Employee Attrition and Women Labour force

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ABSTRACT

The aim of this research paper is to investigate the factors that impact female employee attrition in the private business sector and the current measures in place to mitigate this phenomenon. To examine the obstacles related to gender diversity that women encounter at work and the strategies for overcoming them. This study offers a basic understanding of the variables influencing female employee turnover in the private corporate sector and makes use of references to the infrastructure currently in place to reduce female attrition. Numerous factors contribute to women leaving the corporate sector, but they can be broadly categorized as issues in one's personal and professional lives. Since female employees are an essential component of any business, managers must create policies that meet their requirements rather than just appearing to do so. The goal of the study paper that follows is to add to the body of knowledge already available on the factors influencing female employees' job attrition many facets of the topic are examined in-depth to determine the causes of female turnover and whether efforts have been made to provide safe and supportive work environments for female employees.

Keywords: Attrition, employee, employer, leadership, management, productivity, retention, organization, women attrition

INTRODUCTION

The term "employee attrition" describes the decline in an organization's workforce. Employee attrition is the slow, purposeful loss of workers inside a company. This steady decline in the workforce is referred to as the "rate of attrition." Employees resign from their positions because they believe they are not being compensated by the company for their labor as promised. Workers depart the company for a variety of reasons. The reason could be a greater wage at another company, family relocation, a desire for technology, a more senior job, etc. Individuals are the main source of this discontent, and no organization can manage it. Attrition, however, causes losses and additional costs for the organizations. Employers invest a great deal of time, money, and energy in the training and development of their staff members in order to boost productivity. An employee must be replaced in the event that he departs the company. The same amount of time, energy, and resources must be committed to this procedure in order to find and train a new employee.

The majority of IT companies are currently suffering greatly from a high attrition rate, which is leading to a number of problems with productivity and quality. Therefore, selecting the best applicant for a job has become essential. A high attrition rate among employees is a clear sign of frequent changes to the team and available resources. The organization's clients do not approve of these modifications. The quality of the services delivered declines when resources are changed frequently. As a result, quality, productivity, and cost are all negatively impacted. Because of this, it's critical for companies to understand the causes of attrition as well as strategies for preventing or lowering it. Keeping up good interactions with employees may be one of the core retention strategies. In any workplace, the relationship between the boss and employee is essential. Employees that have a positive and robust employer-employee connection feel valued, inspired, and supported.

Employee satisfaction increases the likelihood that they will put in their best effort and stay in their positions for a long time.

However, attrition happens when an employee's expectations aren't met—either by the employer or by their employment. Every person has different life goals, both personal and professional. Both of those are closely associated with the company he works for.

Therefore, it's critical to map employee expectations with organizational expectations. When an employee's expectations and interests don't align, it can lead to job discontent and a failure to accomplish desired obligations. Atrition results from this. When an employee finds that his career objectives do not align with those of the company, he begins to believe that he is not a good fit for the position. He begins searching outside the company for employment opportunities.

The role that is promised to an employee and the role that he ultimately takes on can differ significantly at times. The employee's motivation to stay with the team or organization is diminished by this new function, which does not assist him advance his professional abilities. Insufficient possibilities for learning also serve as a contributing factor in employees quitting their jobs. A lot of these criterion discrepancies could cause attrition. This essay aims to understand the expectations of employers and workers at different levels on various facets of employment. The purpose of the article is also to identify the industry's reasons for attrition.

Employee attrition vs employee turnover
Despite the fact that both employee attrition and employee turnover entail individuals leaving the company, they are not the same. Employee turnover occurs when workers quit and are replaced by new hires, either from within the company or by outside applicants. There is still the same amount of workers. It is determined by looking at the proportion of workers who quit their jobs within a certain time frame. Even with a high turnover rate, a business can continue to expand because it isn't losing employees. A certain amount of employee turnover is normal, but too much churn may be very costly to a business in terms of ramp time, on boarding, and rehiring.

Only lost positions are taken into consideration by employee attrition; filled positions are not. Even though a corporation is filling one out of every three open positions, attrition is still occurring in the other two. Employee attrition and turnover are distinct terms, but they share a common feature: they both give you information about the reasons behind employee departures, allowing you to make adjustments that will help you keep your workforce.

