"Exploring The Relationship Between Gender Diversity,Cultural Competency, And Employee Retention In The Workplace"

[1]Durgeshwary Kolhe[2] Joel Mathew Jose[3] Dr.Prashant Bamania [4]Dr.RekhaWagani*

[1]Bachelorsofscience inclinicalpsychologystudent,Amity InstituteofBehaviouralandAlliedSciences,AmityUniversity, Mumbai,Maharashtra,India
[2]PhDScholar,AmityInstituteofBehaviouralandAlliedSciences,Amity University, Mumbai,Maharashtra,India,
[3]AssistantProfessor,Dr.KiranCPatelMedicalCollege,Bharuch,
[4]Associate Professor,AmityInstitute ofBehaviouralandAllied Sciences,AmityUniversity, Mumbai, Maharashtra,India

ABSTRACT
This research explores the interconnections between gender diversity, cultural competency, and employee retention in the workplace. Weinvestigate whether organizations that actively promote gender diversity and possess a higher level of cultural competency experience improvedemployee retention rates. Gender diversity is defined as equitable gender representation, emphasizing the removal of biases and the provision ofequal opportunities. Cultural competency refers to an organization's ability to comprehend, appreciate, and adapt to cultural differences, fosteringinclusivity and innovation. Demographic data from our surveyed population highlight diversity in age, gender, and professional experience. Weemploy analysis of variance (ANOVA) to study workplace factors, revealing significant pay disparities among groups but consistent outcomes inother aspects. Subsequent post hoc tests unveil distinctions among age groups concerning job satisfaction, pay, promotion, and supervision. Weuse Spearman's rank correlation coefficient to scrutinize relationships between variables, such as age, gender, experience, workforce diversity,and job satisfaction. Weak or non-significant correlations suggest potential independence or influence from unmeasured factors.Our correlationmatrixrevealsthatjobsatisfactionispositivelyassociatedwithsupervision,contingentrewards,valuediversity,andpositive/negativeevaluation, while lower pay correlates with reduced job satisfaction. In conclusion, this research sheds light on the complex interplay of genderdiversity, cultural competency, and employee retention, emphasizing their significance in enhancing job satisfaction and retention. While certaincorrelations are identified, more research in diverse contexts with additional variables is needed. This study contributes to our understanding ofworkplacedynamics andemployeesatisfaction, providing guidanceforinclusive and satisfying work environments.
KEYWORDS: Genderdiversity,CulturalCompetency,EmployeeRetention,Workforcediversity,Organizationalculture

I. INTRODUCTION

In today's interconnected global society, organizations increasingly recognize the paramount importance of embracing workplace diversity andfostering inclusivity. Among the various facets of diversity, gender diversity stands out as a pivotal element in nurturing a supportive andharmonious workplace environment that accommodates all employees. However, it's imperative to acknowledge that the mere presence of adiverseworkforcedoesnotautomaticallytranslateintoaproductiveworkplace.Effectivemanagementandutilizationofthisdiversitynecessitate the cultivation of cultural competency. Understanding the intricate interplay between gender diversity, cultural sensitivity, andemployee retention has become a pressing concern as we endeavor to forge a more inclusive and equitable society. Recent attention has focusedon the relationship between gender diversity, cultural competence, and employee retention, particularly within the industrial sector. This sectorhas been a focal point of research due to its persistent challenges in addressing disparities in organizational experiences and outcomes. Culturalcompetency, which involves the ability to collaborate effectively with individuals from diverse cultural backgrounds, has been recognized as akey factor in enhancing patient

outcomes and experiences. Implementing measures to enhance cultural competency can also serve to attracthighly skilled women to the industrial sector. The role of women in the workforce has undergone significant evolution over the past few decades,evidenced by the increasing number of women pursuing higher education, actively participating in the labor market, and heightened awarenessof gender equality. Organizations now recognize the pivotal importance of diversity and inclusivity in achieving success. "Gender equality is a comprehensive concept that includes ensuring equitable access to education, equal opportunities in paid employment, and shared decision-making authority for individuals of all genders (David, Albert, &Vizmanos, 2018; Potrafke&Ursprung, 2012). Banham& Ahern (2016) emphasized the critical role of gender equality in advancing both economic and social progress. Diverse aspects of gender equality collectively contribute to creating an environment that encourages the open exchange of ideas, opinions, and beliefs while discouraging any form of discrimination (Secreto, 2013; Suripeddi& Consortium, 2018)."

