

Factors Influencing Women Talent Retention And Organizational Performance: Empirical Evidence From China

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Abstract

This is a knowledge-based economy era; consequently, the role of human capital cannot be neglected, constituting as it does an important competitive asset in today's global market. From the perspective of gender and talent management, this paper analyzes the factors affecting women talent retention and the relationship between female human resource development and organizational performance growth. The purpose is to explain the factors affecting women talent retention and organizational performance. This study reviews recent research on talent management and retention practices and their consequences for women in the workplace. Various factors have produced different research results. This study will explore the various experiences of participants and, from their perspective, help organizations develop effective retention strategies to improve organizational performance while retaining talent. This is an interpretive sequential study that aims to identify and explain the influencing factors of retaining women talent and the impact on organizational performance.

Keywords— *Women Talent Retention, Organization Performance, Gender, Talent Management, Women.*

1 INTRODUCTION

1.1 Problem Statement and Significance of the Research

China's economy is developing rapidly and social concepts are progressing, more and more women improve their education level and have their own career and career development expectations, the number of professional women is increasing. There are many women's career development is not in a good state, enterprises cannot retain women employees well. Despite today's calls for promoting a more diverse and be more inclusive of the workforce. In reality, however, talent and capability potential of a diverse workforce has not been fully utilized. When it comes to career choices, women today prioritize organizations that fully support them as individuals, and those that offer them greater flexibility to define how they work. At the same time, companies must pay close attention to women's career development, not only considering how to attract and retain women employees, but also how to create an environment conducive to career development (Keisha Bell,2022)

The nature of labor demand is constantly changing, and companies need to make structural changes to continue to attract, retain and promote women talent. In recent years, with people gradually have the gender awareness of social gender, gender equality and so on. Emphasis was placed on the development of women, especially in the workplace, which is also the focus of in-depth research. It is because of the gradual convergence of the work content and evaluation standards of men and women that under the same work pressure and demand, women are given higher requirements on career challenges and need to pay more

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to achieve better career development in the competition. They also become highly skilled contributors to the organization. How an organization implements its policies and programs and achieves them in terms of its mission and vision. Looking at today's trends, the changing social environment will bring more new challenges.

1.2 Research Questions

This study summarizes the following three research questions:

RQ1: What are the factors influencing women talent retention? (Quantitative)

RQ2: Does retaining women talent help improve organizational performance? (Quantitative)

RQ3: Do women in China suffer patriarchal oppression, and gender discrimination? (Qualitative)

1.3 Research Objectives

The purpose is to explain the factors affecting women talent retention and organizational performance. To help organizations develop effective retention strategies and improve organizational performance while retaining talents. In the relatively reasonable realistic conclusion, it can provide a certain scope of help for the interdisciplinary research of gender research and management research.

RO1: To study factors influencing women talent retention. (Quantitative)

RO2: To identify talent retention impact on organizational performance. (Quantitative)

RO3: To study whether women in China suffer patriarchal oppression, and gender discrimination or not. (Qualitative)

2.0 REVIEW OF LITERATURE

Employee retention can reduce the costs associated with high employee turnover rate and effectively prevent the loss of key employees (Samuel & Chipunza, 2009). It can also mean an organization's ability to retain employees (Fox, 2012). The longer an employee has been engaged in a job, the more obvious its value may be (Letchmiah & Thomas, 2017). The dual role of women in family responsibilities and work must be taken into account. Based on demand, women cannot be denied promotion in the promotion process, but equal platforms and other career development opportunities for men and women should be provided (PFTunji-Olayeni et al., 2021).