Types of employee attrition
There are two main types of employee attrition: involuntary and voluntary. Let's look at these in more detail:

Involuntary attrition
In this case, the worker is unwilling to leave. The decision to split with them has been made by the organization. This could result from:

- **Redundancy:** the worker's job will be eliminated
- **Layoffs:** insufficient work to maintain staff numbers
- **Termination:** When an employee is requested to leave due to poor performance or inappropriate behavior, they may be let go.

In order to save money, company executives frequently choose to go ahead and fire staff members rather than retuning or retraining them. This frequently proves to be a false economy: layoffs lower employee morale and engagement, which may lead to overwork and burnout, which may lead to voluntary leave or sick days for remaining staff.

Voluntary attrition
In the second case, the worker is the one who wishes to retire or is nearing the end of their employment. Typical explanations for workers quitting on their own initiative include:

- Unhappiness with present employer—possibly due to a negative work experience
- Getting employment
- Desiring to switch careers
- Transfer
- Familial motives
- Due to health

Compulsory attrition
An organization won't be overly affected by the retirement of one or two people, especially if there is good succession planning in place. A larger issue with attrition is when a sizable portion of your workforce retires at the same time due to age.

Natural attrition
When individuals who belong to a specific demographic—gender, age, race, disability, etc.—leave without warning. This could reveal instances, shortcomings, or viewpoints that are inconsistent with those groups and call for an urgent examination.

Formula of employee attrition
There's a simple formula for calculating your attrition rate:

Attrition Rate (%) = (No. of Employees That Left During Period / Average Number of Employees for Period) * 100

Highest women staff attrition seen in the 20-30 age group: FICCI-CNBC-TV18 survey
It is critical to continue highlighting the significance of women's engagement in the workforce if we want India to be known as a nation for the century rather than simply a decade. The Federation of Indian Chambers of Commerce and Industry (FICCI) and CNBC-TV18 worked together to highlight the realities on the ground. In February, a study was conducted among 80 enterprises in 12 different sectors, ranging in revenue from above Rs 20 crore to Rs 7 lakh crore. Forty percent of those surveyed were from the services industry, with sixty percent coming from the manufacturing sector.
This is how the survey's gender distribution looks: 31% of respondents are women and 69% of men.

According to the poll, the 20–30 age groups experienced the highest attrition rate (15%), followed by the 30–40 age groups (13%), as a result of many circumstances that induce women to leave the labor market. The 50–60 age brackets had the lowest attrition rate, at 3 percent. The representation of women in leadership positions is another noteworthy discovery. Women made up 22% of the board of directors and 21% of the C-suite executives in these 80 organizations. What kinds of roles did women take on? 82 percent of the total is devoted to human resources, 59 percent to finance, 57 percent to administration, 57 percent to marketing, 51 percent to sales, 49 percent to IT and digital, and 35 percent to strategy.

The poll also identifies important laws and resources that support women's participation. Ninety percent of businesses have policies against sexual harassment, ninety percent do not discriminate in hiring, seventy-eight percent have policies regarding infrastructure, seventy-three percent have extended maternity benefits, seventy-one percent permit flexible scheduling, forty-eight percent permit work from home policies, and forty-three percent have transportation policies.
The reskilling and up skilling program for women returning from a prolonged absence is another important criterion. Many of the participating organizations gave their female employees refresher training after extended pauses in addition to on-the-job training.

Of the companies, 52% have such programs in place, while 48% don't. Most of the participants emphasized that following their maternity absences; they should keep their female employees in the same department and location. The government is also given some policy recommendations by the report. The government has been asked to institutionalize more scholarships in order to support women who pursue careers in STEM fields—science, technology, engineering, and mathematics. In order to allow men to share childcare duties with women, it also suggests laws on gender pay parity, gender mainstreaming in already-existing programs, and equal paternal leave policies.