Workplace diversity, as defined by several notable researchers (Cletus et al., 2018; Patrick & Kumar, 2012; Guillaume et al., 2017), refers to the distinctions existing among individuals within an organization, spanning characteristics like gender, race/ethnicity, age, length of employment, educational background, and functional expertise. In an era marked by globalization and changing workforce demographics, it is imperative for organizations to give prominence to diversity initiatives (Yadav&Lenka, 2020; Mathez-Stiefel et al., 2016). Workplace diversity encompasses a multitude of dimensions, including compensation, benefits, salary fairness, diversity training programs, performance assessments, promotions, and the addressing of various forms of discrimination. Gender diversity, in particular,has gainedincreased attention in recent years, as businesses recognize the significance of maintaining a balanced gender composition among their staff. Studies conducted by Mazibuko and Govender (2017) and Verniers and Vala (2018) have highlighted the significance of gender diversity, which pertains to having both men and women represented across all levels within an organization. These research findings underscore the imperative of fostering a workplace environment that promotes global competitiveness through initiatives aimed at embracing diversity, inclusion, raising awareness about unconscious bias, upholding organizational values, and implementing non-discrimination policies (Mazibuko&Govender, 2017; Verniers&Vala, 2018).

It's important to acknowledge that gender bias can lead to biased decision-making, ultimately resulting in adverse outcomes for both gender equality and organizational performance (Chang & Milkman, 2020). Despitesignificant strides made in women's and girls' education in India, obstacles persist in achieving gender parity in the corporate world. Womenremainnotablyunderrepresentedincorporatepositions;achallengelargelyattributedtointrinsicgenderbiaswit hinorganizations. Theimportance of gender diversity isunderscored by severalreasons.Firstand foremost, itensuresthat an organization mirrors the society itoperates in, given that women constitute approximately half of the global workforce. Second, gender diversity fosters innovation and creativityby bringing diverse perspectives and experiences to the table, resulting in more innovative solutions. Thirdly, it enhances an organization'sreputation, as a diverse workforce representative of the community it serves garners positive opinions from customers, investors, and otherstakeholders. Lastly, gender diversity can lead to improved financial performance. Organizational culture encompasses how employees carry outtheir assigned tasks and interact within the company. It encompasses symbols and values that enjoy universal recognition and are collectively upheld by all individuals within the organization. Additionally, organizational culture can be seen as the unique mindset that sets individuals apart from others,making it a critical factor in determining employees' performance within a company. Unlike other factors such as the absence of incentives,organizational culture can have a significant impact on employee stress levels. The importance of organizational culture cannot be overstatedwhen it comes to employee performance, which is essentially the actions employees take or do not take. Employee performance holds immensesignificance within an organization as it directly contributes to enhancing the organization's overall efficiency and effectiveness. Organizationalcultureisarepresentationofthecollectivevalues,principles,andbeliefssharedamongthe membersofacompany.Morespecifically,theculturewithinacompanyplaysapivotalroleininfluencinghowemployees performtheirdutiesandengagewiththeirworkenvironment.Thecultureofanorganizationaffectsemployeeperformanc ebyprovidingaframeworkforhowemployeesshouldconductthemselves. A strongorganizational culture fosters open communication and encourages active participation in decision-making processes. As noted by Shahzad, keyfactors in understanding the impact of organizational culture on employee performance include employee participation, innovation, risk-taking,thereward system, communication openness, and acustomer service-oriented approach.

Previous research has also highlighted that not only organizational culture but also employees' perceived job stress contributes to organizationalinefficiencies,resultinginhighstaffturnover,increasedabsenteeism,andultimatelyadeclineinboththeq ualityandquantityofjobperformance. This, in turn, leads to diminished job satisfaction among employees. It becomes evident that excessive employee job stress can leadto burnout, resulting in significantly reduced

performance, necessitating immediate social support for employees. Over the past five decades,extensive discourse has revolved around the topic of employee retention. It has been underscored that organizations boasting high retention ratestypically enjoythe benefitsof engaged employees who provide exceptional customer service,foster effective collaboration, and enhancemember relationships. Employee retention, often described as an organization's capacity to retain its workforce, can be viewed as a process thatinvolves motivating and encouraging resources to remain within the organization for an extended period to ensure sustainability (MaqsoodHaider, 2015; Rasli, A.M., Norhalim, N., Kowang, T.O., Qureshi, M.I., 2014). One critical facet of employee retention is the role of training anddevelopment, which ranks as a paramount parameter in human resource management. The ultimate goal of employee retention is to cultivatecontentment among both stakeholders—the employees and the employer—facilitating the prolonged commitment of loyal employees to thecompany, thus benefiting both parties involved. It is imperative to recognize that employee retention is not a matter that can be solely addressedthrough record-keeping and reports. Research indicates that training stands as a pivotal determinant of employee motivation and retention.Organizations invest significant time and financial resources in preparing new employees to become fully integrated into the corporate fold.However, such investments would be in vain if these well-trained individuals decide to depart. Olowu and Adamolekun (2005) emphasize thegrowing importance of securing and managing competent human resources as the most valuable asset for any organization, owing to theimperativeneedforeffectiveandefficient deliveryof goodsandservices,whetherinthepublicorprivatesector.

