is 3.7115, with a standard deviation of 1.32469. This score suggests a positive view of the committee's presence, with some variability in employee satisfaction.

Workplace Under CCTV Surveillance
The satisfaction level regarding CCTV surveillance in the workplace has a mean of 3.7017 and a standard deviation of 1.34639. This score indicates a generally positive perception of surveillance measures, though there is variability in how employees feel about this aspect of workplace security.

Night Shift Deployment with Written Consent
Satisfaction with being deployed on a night shift with written consent has a mean of 2.0196, with a standard deviation of 1.28704. This is the lowest satisfaction score among the variables, indicating significant dissatisfaction or discomfort with night shift deployments, despite written consent. The high standard deviation suggests diverse opinions and experiences regarding this issue.

Employed in Night Shift with a Batch Not Less than Ten Employees
The mean satisfaction for being employed in a night shift with a batch of at least ten employees is 1.9829, with a standard deviation of 1.24546. This is slightly lower than the previous variable, indicating even greater dissatisfaction with this condition. The variability in responses highlights a range of negative experiences or perceptions.
The data indicates varying levels of satisfaction with different workplace facilities and conditions. The highest satisfaction is associated with first aid appliances, canteens, and shelter/rest rooms, suggesting these are well-regarded aspects of the workplace. In contrast, satisfaction with creches, night shift deployments, and batch sizes for night shifts are notably lower, indicating areas of concern for employees. The standard deviations across variables show differing degrees of variability, reflecting diverse employee experiences and perceptions. Overall, while some aspects of the work environment are positively viewed, there are several areas requiring attention to improve employee satisfaction.
Personal reasons responsible for women employees' attrition in opinion of women employees

Table 5

Descriptive Statistics					
Reasons For leaving – Women Employees	N	Minimum	Maximum	Mean	Std. Deviation
Self Health	409	1.00	5.00	3.1565	1.27570
Family concerns	409	1.00	5.00	3.0318	1.27628
To pursue higher education	409	1.00	5.00	2.3692	1.09506
For Higher salary	409	1.00	5.00	3.0758	1.17849
To pursue better Job profile	409	1.00	5.00	3.2127	1.31030
For better work environment	409	1.00	5.00	4.1222	.73078
For better job location	409	1.00	5.00	2.4792	1.27194
Valid N (listwise)	409				

The dataset provides descriptive statistics on various reasons women employees may leave their organizations. The variables are assessed on a scale from 1 to 5, where higher values indicate greater agreement with the reason as a factor for leaving. Here's a detailed analysis of each reason:

Self Health
The mean score for self-health as a reason for leaving is 3.1565, with a standard deviation of 1.27570. This score suggests a moderate level of agreement among employees that self-health issues contribute to their decision to leave.

The relatively high standard deviation indicates a broad range of opinions on this factor, with some employees considering it a significant reason while others do not.

Family Concerns

The mean score for family concerns is 3.0318, with a standard deviation of 1.27628. This value is close to the midpoint of the scale, reflecting a moderate perception that family concerns are a reason for leaving. The high standard deviation again indicates variability in employee responses, suggesting that family concerns are a significant but not universally consistent reason for departure.

To Pursue Higher Education

The mean score for leaving to pursue higher education is 2.3692, with a standard deviation of 1.09506. This score is on the lower end of the scale, indicating that pursuing higher education is less frequently cited as a reason for leaving. The lower standard deviation implies that there is less variability in this reason among employees, suggesting that it is not a major factor in their decision to leave.

For Higher Salary

The mean score for leaving in search of a higher salary is 3.0758, with a standard deviation of 1.17849. This score indicates a moderate level of agreement that salary is a motivating factor for leaving. The standard deviation shows that while salary is a notable reason for some employees, the level of its importance varies among individuals.

To Pursue Better Job Profile

The mean score for leaving to pursue a better job profile is 3.2127, with a standard deviation of 1.31030. This suggests a moderate to high level of agreement that job profile improvements are a reason for leaving. The higher mean score compared to other reasons reflects a relatively stronger consensus among employees that career advancement opportunities are a significant factor in their decision to leave.