The Alarming Statistics
According to the World Bank, women in India are less likely to actively pursue employment or labor for pay. The World Bank said that from 2005, the percentage of women in India who are economically engaged (i.e., above the age of 15) has been progressively dropping, with a low of 19% in 2021. From 2004–05 to 2011–12, roughly 19.6 million women left the labor force. According to a World Bank survey, participation fell from 42.6 percent in 1993–1994 to 31.2 percent in 2011–2012. It stated that among those in rural India between the ages of 15 and 24, almost 53% of this decline took place.
The International Labour Organization reports that female involvement rates fell from 34.1 percent in 1999–00 to 27.2 percent in 2011–12, and that there are still significant gender disparities in participation rates.

According to the report, the proportion of women in the workforce fell from 33% in 2012 to 25% in 2020. This might have declined even more during the pandemic, which had an almost immediate impact on the employment of women. According to a 2021 McKinsey survey, one in four women were thinking about quitting their jobs or changing occupations, compared to one in five men. As a result of COVID-19 and other factors, the percentage of women employed in India fell to a pitiful 9% by 2022, per a Bloomberg poll.

The reasons so why are so many women exiting the workforce?
Experts claim that the migration is being caused by problems with work-life balance, gender role expectations, and socioeconomic disparities in India. Micro aggressions and biases, according to Nirmala Menon, Founder of Interweave, a company that advises businesses on gender inclusion, have caused women to drop out because they believe it is not worth their time. "It's a multifaceted issue. The idea that women are primarily responsible for maintaining their houses needs to shift. Because of this mentality, women are brought up to be daughters-in-law and are unable to realize their true potential. Increasing men's involvement in households and assisting them in realizing that they too have values to which they must

adapt. Menon told Money control, "My Company assists businesses in comprehending the reasons why having women in the workforce is important."

The issue also stems from mentality, as many companies believe that hiring women is unnecessary when there are sufficient numbers of men available. Businesses believe that women will eventually take time off for childbirth. However, women are essential in contributing ideas that males have missed. Businesses need to consider altering their policies and initiatives. In a manner, COVID-19 has made flexibility the norm therefore that is beneficial. Since I began working here fifteen years ago, a lot has changed, she stated.

How to control employee attrition
There is attrition among employees in even the largest and most successful firms in the world. There will always be this organic progression. An organization is predicted to lose 18% of its workers per year on average. Numerous industries have reported unprecedented turnover rates following The Great Resignation and the COVID-19 epidemic. This is not good news for companies, particularly considering the talent war that is beginning to surface. Many workers are willing to leave for greater possibilities since they know how valuable they are. Additionally, they won't accept working conditions that are no longer advantageous to them. There's another side to attrition for firms. An employee doesn't necessarily have to leave when a job role is phased out. Talent with institutional knowledge and a strong sense of loyalty may be open to new training options.

The secret is to scan the pipeline well in advance and alert staff members to opportunities that may arise. One excellent example of a business that turned inward and developed a talent marketplace for staff members is Schneider Electric. They concentrate on keeping employees and reskilling them to take on new responsibilities. They use their organization as a talent network. Although there are several reasons to reduce staff attrition and turnover, one important one is cost. There can be significant financial consequences when an employee departs.

Ensure employee recognition
Workers want to feel as though their efforts are valued and acknowledged. Motivation and engagement among employees are increased by meaningful acknowledgment. Employee engagement lowers the likelihood that they may hunt for other employment.

Offer training and development programs
Encouraging professional development is crucial, and workers who believe their employer values them are less likely to quit. It also implies that it will be simple to use the Schneider Electric strategy of looking inward and upskilling current talent if their occupations become obsolete.

Focus on employee well-being
Every organization is significantly impacted by employee wellness. Taking care of workers can improve their quality of life and lead to happier, more productive, and less stressed workers.

Ask for and give feedback
When workers feel heard, they also feel valued. Employee satisfaction is increased when feedback is solicited proactively and provided (in a constructive, positive manner).

Contribute to career growth and planning
Fostering growth and investing in the futures of employees encourages loyalty and lowers turnover. If an employee stays on staff, a career plan that incorporates the firm showcases their future.

Ensure proper employee benefits
Workers are not content with a paycheck alone. They are looking for bonuses and advantages that truly enhance their lives.