The term "measures that organizations take with the aim to encourage employees to stay longer in the organization" aptly defines employeeretention. Talented employees, given their wealth of opportunities, remain well-informed about alternative prospects outside their currentcompany. This intensifies the pressure on businesses to proactively maintain the happiness and commitment of these employees. According toGetLes Mckeown, employee retentionencompasses "systematic effortsby employers tocreateand fosteran environmentthat encouragescurrent employees to remain employed by having policies and practices in place that address their needs." It is reiterated that organizations withhigh retention rates tend to benefit from engaged employees who excel in customer service, collaborative endeavors, and the strengthening ofmember relationships. Researchers like Kaliprasad (2006) have confirmed that, despite a company's efforts to enhance employee retentionthrough various means, employees may still choose to leave their workplace due to factors such as poor management. Kaliprasad (2006)emphasized that an organization's ability to retain its employees is contingent on its managerial competence. He identified four interconnectedprocesses crucial for an effective human resource management system: the motivational process, the interaction process, the visioning process,and the learning process. Baker (2006) underscored the difficulty and cost associated with hiring new employees compared to retaining existingones, highlighting the significance of employee retention for organizations. Osteraker (1999) pointed out that employee satisfaction and retentionare pivotal factors for an organization's success, and these retention policies are influenced by a wide array of variables. Retention can becategorizedintothree broaddimensions:social,mental,andphysical.Inthe mentaldimensionof retention,workcharacteristicsplay asignificant role. Employees often prefer flexible work tasks that allow them to apply their knowledge and witness the results of their efforts,contributing to the retention of valuable resources. Maintaining a stable workforce reduces the expenditure on recruiting new personnel, honingtheir skills, and integrating them into the organizational culture. Pritchard (2007) argued that training and development programs are crucialcomponents of retention efforts. In their study on employee retention, Eva Kyndt, FilipDochy, et al. (2009) identified personal factors likeeducationlevel,seniority,self-perceivedleadershipskills,andlearningattitude,aswellasorganizationalfactorssuchasappreciation,stimulation,and workload pressure,as highly relevant toemployeeretention.
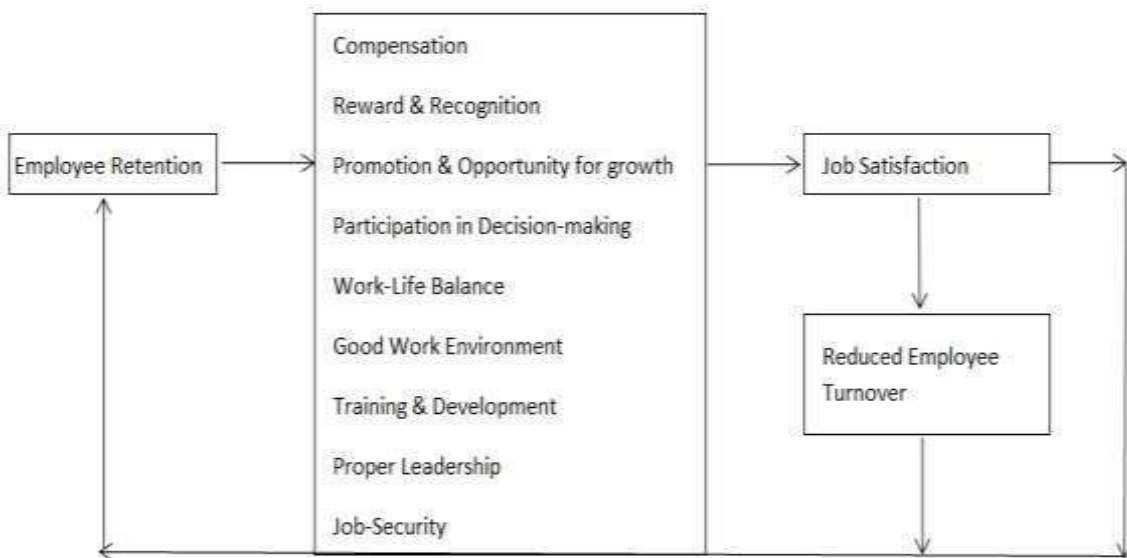
Figure1EMPLOYEERETENTION

The model above clearly illustrates the direct relationship between employee retention factors and job satisfaction. If these factors are presentwithintheorganization,thelikelihoodofemployeesleavingtheirjobsorseekingalternativeemploymentopportu nitiesdiminishes.Consequently, job satisfaction and employee turnover consistently exhibit a negative correlation. The model also makes it evident that thepresence of these aforementioned factors within the organization not only facilitates the attraction of new employees but also contributes to theretentionof currentones.(Lee and Mowday,1987;Tett andMeyer, 1993).