For Better Work Environment

The mean score for leaving for a better work environment is 4.1222, with a standard deviation of 0.73078. This is the highest mean score among the variables, indicating a strong consensus that a better work environment is a significant reason for leaving. The lower standard deviation suggests less variability in this perception, indicating that most employees agree that the work environment is a crucial factor in their decision to leave.

For Better Job Location

The mean score for leaving for a better job location is 2.4792, with a standard deviation of 1.27194. This score is relatively low, suggesting that job location is not a primary reason for leaving among most employees. The high standard deviation indicates that while location might be a factor for some, it is not uniformly significant across the workforce.

The analysis reveals that the primary reasons women employees leave their organizations include dissatisfaction with the work environment and the desire for a better job profile, both of which receive higher mean scores. The work environment is notably the strongest factor, indicating that improvements in this area could potentially reduce turnover. Self-health, family concerns, and salary are moderately cited reasons, while pursuing higher education and better job location are less significant factors. The variability in responses highlights the diversity in individual reasons for leaving, suggesting that tailored interventions may be needed to address specific concerns across the workforce.

Organisational reasons leading to women employees' attrition as per Women employees In Women employees opinion

Table 6

Descriptive Statistics					
workplace related concerns	N	Minimum	Maximum	Mean	Std. Deviation
Cooperation and coordination among superior and subordinate	409	1.00	5.00	2.4450	1.29385
Work stress due to targets, hard to achieve	409	1.00	5.00	2.5844	1.36603
Consideration to the women employee's suggestions	409	1.00	5.00	2.4156	1.53180
Harassment at workplace	409	1.00	5.00	1.7775	1.30867
Health and Hygiene at workplace	409	1.00	5.00	1.9707	1.39647
Job title	409	1.00	5.00	2.4474	1.54913
Clear job roles and responsibilities	409	1.00	5.00	2.2714	1.22762
Training opportunity at workplace	409	1.00	5.00	3.2127	1.47901
Promotion policies	409	1.00	5.00	2.5526	1.29774
Fixed work time	409	1.00	5.00	2.2518	1.43577
Opportunity to perform new assignments/Job engagement	409	1.00	5.00	2.3325	1.40271
Salary	409	1.00	5.00	2.5697	1.52613
Social security benefits (ESI, EPF, Gratuity and Bonus)	409	1.00	5.00	2.2005	1.29058
Incentives	409	1.00	5.00	3.0440	1.37841
Paid leaves	409	1.00	5.00	3.5330	1.20233
Transportation facility	409	1.00	5.00	4.1638	1.37022
Valid N (listwise)	409				

The dataset provides descriptive statistics on various workplace-related concerns among employees, measured on a scale from 1 to 5, where higher scores indicate more agreement with the concern being significant. Here's a detailed analysis of each variable:

Cooperation and Coordination Among Superior and Subordinate

The mean score for cooperation and coordination between superiors and subordinates is 2.4450, with a standard deviation of 1.29385. This relatively low mean indicates that this concern is not viewed as a major issue by the employees.

However, the high standard deviation suggests that there is considerable variability in perceptions, with some employees finding it more problematic than others.

Work Stress Due to Targets, Hard to Achieve
The mean score for work stress due to hard-to-achieve targets is 2.5844, with a standard deviation of 1.36603. This score suggests that work stress is a moderate concern among employees. The high standard deviation reflects a diverse range of opinions on how challenging and stressful the targets are, with significant differences in individual experiences.

Consideration of Women Employees' Suggestions
The mean score for the consideration of women employees' suggestions is 2.4156, with a standard deviation of 1.53180. This indicates that employees generally perceive a low level of consideration given to their suggestions, particularly those of women. The high standard deviation indicates a wide range of experiences, with some employees feeling that their suggestions are poorly considered.