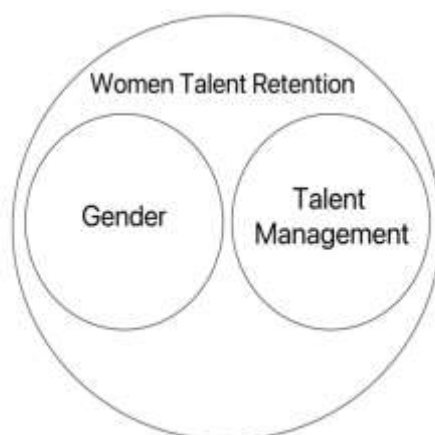


Figure 1: A Graphical Presentation of the Two Theories

2.2 Underpinning Theory

Through the interpretation of domestic and foreign literature, this study mainly uses the following two theories:

Gender: which was formed during the second feminist wave in the 1960s. The main viewpoints of gender theory include: 1) Gender differences (women and men) in roles and behaviors are caused by the environment; 2) Power relations between the sexes create and reproduce their social status; 3) Existing gender concepts are the product of socialization and can be changed. 4) Advocate women's perspective on problems. (Zhong, C. C., 2013). Talent management: It is a strategic and systematic process of how to attract, identify, develop, retain and manage talent in an organization. It provides a kind of support for the business strategy of the enterprise (Thunnissen et al., 2013; CIPD, 2020).

2.21 Gender Theory

Gender theory was formed in the second wave of feminism in the 1960s and is an important part of feminist theory. The main ideas of gender theory include:

- Gender differences (women and men) in roles and behaviors are caused by environmental, cultural and institutional factors, not biological factors. In society, there are different role expectations and behavior expectations for the sexes. Due to Chinese traditional cultural customs, certain expectations are imposed on both sexes, which is one of the reasons leading to the differences between the sexes (Zhong, C. C., 2013).
- Power relations between the sexes create and reproduce their social status. Firstly, gender theory recognizes the differences between the sexes in social status. Secondly, it believes that such differences are caused by the power relations between the genders, and the unequal distribution of rights between the sexes creates and reproduces the differences between the sexes in social status (Liu Ni, 2001)
- The emergence of social culture is accompanied by the emergence of social gender, which is complementary to each other. In the process of social practice gradually formed the present gender concept. It can be seen that gender differences (women and men) in roles and behaviors are social products, which are formed and changed in the process of social practice (Liu Ni, 2001).
- Advocate women's perspective on problems. Social gender theory holds that in reality, people are used to looking at problems from men's perspective and interpreting the world with men's experience, while women's perspective and experience are not valued. It emphasizes to strive for gender equality with women's perspective and experience. (Zhong, C. C., 2013)

2.22 Talent Management

The purpose of talent management is to improve an organization's ability to attract talent, identify talent, and develop employees with high potential, and to retain skilled and well-informed talent, including technical and managerial abilities. It is also a human resource strategy to achieve current and business goals (Sottile, 2021; Abdel Azem Mostafa et al., 2021). Talent management strategy must strictly follow steps from planning, attraction, development, preservation, performance evaluation, to effective implementation of work climate, culture, succession planning, and leadership that not only promote talent development, but also produce positive, long-term organizational performance (Mitosis et al., 2021; Wright et al., 2001). As the talent management involves an organization identifying and managing current and future talent, it must be a comprehensive long-term strategy (Garrow and Hersh, 2008; The CIPD, 2020). In order to bring value to the organization, it needs to be combined with business strategy and organizational culture (Stahl et al., 2012; Garrow and Hersh, 2008).