A critical area of research revolves around the nexus between gender diversity, cultural sensitivity, and employee retention within the workplace.In order to comprehend the intricate spectrum of human interactions and effectively serve all clients, a high degree of cultural competence isimperative.Thedevelopmentandimplementationofculturallyresponsivepractices,organizational structures,treatmentmethodologies,andstaffprofessional development must encompass input from racially and ethnically diverse groups as well as underserved populations. Enhancedemployee-reported perceptions of teamwork climate are positively associated with higher assessments of organizational cultural competence.Workplace inclusion and workforce diversity share a robust, mutually reinforcing relationship. Workforce diversity, managerial support, andemployee confidence all contribute to fostering workplace inclusion. The impact of workplace diversity on employee performance variesdependingon thespecificdimension of diversity underconsideration.

The primary aim of this study is to examine the relationships between gender diversity, cultural awareness, and employee retention in organizational settings. This research is guided by several specific objectives: firstly, to assess how gender diversity affects employee retention in the workplace; secondly, to investigate the link between cultural competency and the retention of employees; thirdly, to determine the key factors that impact employee retention in a diverse and inclusive work environment; fourthly, to uncover potential obstacles that impede the promotion of cultural sensitivity and gender diversity in the workplace; and finally, to offer practical recommendations for companies seeking to improve employee retention by enhancing gender diversity and cultural awareness.

II.   METHODOLOGY

The primary objective of this research was to delve into the intricate relationship between workplace retention, cultural sensitivity, and genderdiversity. The study aimed to examine how cultural sensitivity and gender diversity impact employee retention and how organizations can createan inclusive and diverse workplace environment conducive to retaining their workforce. Furthermore, the research sought to explore the role ofleadership in influencing employee retention through the cultivation of an environment that places value on both gender diversity and culturalsensitivity. Ultimately, the study aspired to furnish valuable insights to inform organizational practices and policies geared towards fosteringinclusion, diversity, and employee retention. Given that previous research had already defined the concepts of cultural worker diversity, theresearcheroptedforaquantitativeapproach.ByutilizingLarkey'sWorkforceDiversityQuestionnaireIIandTheJobS atisfactionSurveyonalargersamplesizethanaqualitativemethodwouldallow,theresearcherensuredarobustanalysis.T hisquantitativeapproachwaschosentoobjectivelyvalidatethe   research   hypothesis   ratherthan   relying

onsubjectiveconclusions.

Population

It was considered appropriate for the main research to be carried out by a company known for its extensive workforce diversity. The chosenorganization happens to be a multinational corporation specializing in tire manufacturing, and it prides itself on maintaining an inclusive andvaried workforce. This diversity is believed to play a pivotal role in enhancing the company's capacity for innovation and fostering a climate ofheightenedcreativity.ThestudytookplaceatoneofthecompanysfacilitiessituatedinDahej,Gujarat,drawingparticip antsfromawidearrayof businesses and industries. The study's participants encompassed both majority and minority demographic groups, representing a broadspectrumof roles, seniority levels, andyears ofservicewithin thecompany.

The Company's Background

It was determined that it was suitable to carry out the research in the selected organization because it recognizes the valueof having a variedstaff,bothinterms ofgender and culture.At the sitewheretheresearchwas done, several distinct departments werein operation.

Research Sample

In this study, a non-probability sampling approach was employed, specifically opting for purposive sampling due to its convenience andaccessibility. Purposive sampling involves deliberately selecting sampling units   from   the   population   segment   that   possesses   the   highest   degree ofinformationregardingthecharacteristicofinterest.Thesampleconsistedof500individualsdrawnfromoneparticularo rganization,encompassing full-time employees, interns, and volunteers, constituting the complete population under   scrutiny.   The   rationale   behind   choosingthissampling   method   was   theinherent   diversity withintheorganization's workforce, justifyingits selection.

To collect data, a digital questionnaire was utilized, with an online survey method chosen for distribution, enabling the researcher to reach alarger sample size compared to a traditional paper-based questionnaire. This approach minimized practical limitations and conserved time,finances, and resources. The research sample encompassed both majority and minority employees, representing various lengths of service withinthe organization. This diversity was intentional, as employees with longer tenures were expected to possess more comprehensive insights intodiversity-related issues, given their extended exposure. Out of 550 questionnaires distributed, 500 were completed and accepted, with partiallycompleted responses categorized as non-respondents. The distribution of the questionnaire was facilitated through the organization's internalinstant messaging platform, which included a detailed message explaining the research's purpose, significance, and assurance of confidentialityforallrespondents.