Harassment at Workplace
The mean score for harassment at the workplace is 1.7775, with a standard deviation of 1.30867. This relatively low mean score suggests that, on average, employees do not view harassment as a major issue. However, the high standard deviation indicates that while harassment may not be a widespread concern, there are still significant individual experiences of harassment.

Health and Hygiene at Workplace
The mean score for health and hygiene at the workplace is 1.9707, with a standard deviation of 1.39647. This low mean score indicates that health and hygiene are not viewed as major issues. The high standard deviation reflects variability in perceptions, with some employees expressing significant concerns about health and hygiene standards.

Job Title
The mean score for concerns about job titles is 2.4474, with a standard deviation of 1.54913. This suggests that job title concerns are moderately significant to employees. The high standard deviation indicates a range of opinions, with some employees feeling strongly about job titles and others less so.

Clear Job Roles and Responsibilities
The mean score for clear job roles and responsibilities is 2.2714, with a standard deviation of 1.22762. This relatively low mean suggests that clarity in job roles and responsibilities is not a major concern for most employees. However, the moderate standard deviation indicates some variability in how clear employees feel their roles are.

Training Opportunity at Workplace
The mean score for training opportunities at the workplace is 3.2127, with a standard deviation of 1.47901. This indicates that training opportunities are a more significant concern compared to some other factors. The standard deviation reflects moderate variability in how employees view the availability and quality of training.

Promotion Policies
The mean score for promotion policies is 2.5526, with a standard deviation of 1.29774. This score suggests a moderate level of concern about promotion policies. The standard deviation indicates a range of opinions, with some employees finding promotion policies more problematic than others.

Fixed Work Time
The mean score for fixed work time is 2.2518, with a standard deviation of 1.43577. This relatively low mean indicates that fixed work hours are not a major concern for most employees, though there is some variability in individual experiences.

Opportunity to Perform New Assignments/Job Engagement
The mean score for the opportunity to perform new assignments and job engagement is 2.3325, with a standard deviation of 1.40271. This suggests that opportunities for new assignments and job engagement are moderately significant concerns. The variability in scores indicates differing levels of satisfaction with these opportunities.

Salary
The mean score for salary is 2.5697, with a standard deviation of 1.52613. This score reflects a moderate level of concern about salary, with some employees expressing dissatisfaction. The high standard deviation indicates considerable variability in salary perceptions among employees.

Social Security Benefits (ESI, EPF, Gratuity, and Bonus)
The mean score for social security benefits is 2.2005, with a standard deviation of 1.29058. This indicates that social security benefits are not a major concern for most employees. The standard deviation suggests variability in the importance placed on these benefits.

Incentives
The mean score for incentives is 3.0440, with a standard deviation of 1.37841. This indicates that incentives are a relatively more significant concern compared to some other factors. The moderate standard deviation reflects varying levels of satisfaction with the incentives offered.

Paid Leaves
The mean score for paid leaves is 3.5330, with a standard deviation of 1.20233. This score indicates that paid leaves are an important concern for employees. The lower standard deviation suggests a more consistent view among employees regarding the adequacy of paid leave provisions.

Transportation Facility
The mean score for transportation facilities is 4.1638, with a standard deviation of 1.37022. This high score indicates that transportation facilities are a significant concern for employees, with a relatively high level of satisfaction or importance attached to this aspect. The standard deviation shows some variability in perceptions, but it remains relatively low compared to other factors.
The analysis reveals that employees generally perceive transportation facilities and paid leaves as significant workplace-related concerns, with higher mean scores indicating greater importance. Conversely, issues such as harassment, health and hygiene, and cooperation among superiors and subordinates are less prominent concerns, as reflected by their lower mean scores. The high standard

deviations across most variables indicate considerable variability in employee perceptions, highlighting diverse experiences and concerns within the workplace. Addressing these varied concerns can help improve overall employee satisfaction and retention.