The most desired advantages consist of:

- Health coverage
- Time off with pay
- Life and disability insurance
- Remote and adaptable work arrangements

Create flexible work models to keep valued talent engaged in some capacity
Our perception of working hours has shifted due to remote employment, and flexibility is the new catchphrase.
If you use some imagination, you can also lower attrition by developing a flexible working style. For instance, you may retain senior employees as mentors or trainers on a part-time basis. Alternatively, you may offer more inventive on-ramp and off-ramp choices to welcome back working mothers.

Conduct thorough exit surveys
Performing comprehensive exit interviews yields more information about the reasons for an employee's departure and what didn't work. It's the best approach to help leaders learn from their mistakes and address problems to prevent them from happening again.

Create and engage an alumni network
A network of former students can produce a larger pool of independent contractors and perhaps repeat business. A strong network of former students is an excellent marketing tool for your company. Additionally, they are more inclined to recommend new personnel to your business.

How law helps
People used to believe that discussing the proportion of women in the workforce was unworthy. Still, there have been noticeable shifts, beginning with the legislation. In workplaces, the Prevention of Sexual Harassment has been implemented. The Act guarantees a safe and secure work environment and offers a legal framework to shield people from sexual harassment at work. Menstrual leave is up for dispute, but in companies, women are entitled to maternity leave and even fathers get paternity leave. The Companies Act, 2013 mandates at least one woman director in listed and other specified classes of companies. The Ministry of women and child development has a national creche scheme. The Maternity Benefit (Amendment) Act, 2017 makes it mandatory for an establishment with over 50 employees to have in-house creche facilities. But are these being implemented effectively?

While it is debatable whether these measures are enough, organizations cannot ignore the subject anymore as policies are very important in keeping women in the workplace. More organizations are seriously working hard to retain women in the organization. Still, it's a very long way off.

Is hybrid the way forward?
While many feel that the pandemic enhanced the flexibility of work hours for women, for others it has brought more struggles as the daycare centres have still not revived fully. "Hybrid work is welcome but working with a 6-month baby is challenging from home. It gets frustrating. The daycare centres post-COVID-19 need to be scaled up. Working from home is not helping women. Middle-class homes do not have a quiet corner to work. Coupled with that, layoffs by organizations have led to a sharp decline in women workforce," Shachi Irde, Director - sales enablement, Pollinate Group, said. Irde has been working in the field of empowering women and making them financially independent for over 10 years now. She currently encourages women from the economically weaker sections to start their micro-organizations and trains them to become entrepreneurs and manage their own finances.

"We provide them with green products like solar lights, biodegradable sanitary pads, mosquito repellent oils, etc, and handhold them for two years. These women sell in their community to start with as these are homemakers who can't go to work because of small children and elders in the family," Irde told Money control. She aims to empower and train 10,000 women for entrepreneurship and micro businesses by 2025. Many times the women do not have much of an option as their spouse is transferred to a different location and they choose family over work.

"I have experienced that women leave because of family compulsions many times. But after some time women should look at joining the workforce again and not lose their identity and skills. Some do not have an option because their husband gets transferred to an outstation.

But nowadays very few families have the chauvinistic attitude that women should not work. Women are very savvy these days," Sheela God bole, Director, ICMR-National AIDS Research Institute, said. Some women who are comfortable financially and are in their 50s choose to leave the workforce to complete their bucket list. "The recent pandemic made a lot of people reconsider their lives. We should cheer those who leave the workforce to complete their bucket list. We need to focus on those who are forced to leave the workforce for other reasons because that is sad," she said.

Are there lessons from other countries?
Japan, which had poor female workforce participation in 1990, adopted "womenomics" as its strategy, expanded childcare facilities and removed tax deductions for dependent women in 2013. As a result in 2016, Japan's female labour force participation jumped to 66 percent. India, too, may have to devise some similar strategy to stem its declining women workforce participation.