Research Hypothesis

• Null Hypothesis:Thereisnosignificantrelationshipbetweengenderdiversity,culturalcompetency,andemployeeretent ionintheworkplace.
• Alternative Hypothesis: There is a significant relationship between gender diversity, cultural competency, and employee retention in theworkplace.

Research Instrumentation

The primary research employed a quantitative approach and leveraged a methodological strategy that involved 'Organization X' disseminating amessage through its business instant messaging system. This message contained a link to the questionnaire and included the researcher's identityalong with a concise explanation of the research's purpose and methodology. Notably, participants were not required to disclose personalinformation,andtheywereassuredofthequestionnaire'sconfidentiality.Participantsweregivenaone- weekwindowtocompletethequestionnaire. Additionally, the researcher maintained ongoing communication with many of the sample participants, addressing any follow-upinquiriesthey had.

For data collection, the study utilized two well-established instruments: the Workforce Diversity Questionnaire (Larkey, 1996), designed toassess cultural diversity within the workforce, and the Job Satisfaction Survey, aimed at gauging employee sentiments regarding their roles andresponsibilities. The choice of these tools was made after they were established as valid means for assessing both workforce diversity and job satisfaction, with their credibility supported through peer review. Furthermore, the author of the Workforce Diversity Questionnaire was reached out to and gave consent for its inclusion in this research investigation.

Data Collection

The organization opted to employ its internal instant messaging (IM) system for reaching out to

participants, providing them with a conciseoutline of the study's objectives and a link to an online survey. This decision stemmed from the fact that employees within the researchorganization received a substantial volume of daily work-related emails, comprising both general communications and specific work-relatedmessages. This email overload necessitated careful prioritization of their attention. The researcher believed that using IM, a more informal andpersonalcommunicationchannel, would yield ahigher responseratecompared totraditional email.

Furthermore, the choice to disseminate surveys in a digital format aimed to mitigate the potential issue of survey neglect that could occur ifdelivered via email. There was a genuine concern that email surveys might be overlooked by recipients, leading to a reducednumber ofresponses and, consequently, a smaller sample size. The initial segment of the questionnaire gathered essential information about participants'gender and ethnic background, which was crucial for subsequent analysis of responses to the primary research inquiry. Notably, age data wascollected but ultimately excluded from consideration due to an insufficient sample size. "Before data collection commenced, the researcherfollowedthesesteps:

1. Consultedthecompany'sethicsandhuman resourcesdepartmentsforstudyapproval.
2. Sentan
   IMintroducingthestudy,itsobjectives,adescriptionofthequestionnaire,andalinktoitafterreceivingpermission.
3. Notifiedparticipantsthatthesurveywouldbeavailableforoneweek.

4.   Displayedathank-youmessageuponquestionnairecompletion.
5.   Madethemselvesavailableforinquiriesregardingthesurvey'sresults.

III.   RESULTSANDINTERPRETATION

DemographicCharacteristics

PercentageDemographics				
Demographics		**Frequency**	**Percent**	**CumulativePercent**
AGE	18-25	97	19.4	39.8
	26-35	102	20.4	20.4
	36-45	102	20.4	60.2
	46-55	103	20.6	80.8
	55+	96	19.2	100
GENDER	Female	245	49	49
	Male	255	51	100
EXPERIENCE	Entry-levelemployees0-2years	127	25.4	25.4
	Mid-levelemployees2-5years	146	29.2	54.6
	Experiencedemployees5-10years	112	22.4	77.0
	Senior-levelemployees	115	23.0	100

Table1DescriptiveStatistics

The percentage breakdown of demographics is presented in Table 1, illustrating the distribution of respondents across various age groups, gendercategories, and levels of professional experience. In terms of age, the data reveals a diverse representation, with 19.4% falling within the 18-25age bracket, 20.4% in the 26-35 age group, another 20.4% in the 36-45 age range, 20.6% in the 46-55 category, and finally, 19.2% aged 55 andabove. This distribution provides a comprehensive view of the age composition of the surveyed population. Gender-wise, the study captured anearly equal division, with 49% of respondents identifying as female and 51% as male. This gender balance ensures a fair representation of bothsexes within the sample. Furthermore, the data highlights the experience levels of the participants within their respective professional careers.Approximately 25.4% of the respondents identified as entry-level employees with 0-2 years of experience, while 29.2% fell into the mid-levelcategory with 2-5 years of experience. Additionally, 22.4% of respondents classified themselves as experienced employees with 5-10 years ofprofessionalbackground,andtheremaining23%weresenior-levelemployees.Thissegmentationshowcasesthevarietyofprofessionalexpertisepresent amongthe survey participants.