To analyse the association of importance of demographic and study related variables of women employees on the factors related to women work force attrition following Fisher's Exact Test or Chi square Test is performed

To analyse the association between demographic, personal factors of the total respondents with their selected factors related to the women work force attrition following Fisher's Exact Test and Chi- Square test is performed

Hypothesis 1: There is no significant association between Personal Reasons for leaving job and Factors which motivates for work for women employees and demographic variables of the women employees

Below tables reveals the various socio economic and demographic factors calculated Fisher's Exact Test value or Chi square test value and their significance on respondents

Table 7

	Fisher's Exact Test Value (FETV),Chi Square Test Value (CSTV) and significant value (p value)			
	Personal Reasons		Factors which motivates for work	
Age	FETV=12.695	P=0.636>0.05 (NS)	FETV=593.133**	P=0.000<0.01 (S)
Marital Status	CSTV=16.633	P=0.114>0.05 (NS)	FETV=188.284**	P=0.001<0.01 (S)
Family Type	FETV=9.097**	P=0.001<0.01 (S)	FETV=137.667**	P=0.001<0.01 (S)
Family Size	CSTV=17.444	P=0.089>0.05 (NS)	FETV=292.299**	P=0.004<0.01 (S)
Dependent Children	FETV=13.349	P=0.289>0.05 (NS)	FETV=318.604**	P=0.001<0.01 (S)
Dependent Members	FETV=9.059	P=0.279>0.05 (NS)	FETV=171.059**	P=0.001<0.01 (S)
Education	FETV=11.667	P=0.393>0.05 (NS)	FETV=219.178**	P=0.000<0.01 (S)
Experience	FETV=13.341	P=0.246>0.05 (NS)	FETV=218.612**	P=0.000<0.01 (S)
Annual Salary	FETV=23.288**	P=0.001<0.01 (S)	FETV=94.432**	P=0.000<0.01 (S)
Distance	FETV=12.156**	P=0.001<0.01 (S)	FETV=374.179**	P=0.000<0.01 (S)

** Significant at 1% l.o.s

Personal Reasons for Leaving Job

It is observed from the table above that the among the demographic factors of the women employees Family Type, Annual Salary and distance from work place are significantly associated with the Personal Reasons for leaving Job at 1% level of significance as the p values are less than 0.01.Null hypothesis is rejected for the factors Family Type, Annual Salary and distance from work place. There is significant association between Family Type, Annual Salary and distance from work place and Personal Reasons for leaving Job. Hence opinion related to Personal Reasons for leaving Job of women employees is completely dependent on the demographic factors such as Family Type, Annual Salary and distance from work place

Factors Which Motivates for Work:

It is observed from the table above that all the demographic factors of the women employees age, marital status, Family Type, Family size, Dependent children, dependent members, Education, Experience, Annual Salary and distance from work place are significantly associated with the Factors which motivates for work at 1% level of significance as the p values are less than 0.01.Null hypothesis is rejected for the factors age, marital status, Family Type, Family size, Dependent children, dependent members, Education, Experience, Annual Salary and distance from work place and Factors which motivates for work. Hence opinion related to Factors which motivates for work for women employees is completely dependent on the demographic factors such as age, marital status, Family Type, Family size, Dependent children, dependent members, Education, Experience, Annual Salary and distance from work place

Hypothesis: There is no significant association between Personal Reasons for leaving job and organizational Reasons for leaving the job and demographic variables of the HR

Below tables reveals the various socio economic and demographic factors calculated Fisher's Exact Test value or Chi square test value and their significance on respondents

Table 8

	Fisher's Exact Test Value (FETV),Chi Square Test Value (CSTV) and significant value (p value)			
	Personal Reasons		Organizational Reasons	
Age	CSTV=10.578**	P=0.001<0.01 (S)	FETV=18.082**	P=0.002<0.01 (S)
Gender	CSTV=0.241	P=0.624>0.05 (NS)	FETV=3.014	P=0.389>0.05 (NS)
Education	CSTV=0.195	P=0.659>0.05 (NS)	FETV=8.472**	P=0.001<0.01 (S)
Experience	CSTV=12.677**	P=0.000<0.01 (S)	FETV=14.586**	P=0.003<0.01 (S)