What needs to change to bring more female workforce
In his speech to the country on this Independence Day, Prime Minister Narendra Modi demanded a "change in the mentality towards women." "The more opportunities we give women, the more we will benefit from their contribution," he continued. I anticipate that women will make significant contributions to the nation over the next 25 years. India's female labor force participation rate in 2021 was 25.1%, which was lower than the global average; however, Prime Minister Narendra Modi hopes to achieve 50% of women in the workforce by 2047 in Amrit Kaal. Furthermore, if half of a nation's population engages in non-economic activities, that nation cannot flourish and reach its full potential, according to the World Bank. India's female GDP contribution is projected to be 17%, compared to the global average of 40%. Despite the low rate of female labor force participation in our country, they have still made a contribution to GDP. Therefore, it can be concluded that the country's economic growth will undoubtedly reflect the inclusion of 50% female workers in the workforce. The question at hand is how we can make this happen.

Despite being devoted daughters and mothers among other duties, women are not able to reach their full economic potential due to social and cultural restrictions. In order for women to step up and contribute to the fullest extent possible using their abilities and efficiencies, significant changes must be made to the post-primary school system and new government initiatives must be launched. These might include:

- Expanding business opportunities and professional job preparation;
- Improving computer and internet accessibility and use;
- Improving learning opportunities in education;
- Equipping them with skills relevant to the workplace that employers actually need;
- Fostering skill development among women in non-traditional occupations like plumbing and electricianing;
- The government can establish incentives for villages and districts that are able to send girls to school;
- The government can provide tax breaks to businesses that employ forty percent women.

Workplace policies: A study by the University's Genpact Centre for Women's Leadership found that half of all working women in the nation quit their jobs to care for their children, and that even of those who do, 48% of them leave the workforce within four months of returning. Due to societal conventions and a lack of company support, women in India are more likely than males to assume the position of primary caregiver. As a result, the majority of women chose to quit their jobs after returning from maternity leave, and many do not return. Many women experience guilt when they leave their children to go to work, so it's critical that employers provide a few policies that enable them to balance their personal and professional lives without giving up on their jobs.

Support and assistance for new mothers: While working from home with a small child for an extended period of time might grow challenging, moms can be given flexibility without being restricted to set working hours. Thus, early login and the ability to set their own work hours will also boost output and effectiveness.

Equal opportunities: Women are more interested in a gender-neutral workplace and culture where people are evaluated on their talent and leadership abilities rather than their gender or any other factor. In reality, they don't truly want preferential or biased treatment. Companies should take this into consideration and provide them equal opportunities and pay scales because they seek equal positions and opportunities within the organization based on their potential.

Work from home: Thanks to this legislation, married women who relocate after marriage are able to keep their jobs without being forced to resign due to relocation. By doing this, the businesses can also hire talented people from other outlying areas.

An environment of safe and open communication: A culture of open communication and safety should be established by businesses so that women can freely express themselves and feel safe both physically and mentally. The intimidating reporting process combined with a dearth of easily accessible tools is the reason why women are reluctant to report harassment or even violence in any setting.

Mentorship programs: Since dialogue is key to resolving conflicts at work, it would be beneficial to establish a women's mentorship program to foster an atmosphere where female employees feel comfortable discussing difficulties.

No question asked leave policy: After marriage, women frequently juggle employment and home responsibilities, which may be extremely taxing and challenging for them. In the event that a no-questions-asked leave policy is included, employees will be able to preserve their work-life balance.

Since women make up the majority of workers in this sector, their employment directly affects how the nation as a whole operates. While the policies and strategies listed above are a component of long-term goal planning, it's time to level the playing field and support the entry of young, skilled women into the workforce.

LITERATURE REVIEW

Saira Yousaf et al. (2014) looked into and examined the variables that impact female employee retention as well as strategies for lowering the percentage of female employee turnover in businesses. Using a survey questionnaire as a statistical instrument, they discovered that while there are many factors that lead to poorer retention rates for female employees, the four main contributors are social factors, family factors, organizational role, and supervisor role. They discovered that family concerns are a major factor in retention as the poll revealed that the majority of women quit their professions as a result of pressure from their families, who disapprove of their decision to continue working since they think a woman is incapable of juggling her home and professional lives.