ANOVA

		df	F	Sig.
WORKFORCEDIVERSITY	BetweenGroups	4	.991	.412
	WithinGroups	495		
	Total	499		
JOBSATISFACTIONSURVEY	BetweenGroups	4	.539	.707
	WithinGroups	495		
	Total	499		
PAY	BetweenGroups	4	2.432	.047
	WithinGroups	495		
	Total	499		
PROMOTION	BetweenGroups	4	.969	.424
	WithinGroups	495		
	Total	499		
SUPERVISION	BetweenGroups	4	1.412	.229
	WithinGroups	495		
	Total	499		
FRINGEBENEFITS	BetweenGroups	4	.562	.691
	WithinGroups	495		
	Total	499		
CONTINGENTREWARDS	BetweenGroups	4	.297	.880

	WithinGroups	495		
	Total	499		
NATUREOFWORK	BetweenGroups	4	.455	.769
	WithinGroups	495		
	Total	499		

COMMUNICATION	BetweenGroups	4	.586	.673
	WithinGroups	495		
	Total	499		
INCLUSION/EXCLUSION	BetweenGroups	4	.794	.529
	WithinGroups	495		
	Total	499		
VALUEDIVERSITY	BetweenGroups	4	.971	.423
	WithinGroups	495		
	Total	499		
POSITIVE/NEGATIVEEVALUATION	BetweenGroups	4	.570	.684
	WithinGroups	495		
	Total	499		
UNDERSTANDING	BetweenGroups	4	1.534	.191
	WithinGroups	495		
	Total	499		
POSITIVE/NEGATIVEEVALUATION	BetweenGroups	4	1.858	.117
	WithinGroups	495		

The presented data depicts the correlation matrix among 19 variables, X1 through X19, in a research study. Each cell in the matrix represents thePearson correlation coefficient between two variables, and the significance of correlations is denoted by asterisks (*). Starting with X1, whichrepresents "SEX," it shows no significant correlations with any other variable, indicating that gender is largely uncorrelated with the otherdomains under consideration. Moving to X2, "EXPERIENCE," it exhibits a weak positive correlation with X3, "AGE," and a moderate positivecorrelation with X7, "JOB SATISFACTION SURVEY " (Job Satisfaction). This suggests that employees with more experience tend to beslightly older and report higher job satisfaction. X3, "AGE," also shows a moderate positive correlation with X7, "JOB SATISFACTIONSURVEY,"indicatingthatolderemployeestendtoreporthigherjobsatisfaction.X4,"PAY,"isnegatively correlatedwithX7,"JOBSATISFACTIONSURVEY,"whichsuggeststhatlowerlevelsofjobsatisfactionareassociatedwithlowerpay.X5,"PROMOTION,"demonstratespositivecorrelationswithX7,"JOBSATISFACTIONSURVEY,"X6,"WFD"(WorkForceDiversity),andX16,"Valuediversity."This suggests that employees who perceive more opportunities for promotion tend to report higher job satisfaction, more Work Force Diversity,and greater value for diversity. X6, "WFD," is positively correlated with X16, "Value diversity," indicating that employees experiencing moreWork Force Diversity also tend to place higher value on diversity. X7, "JOB SATISFACTION SURVEY," representing Job Satisfaction, showspositive correlations with X8, "SUPERVISION," X10, "Contingent rewards," and X16, "Value diversity," suggesting that employees who aremore satisfied with their jobs tend to perceive better supervision, receive more contingent rewards, and place a higher value on diversity. X8,"SUPERVISION," is positively correlated with X9, "Fringe Benefits," indicating that employees who view their supervision more favorablyalso tend to value fringe benefits X9, "Fringe Benefits," shows a weak positive correlation with X14, "Communication," suggesting thatemployees who value fringe benefits may also appreciate effective communication in the workplace. X10, "Contingent rewards," is positivelycorrelatedwithX14,"Communication,"andX16,"Valuediversity,"suggestingthatemployeeswhoreceivecontingentrewardstendtoappreciate better communication and value diversity in the workplace. X11, "Operating conditions," exhibits positive correlations with X12,"Coworkers," X13, "NATURE OF WORK," and X18, "Understanding," indicating that employees who perceive better operating conditions alsotend to report positive relationships with coworkers, view their work more favourably, and feel better understood. X12, "Coworkers," ispositivelycorrelatedwithX13,"NATUREOFWORK,"andX18,"Understanding,"reiteratingtheideathatemployees whohavepositiverelationships with coworkers also tend to view their work positively and feel understood. X13, "NATURE OF WORK," is positively correlatedwith X14, "Communication," indicating that employees who have a more favorable perception of the nature of their work also tend to valueeffectivecommunication.X14,"Communication,"ispositivelycorrelatedwithX15,"Inclusion/Exclusion,"and X16,"Valuediversity,"suggesting that employees who experience better communication also tend to perceive