** Significant at 1% l.o.s

Personal Reasons for Leaving Job

It is observed from the table above that the among the demographic factors of the HR Age and Experience of HR are significantly associated with the Personal Reasons of women employees for leaving Job at 1% level of significance as the p values are less than 0.01.Null hypothesis is rejected for the factors Age and Experience of HR. There is significant association between Age and Experience of HR and Personal Reasons for leaving Job. Hence opinion related to Personal Reasons for leaving Job of women employees is completely dependent on the demographic factors such as Age and Experience of HR

Organizational Reasons for Leaving Job

It is observed from the table above that the among the demographic factors of the HR Age, Education and Experience of HR are significantly associated with the Organizational Reasons of women employees for leaving Job at 1% level of significance as the p values are less than 0.01.Null hypothesis is rejected for the factors Age, Education and Experience of HR. There is significant association between Age, Education and Experience of HR and Organizational Reasons for leaving Job. Hence opinion related to Organizational Reasons for leaving Job of women employees is completely dependent on the demographic factors such as Age, Education and Experience of HR

To find whether there is any difference in the perception of women employees between various levels of demographic variables Analysis of Variance and Independent Sample t test was carried out**.**

Iv) Analysis of Variance-Women Workforce

Hypothesis: There is no significant difference in the perception of women employees based on personal problems, Level of satisfaction, work life balance, work place related concerns between the various levels of age groups of women

Table 9

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Personal Reasons	20-25 years	64	3.4297	.65385	.08173	3.2664	3.5930	1.00	4.50
	26-30 years	129	3.3915	.57269	.05042	3.2917	3.4912	1.00	4.50
	31-35 years	62	3.5081	.46599	.05918	3.3897	3.6264	2.50	4.50
	36-40 years	89	3.3820	.45864	.04862	3.2854	3.4786	2.00	4.50
	Above 40 years	65	3.5231	.52612	.06526	3.3927	3.6534	2.00	4.50
	Total	409	3.4340	.54169	.02678	3.3813	3.4866	1.00	4.50
Level of Satisfaction	20-25 years	64	3.3047	1.16451	.14556	3.0138	3.5956	1.50	5.00
	26-30 years	129	3.6143	.55990	.04930	3.5168	3.7119	2.75	4.75
	31-35 years	62	3.1532	1.02765	.13051	2.8923	3.4142	1.75	4.25
	36-40 years	89	3.8006	.43657	.04628	3.7086	3.8925	3.25	4.25
	Above 40 years	65	3.1808	.75455	.09359	2.9938	3.3677	2.00	4.00
	Total	409	3.4676	.81199	.04015	3.3887	3.5465	1.50	5.00
Work Life Balance	20-25 years	64	3.5313	.80610	.10076	3.3299	3.7326	3.00	5.00
	26-30 years	129	3.3217	.82395	.07255	3.1782	3.4652	2.00	5.00
	31-35 years	62	3.1774	1.12022	.14227	2.8929	3.4619	2.00	5.00
	36-40 years	89	2.8146	.84066	.08911	2.6375	2.9917	1.00	4.00
	Above 40 years	65	3.2769	1.00012	.12405	3.0291	3.5247	2.00	5.00
	Total	409	3.2152	.93025	.04600	3.1247	3.3056	1.00	5.00
Work Place Related Concerns	20-25 years	64	1.8906	.37235	.04654	1.7976	1.9836	1.50	2.50
	26-30 years	129	2.6318	.77942	.06862	2.4960	2.7676	1.50	4.00
	31-35 years	62	2.4194	.82080	.10424	2.2109	2.6278	2.00	4.00
	36-40 years	89	2.2135	.52162	.05529	2.1036	2.3234	1.50	3.00
	Above 40 years	65	2.3846	.83745	.10387	2.1771	2.5921	1.50	4.00
	Total	409	2.3533	.73797	.03649	2.2816	2.4250	1.50	4.00