2.3 Conceptual Framework

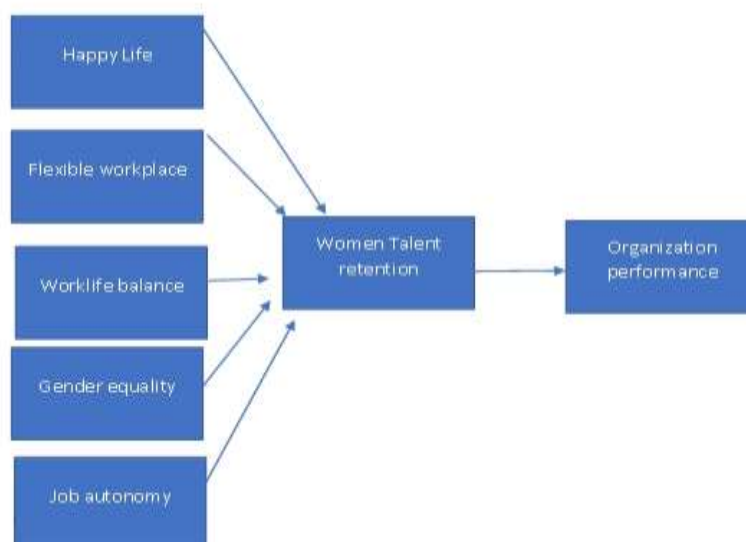


Figure 2. Visual Graphical Presentation of the Conceptual Framework

3.0 RESEARCH METHODOLOGY

3.1 Research Objectives

It is an explanatory sequential study to Identify and explain the influencing factors of retaining women talent and the impact on organizational performance. Therefore, the research method of the first and second research questions is quantitative research. The research method of the third research question is qualitative research. A questionnaire and interview questions have been prepared and will be distributed among women employees aged 25-49 in different organizations in Guiyang, Guizhou Province, China, to explore the factors affecting the retention of women talent in organizations, but this study may not be applicable to government departments. The sampling framework includes women employees from both the public and private sectors. Semi-structured interviews and questionnaires will be used as key sources for collecting primary data.

3.2 Research Design

My study plan has three basic components to inform these three research questions. The first is the descriptive component, which studies the factors influencing women talent retention. The second component is to explain whether talent retention has an impact on organizational performance. The third component studies whether Chinese women suffer from patriarchal oppression and gender discrimination. It is important to ensure that these three research design components do not deviate from the three research objectives and questions. In the first phase, questionnaires will be used to answer study questions 1 and 2, and in the second phase, semi-structured interviews with women respondents will be used to answer study questions 3. This two-stage approach, starting with the quantitative phase and then moving to the qualitative phase, is known as interpretive sequential design (Creswell&Clark, 2018). This design is the most useful in some specific conditions, all these studies include: researchers and research question more quantitative oriented, study to obtain and analyze useful data (survey) in this study, quantitative tools are available, the resource is limited, and then use qualitative research (e.g., a semi-structured interview) to explain the quantitative data. A design is required to collect data one at a time, including typical (or atypical) results, significant results, abnormal results, and surprising or confounding results. The researchers had time at the end to conduct a two-phase study (Creswell &Clark, 2018).

3.21 Research setting

3.211 Sources of Data

This study will mainly be conducted in Guiyang, Guizhou province (if the sample is insufficient, it can be extended to Guizhou province or southwest China).

3.212 Participant Selection

The number of population is unknown.

1. The study subjects were women who were employed and had been working for more than one year, so the age range was 25-49.
2. One factor in the study is flexible workplace, where study participants had to have worked flexibly for at least three weeks and all worked full-time in an office.
3. For further study, the study group will be divided into three groups: unmarried women, those who are married without children, and those who are married with at least one child.

3.213 Data Collection Methods

A question questionnaire and interview questions will be designed. To understand the retention of women employees in detail. SPSS program and Smart-PLS will be used to analyze the data frequency of valid questionnaires. A questionnaire will be distributed and the results discussed to determine which factors would be most helpful in retaining female talent in the organization and what problems exist in retaining women talent in the organization (initially set at 335). To make the research more reliable, the interviewees who agree to be interviewed will be selected from the respondents who participate in the questionnaire survey, and conduct semi-structured interviews with the respondents, which will be included in the discussion (initially set at 20). Thematic analysis through Nvivo software.

The data collection for qualitative research is Homogeneous Sampling. A purposeful sampling technique designed to achieve homogeneous samples; That is, a sample whose units (e.g., people, cases, etc.) share the same (or very similar) characteristics or characteristics (e.g., a group of people similar in age, gender, background, occupation, etc.). Respondents will be recruited through the Homogeneous Sampling. Individuals or cases of the same type are grouped together and then interviewed or studied in depth. Homologous sampling can make analysis simpler and group interviews easier to conduct.