greater inclusion/exclusion and value diversity. X16,"Value diversity," is positively correlated with X17, "Positive/Negative evaluation," indicating that employees who value diversity also tend toperceive positive evaluations in the workplace. Lastly, X17, "Positive/Negative evaluation," is notsignificantly correlated with any othervariablein the matrix.

IV. CONCLUSION

In this research paper, the authors conducted a comprehensive study to explore the relationship between gender diversity, cultural competency,and employee retention in the workplace. The study aimed to investigate whether organizations that promote gender diversity and exhibit higherlevels of cultural competency experience enhanced employee retention rates. The research findings shed light on several key aspects of theworkplace. First, gender diversity was defined as the equitable representation of different genders within an organization, emphasizing theimportance of eliminating gender biases and providing equal opportunities. Cultural competency was described as the ability of individuals andorganizationstounderstand,appreciate,andadapttoculturaldifferences,fosteringinclusivityandinnovation.Thepa peralsoprovideddemographic data on the surveyed population, highlighting diversity in age, gender, and professional experience. The study utilized analysis ofvariance (ANOVA) to explore workplace factors, revealing significant differences in pay across various groups but relatively consistent resultsfor other factors. Post hoc tests further analyzed the relationships between age and job satisfaction, pay, promotion, and supervision, uncoveringnotabledistinctionsamongdifferentagegroups.Additionally,Spearman'srankcorrelationcoefficientwase mployedtoexaminetherelationshipsbetweenvariables,includingage,gender,experience,workforcediversity,andjobs atisfaction. Theresultsindicatedweakornon-significant correlations between these variables, suggesting that they may operate independently or be influenced by unmeasured factors. Finally,a correlation matrix was presented, highlighting the relationships between 19 variables. Notably, job satisfaction was positively correlated withfactors such as supervision, contingent rewards, value diversity, and positive/negative evaluation. Conversely, lower pay was associated withlowerjob satisfaction.

In conclusion, this research paper provides valuable insights into the complex interplay between gender diversity, cultural competency, andemployee retention in the workplace. The findings emphasize the importance of fostering gender diversity and cultural competency to enhancejob satisfaction and employee retention. While certain correlations were identified, the study also underscores the need for further research toexplore these relationships in different contexts and with additional variables. Ultimately, the research contributes to our understanding of factorsthat influence workplace dynamics and employee satisfaction, which can inform organizational policies and strategies to create more inclusiveandsatisfying work environments.