Table 10

Test of Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.
Personal Reasons	1.996	4	404	.094
Level of Satisfaction	28.769	4	404	.000
Work Life Balance	7.466	4	404	.000
Work Place Related Concerns	13.681	4	404	.000

From Levene's Test it is evident that all the variable Personal Reasons is homogeneous with respect to levels of age groups of women employees as p value is greater than 0.05. Hence Analysis of Variance can be carried on for personal reasons but for other variables Weich ANOVA is carried on

Table 11

ANOVA					
Personal Reasons	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.331	4	.333	1.135	.339
Within Groups	118.387	404	.293		
Total	119.718	408			

Table 12

Robust Tests of Equality of Means					
		Statistic[a]	df1	df2	Sig.
Level of Satisfaction	Welch	13.498	4	164.662	.000
Work Life Balance	Welch	8.034	4	174.642	.000
Work Place Related Concerns	Welch	22.585	4	180.305	.000
a. Asymptotically F distributed.					

**- Significant at 1% level of significance

From ANOVA we can observe that there is significant difference in the Level of satisfaction, Work life balance and work place related concerns between the various levels of age groups of women employees at 1% level of significance as the p values are less than 0.01. Hence age of women employees has an impact on the perception related to Level of satisfaction, Work life balance and work place related concerns.

Post Hoc Comparison

Post Hoc Comparison is carried out to find out whether there is any similarity between any atleast two of the categories of the selected variables

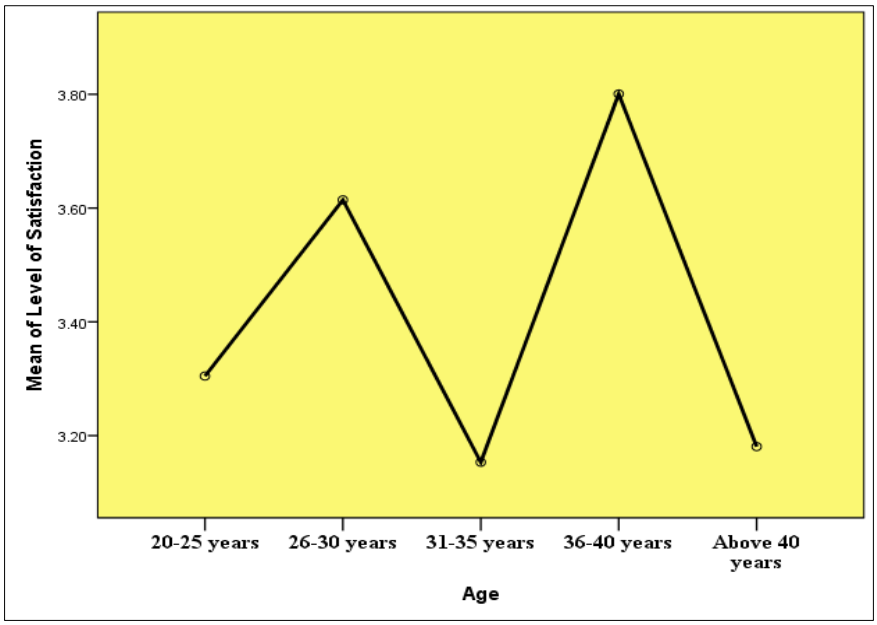


Fig 1

From means plot it is evident that there exists two groups as far as level of satisfaction of women employees is concerned. One group consists of women employees who are of the age group 20- 25 years, 31-35 years and above 40 years who are at low level of agreement and the rest of the women forms another group who are at high level of agreement