Prior to the interview, each interviewee will receive two copies, an introduction to the study, a consent form and ethical notification for participation, as well as a confidentiality agreement and how to handle confidential information. Random sampling will be used for quantitative data collection. In a random sample, every member has an equal chance of being elected. Selecting a sample from a given population is one of the fair methods chosen. Each object is selected independently from the rest of the population, and the entire sampling process is completed in one step. Easy assembly of samples and representation of the population are among the advantages and key features.

3.3 Research Process of Each Approach

Considering that it will explain the factors affecting the retention of women talents, the central purpose of the study is whether the factors can have an impact on organizational performance, participants in both stages were from female populations, but the methods chosen by participants varied from stage to stage.

3.31 Quantitative (Survey)

Questionnaires will be sent to eligible groups of women to maximize the validity of the results. The survey of this study has been approved by the school and assigned questionnaires will be sent to female participants. Each participant received an email with contact information they were asked to leave.

3.32 Qualitative (Semi-structured Interview)

The integration of quantitative results into the qualitative stage is the design of this research method. The selection process for the second stage interview is based on the results of the quantitative component and will not be determined until after the first stage is completed. Based on the quantitative results, some demographic variables need to be further examined, especially age, marriage and childbearing, education and work status. These factors help determine the number of interviews and the questions to be asked.

Focus on understanding the perspective of the interviewee rather than collecting different answers. The interview must be flexible. This flexibility creates opportunities and allows for a larger point of view. Complementary questions are asked by the researchers to guide the questions from more perspectives, leading the respondents to be able to perceive different factors in the research field to attack the topic (Bryman&Bell, 2017). Interview guidelines will be developed prior to conducting interviews. The interview guide was designed and constructed around conceptual frameworks: Happy Life, Flexible Workplace, Worklife Balance, Gender Equality, Job Autonomy, and women talent retention and organizational performance. If face-to-face interview is not possible, WeChat video will be selected as the access tool. General questions will be asked about each interviewee. Interviews will be conducted in Chinese, as the author's native language is Chinese and the language is easier to use. The transcripts will be in Chinese, and every text will need to be translated.

Each text will be sent to each interviewee, allowing them to change, add or remove anything and ensure that the meaning of the content they are expressing is understood correctly. In each interview, the interviewees will be asked to agree and approve the E-mail address of the sent text record. Data will be encoded and translated into English when all text will be performed and approved by respondents. In the translation of the text, it is necessary to accurately translate the correct meaning of the answers of the interviewees.

4. Results and Findings

In order to better understand the actual situation, improve the questionnaire scheme and achieve better results, 50 questionnaires were first made and filled out by women from Southwest China. The survey was conducted anonymously and the results were used only for thesis research and no personal information was disclosed. After the questionnaire was issued in the pre-survey, 50 valid people filled in the questionnaire, which mainly targeted at the factors affecting the retention of female talents. The results of the pre-survey were of great help to the main body of the paper, and also helped to correct the questions of the formal questionnaire and the division of age levels. The following are the results and discussions of the formal survey.

4.1 Measurement Model Assessment:

Using Smartpls3.0, the structural equation model is constructed according to the theoretical model and proposed assumptions as follows:

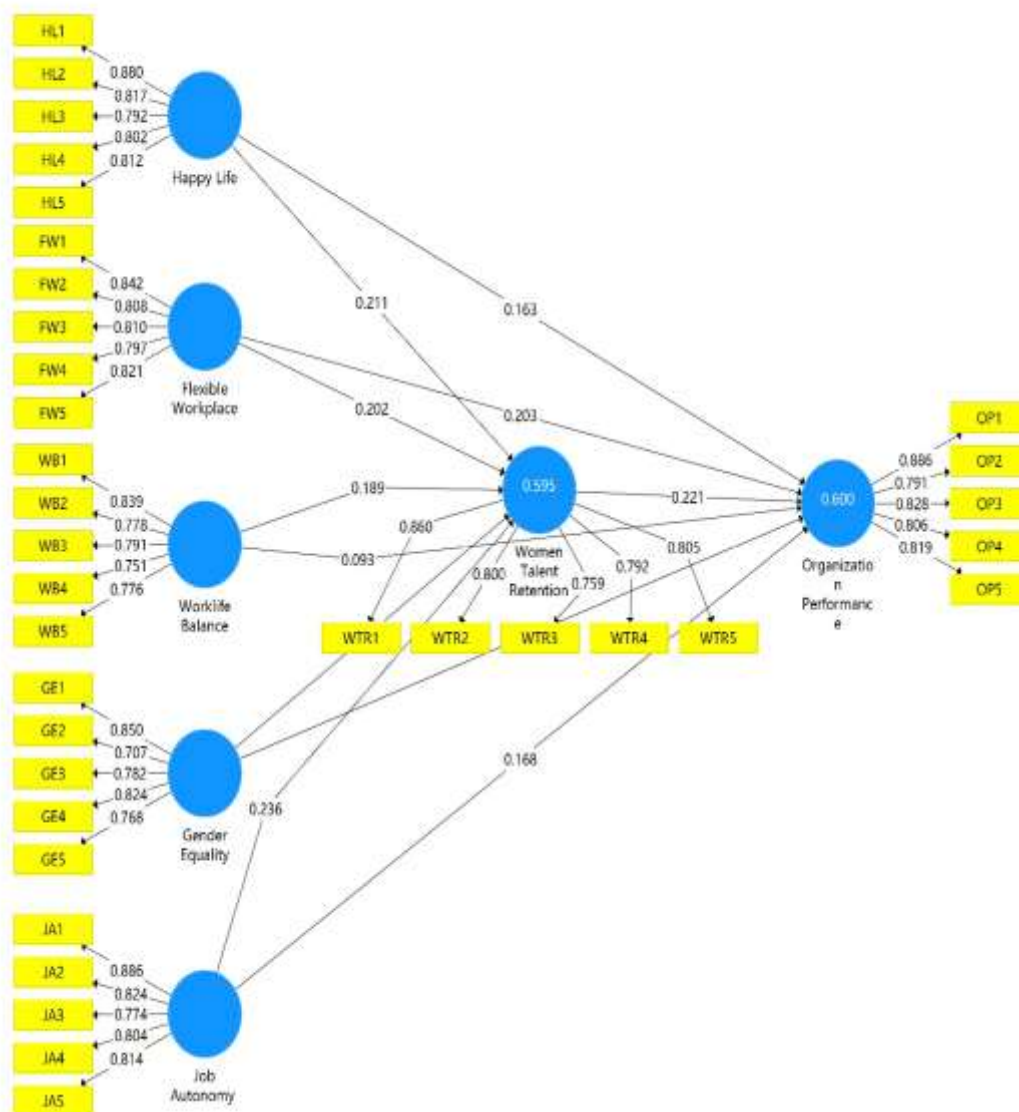


Figure 3. Structural Equation Model Path Analyze

Path	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Flexible Workplace -> Organization Performance	0.203	0.062	3.290	0.001
Flexible Workplace -> Women Talent Retention	0.202	0.058	3.465	0.001
Gender Equality -> Organization Performance	0.163	0.045	3.655	0
Gender Equality -> Women Talent Retention	0.202	0.060	3.373	0.001
Happy Life -> Organization Performance	0.163	0.050	3.272	0.001
Happy Life -> Women Talent Retention	0.211	0.070	2.998	0.003
Job Autonomy -> Organization Performance	0.168	0.044	3.808	0

Job Autonomy -> Women Talent Retention	0.236	0.063	3.747	0
Women Talent Retention -> Organization Performance	0.221	0.062	3.561	0
Worklife Balance -> Organization Performance	0.093	0.038	2.474	0.013
Worklife Balance -> Women Talent Retention	0.189	0.058	3.262	0.001

Table 1. Path Analyze

Based on the mediating effect of the table, we can see, Mediating path:

The mediating effect value of Flexible Workplace -> Women Talent Retention -> Organization Performance was 0.045 ($t=2.324$, $p<0.05$).