REFERENCES

[1]. Abualrub,R.F.JobStress,JobPerformance,AndSocialSupportAmongHospitalNurses.J.Nurs.Scholarsh.2004,36,73–78.[Crossref]
[2]. Chang,E.H.,&Milkman,K.L.(2020).ImprovingDecisionsThatAffectGenderEqualityInTheWorkplace.OrganizationalDynamics,49(1). Https://Doi.Org/10.1016/J.Orgdyn.2019.03.002
[3]. Cletus, H. E., Mahmood, N. A., Umar, A., &Ibrahim, A. D. (2018). Prospects AndChallenges Of Workplace Diversity In Modern DayOrganizations: A Critical Review. HOLISTICA – Journal OfBusiness And Public Administration, 9(2). Https://Doi.Org/10.2478/Hjbpa-2018-0011
[4]. David,C.C.,Albert,J.R.G.,&Vizmanos,J.F.V.(2018).SustainableDevelopmentGoal5:HowDoesThePhilippinesFareOnGenderEquality ?.Philippine InstituteForDevelopmentStudies (PIDS).Https://Tuklas.Up.Edu.Ph/Record/UP-99796217613056950
[5]. Eyster,L.,Johnson,R.AndToder,E.(2008)."CurrentStrategiesToEmploy&RetainOlderWorkers".[Pdfdocument].RetrievedFrom:Http:/ /Www.Urban.Orguploadedpdf/411626_0lderworkers.Pdf.
[6]. GardnerDG,VanDyneL,PierceJL(2004).TheEffectsOfPayLevelOnOrganization-BasedSelf-EsteemAndPerformance:AFieldStudy.JournalOfOccup. Organ.Psychology., 77(3):307-322.
[7]. Haider,M.,Rasli,A.,Akhtar,C.S.,Bin,R.,Yusoff,M.,Malik,O.M.AndTariq,F.(2015)'TheImpactOfHumanResourcePracticesOnEmploy eeRetentionInTheTelecomSector', InternationalJournalOfEconomicsAndFinancialIssues,Vol.5,No.15,Pp.63–69.
[8]. Kang,E.;Lee,H.EmployeeCompensationStrategyAsSustainableCompetitiveAdvantageForHREducationPractitioners.Sustainability2 021,13, 1049. [Crossref]
[9]. Kerr,J.; Slocum, J.W., Jr.Managing Corporate CultureThroughRewardSystems.Acad.Manag.Perspect.2005,19,130–138.[Crossref]
[10]. Khuong,M.N.;Yen,V.H.InvestigateTheEffectsOfJobStressOnEmployeeJobPerformance–ACaseStudyAtDongXuyenIndustrialZone,Vietnam.Int. J.TradeEcon.Financ. 2016, 7, 31.[Crossref]
[11]. KyndtEva,DochyFilip,MichielsenMaya,MoeyaertBastiaan(2009).EmployeeRetention:OrganisationalAndPersonalPerspectives,Voca tionsAnd LearningDOI10.10.07/S12186-009-9024-7.
[12]. Mahmood,R.;Hee,O.C.;Yin,O.S.;Hamli,M.S.H.TheMediatingEffectsOfEmployeeCompetencyOnTheRelationshipBetweenTrainingF unctionsAnd EmployeePerformance.Int. J.Acad. Res. Bus. Soc. Sci. 2018, 8, 664–676. [Crossref]
[13]. Maswani,S.T.Y.R.;Rina,A.TheRelationshipBetweenOrganizationalCultureAndJobSatisfactionTowardsOrganizationalCommitmentA ndEmployeePerformance.Russ. J.Agric. Soc.-Econ. Sci. 2019, 4,144–152. [Crossref]
[14]. Mazibuko,J.V.,&Govender, K.K. (2017). Exploring WorkplaceDiversityAndOrganisational Effectiveness:ASouthAfrican ExploratoryCaseStudy.SAJournalOfHumanResourceManagement,1(2). Https://Doi.Org/10.4102/Sajhrm.V15i0.865
[15]. Nikpour,A.TheImpactOfOrganizationalCultureOnOrganizationalPerformance:TheMediatingRoleOfEmployee'sOrganizationalCom mitment.Int. J. Organ. Leadersh. 2017, 6, 65–72. [Crossref]
[16]. Pawirosumarto, S.; Sarjana, P.K.; Gunawan, R. The Effect Of Work Environment, Leadership Style, And Organizational Culture

Towards JobSatisfaction And Its Implication Towards Employee Performance In Parador Hotels And Resorts, Indonesia. Int. J. Lawmanag. 2017, 59,1337–1358.[Crossref]

[17]. Richard, J.; Kang, E. Culture, Competencies, And Compensation: A Framework For Pay For Performance Incentives. Am. J. Manag.2018,18, 33–48.

[18]. Secreto, P. V. (2013). Gender Equality InOnline Learning: The Case Of UP Open University. Procedia- Social AndBehavioral Sciences,103.Https://Doi.Org/10.1016/J.Sbspro.2013.10.357

[19]. Shahzad,F.ImpactOfOrganizationalCultureOnEmployees'JobPerformance.Int. J. Commer. Manag. 2014, 24,219–227. [Crossref]

[20]. TrevorCO,GerhartB,BoudreauJW(1997).VoluntaryTurnoverAndJobPerformance:CurvilinearAndTheModeratingInfluencesOfSalary GrowthAnd Promotions. Journal OfApplied.Psychology., 82(1): 44-61.

[21]. Verniers,C.,&Vala,J.(2018).JustifyingGenderDiscriminationInTheWorkplace:TheMediatingRoleOfMotherhoodMyths.PlosONE,13(1).Https://Doi.Org/10.1371/Journal.Pone.0190657

[22]. Watson,Wyatt.(1999).WorkUSA2000:Employee CommitmentAndTheBottomLine.Bethesda,MD:WatsonWyatt.Pp:43-58.

[23]. WorkforcePlanningForWisconsinStateGovernment.(2005).EmployeeRetention.RetrievedJuly1,2010.

[24]. Yozgat,U.;Yurtkoru,S.;Bilgino˘Glu,E.JobStressAndJobPerformanceAmongEmployeesInPublicSectorInIstanbul:ExaminingTheMod eratingRole OfEmotional Intelligence.Procedia-Soc. Behav.Sci. 2013,75,518–524. [Crossref]