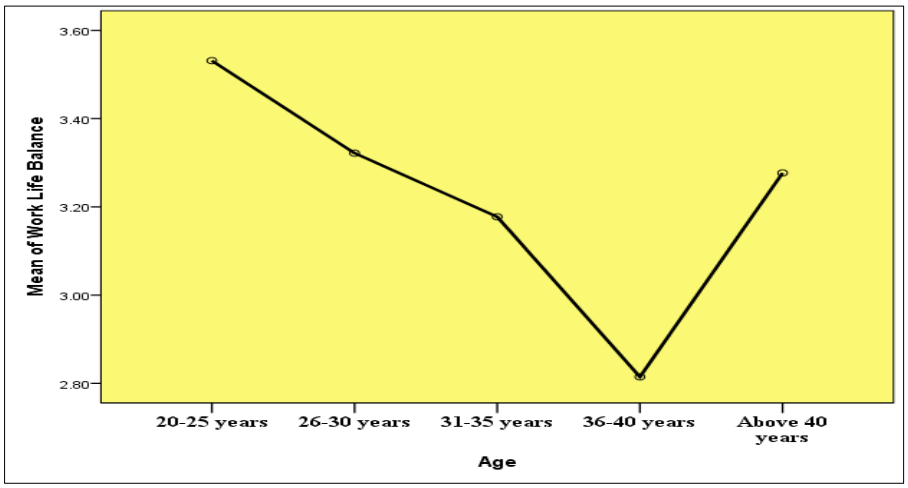


Fig 2

From means plot it is evident that there exists three groups as far as level of work life balance of women employees is concerned. One group consists of women employees who are of the age group 36-40 years who are at low level of agreement and the second group of age group 31-35 years and above 45 years who ar e at moderate level of agreement and the rest of the women employees forms another group who are at high level of agreement

From means plot it is evident that there exists two groups as far as level of work place related concerns of women employees is concerned. One group consists of women employees who are of the age group 20- 25 years who are at low level of agreement and the rest of the women forms another group who are at high level of agreement

Conclusion

Attrition is becoming a serious problem in today's corporate environment. Employee attrition may be described as the silent killer for the overall development of the organization. Attrition cost for many organizations are very high and can significantly affect the performance of an organization. There are various reasons behind employee attrition. These reasons may be best offer next door, overseas opportunities, Superior-subordinate relationship problem, higher package, further overseas studies, shifting of cities due to marriage, family and personal problem, improper work timings and parent's/spouse's/ children's health requires moving to other cities. This research proposes a remedial measure if implemented and executed properly would help concern organization to understand their employee's needs with regards to their career, job and family and follow the above mentioned remedies ad retained their talented workforce, thereby meeting their expectations and requirements and thus reducing employee attrition.

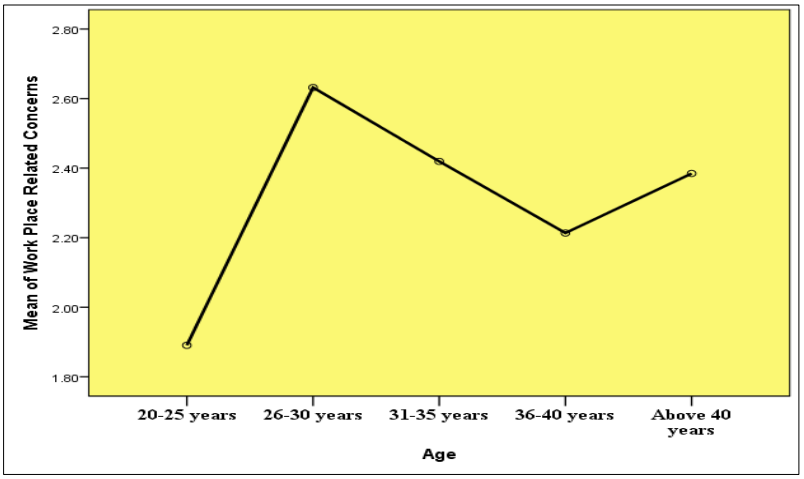


Fig 3

High attrition is big human resource challenge faced by organizations. Most companies suffer high attrition problem. Engaged and satisfied employees are more likely to stay with their organizations. Identifying motivation and satisfaction factors for women professionals and high attrition, is therefore of great importance to increase employee retention

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