Women who are in the prime of their professions are often lost to attrition due to social concerns such as gender inequality and male dominance in third world nations like Pakistan. The supervisor's actions toward a female employee have an impact on her decision to stay on the job as well, since women frequently experience verbal, physical, and sexual abuse at work, which creates an environment that makes it difficult for women to stay in their positions and ultimately leads to their resignation. The researchers came to the conclusion that the government may make a significant contribution to the advancement of working women's respect, prestige, and ease.

Nafeesa Begum & Dr. G. Brindha (2017), there are creative management strategies that have been effectively applied in a number of organizations to stop the exodus of talented women. They also noted the difficulties and concerns expressed in keeping female employees. However, there is rarely a study conducted where extensive data is gathered from the female workforce about what facilities and policies will actually help them in staying in or reentering the workforce. The researchers' findings suggested that weaker parts of the organization should be converted to become the strong parts by consulting corporate ladder. Additionally, what stops them from re-joining the workforce post-leave or break, like after maternity, and how the existing policies are functioning are also studied.

According to **Corey Harris's 2018 Walden University research**, "Productivity declines when employees voluntarily leave an organization." Harris focused on employee retention strategies in the information technology industry. In their study "Human Resource Information System and its impact on Human Resource Planning: A perceptual analysis of Information Technology companies," Dr. Shikha N. Khera1 and Ms. Karishma Gulati2 (Delhi 2012) came to the conclusion that, as an HR information system, it can store voluminous data about the employees, which not only helps in identifying the occupied and unoccupied positions but also whether the person at a particular position is fit for the job or not.

Matthew Joy Maniyamkott (2020), the necessity for female-friendly, sympathetic workspaces was noted by Matthew Joy Maniyamkott (2020), particularly in the wake of the pandemic, which exacerbated the issues already faced by female employees. The author made recommendations on how businesses might allocate their resources to reduce the attrition rate of female employees. In order to ensure that businesses provide a more welcoming work environment for their female employees, the author listed the following strategies: (1) flexible working hours; (2) maternity leaves; (3) female mentoring programs; (4) improving cultural merit; (5) salary equity audits; (6) understanding the challenges faced by working mothers; and (7) creating a culture conscious of inclusion.

RESEARCH METHODOLOGY

Considering the nature of the topic and the research objectives, secondary research method is used by the researcher. Various articles in newspapers, journals, and books, and research papers written by renowned authors were referred to for collection of data.

The literature relevant to the study was collected and analyzed and post that it was reviewed in the study.

CONCLUSION

Because they are incredibly devoted and loyal, female employees are a great asset to any business because they tend to continue with companies that they believe will benefit them. However, managers must work to develop rules to ensure that the turnover rate of female employees in their firm stays low and must provide them reasons to be committed to the organization. The majority of female employees leave their jobs quickly due to issues with culture and the environment. Women frequently manage many facets of life at once, and they typically receive little to no assistance from friends, family, and coworkers. Women's attrition in the private corporate sector is influenced by a number of variables, including marriage, family dependency, health concerns, child care, inflexible work schedules, erroneous transfers, etc. These elements serve as obstacles that prevent women from moving up the corporate ladder. Supervisors attempt to establish attrition-reducing rules, but they are not as effective as they would like since they often fail to address the underlying problems that female employees experience and are not carried out well. According to the report, female employee attrition is pervasive and evident in the private corporate sector at all levels. Three main categories can be used to categorize the reasons influencing this attrition: family, societal, and workspace factors. Families put pressure on women to give up their employment so they can concentrate on taking care of the home, a hint that women are the only ones who can look after their households and cannot strike a balance between work and life Female employees' career progression is impeded by societal pressure to marry, have children, or concentrate only on the home, which causes women to leave the job before reaching upper management. The fact that women experience physical, verbal, and sexual abuse at work, which is detrimental to their mental health and causes them to quit, is another factor contributing to the high turnover rate in the workplace Making sure women have a safe and supportive work environment is essential because, should they live in constant fear of harm coming to them while they work, their productivity will almost certainly decline, which will be expensive for the economy and the company. The woman's own potential will also be impacted by this. In the future, the study may focus on determining through primary research what the needs of female employees are and what strategies genuinely help with retention.

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