The mediating effect of Gender Equality -> Women Talent Retention -> Organization Performance was 0.045 ($t=2.279$, $p<0.05$).

The mediating effect of Job Autonomy -> Women Talent Retention -> Organization Performance was 0.052 ($t=2.632$, $p<0.05$).

The mediating effect of Worklife Balance -> Women Talent Retention -> Organization Performance was 0.042 ($t=2.133$, $p<0.05$).

The mediating effect of Happy Life -> Women Talent Retention -> Organization Performance was 0.047 ($t=2.372$, $p<0.05$).

All the above mediating effect values were significant.

Flexible Workplace, Gender Equality, Happy Life, Job Autonomy, Worklife Balance, and Women Talent Retention affect the Organization Performance has a direct significant effect, indicating that all five mediation types are Partial mediations. The mediation hypothesis is valid.

4.2 Conclusion of the analysis of the influencing factors of women retention

After the three-level coding, the information saturation of the analysis conclusions is tested, and the following analysis conclusions on the influencing factors of women talent retention are drawn.

Despite the large number of answers given in interviews, when respondents were asked to consider any programs for women, the vast majority also couldn't make good suggestions. Interviews revealed that either they were not aware of any programs created and developed for women, or that the organization did not offer any specific programs specifically for women.

The vast majority of respondents agreed that organizations do not have programs to attract women to top management positions. Either nothing specific was considered to attract or retain women talent, or respondents thought the shift in top management was related to seniority, meritocracy, and men. "The workplace is still dominated by men, and to be a woman in a senior position, you need to be super special. There is still a belief that men make better leaders than women in this industry because we are perceived as less competent or have a lot of distractions, and there is also the need for women to contribute to the family to affect the work. As women, we are held to a higher standard than our male counterparts." There are still some stereotypes and prejudices about the ability of women to be leaders. "Even though women have been in the organization for so long, I think there's still a lot that can change the culture. People like us who rush out to pick up our kids are often called unreliable and risky employees, so we can't be promoted to a senior position".

"Just looking at our organization, it's just talk, no action and no plan to take. When you look at the composition of their membership, they are still dominated by men." In this study, learning and development also become factors that hinder women's career development. Lack of access to training and development, lack of effective training opportunities and lack of promotion based on training programmes. Respondents mentioned that while

organizations have policies and goals on gender equality, those responsible for implementing them seem to lack the will and capacity to implement them. Work responsibilities seem to constantly conflict with family responsibilities and jeopardize their opportunities for professional advancement. When it is mentioned that the factors that retain and attract women talents are happy life, Flexible Workplace, Work-life Balance, Gender Equality and Job Autonomy, they all agree with each other, and they really give their answers from these factors.

5. Conclusion and Discussions

Retaining and empowering female talent is critical not only to achieving gender equality, but also to improving the overall performance of organizations. This paper explores how these factors interact and influence women's retention in the workforce, and explores their theoretical and managerial implications. In addition, it outlines the limitations of current research findings, suggests areas for further research, and provides actionable insights for organizations to create an enabling environment for women employees. In conclusion, creating a happy and productive work environment is crucial for women talent retention and overall organizational success. Emphasizing factors such as flexible workplace policies, work-life balance, gender equality, and job autonomy is not only beneficial for women but also contributes to higher job satisfaction, increased productivity, and improved organizational performance. By recognizing and addressing the limitations of current findings and investing in further research, organizations can take proactive steps towards fostering an inclusive and diverse workforce, retaining talented women, and achieving sustained growth and success.

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