



## Are Female Employees Temporary Workers? A Study on Female's Job Attitude and Intention to Quit

*Kadın Çalışanlar Geçici Çalışanlar mı? Kadınların İşe Yönelik Tutumu ve İşten Ayrılma Niyetine Yönelik Bir Çalışma*

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**Abstract:** The success of businesses is only possible through the efforts of the employees who devote themselves to their jobs. For this reason, the decisions taken by business managers in employment and promotion policies are very important. The selection of candidates who can work in the company for many years, rather than those who apply for a temporary job, will contribute to the success of the company in the long term. Similarly, the promotion of the employees who have long-term plans for the company they work for and the promotion of them to important positions may increase the motivation of the employees who are committed on their job. Business managers may be reluctant to hire or promote women. Managers may not want to employ women or to promote available female employees to the higher positions for different reasons, especially due to home responsibilities of women. Because of the home responsibilities of women, it is thought that they will not be able to focus on their jobs as much as men, and be productive, nor can they work for a long time. In this study, male and female employees' job attitudes and intention to quit are discussed. A questionnaire was conducted with employees working in businesses operating in Şırnak province. The T-Test was used to compare the mean of male and female employees with respect to job attitudes and intention to quit. As a result of the analysis, it was determined that the attitudes of female employees towards work and working conditions were more positive than male employees. In addition, it was found that female employees had lower intention to quit than male workers.

### Structured Abstract: 1. Job Attitude and Intention to Quit

One of the factors affecting the productivity of employees is job attitude is a psychological tendency expressed by evaluating a particular phenomenon to some degree with goodness or discontent (Judge & Kammeyer-Mueller, 2012).

The job attitude can be evaluated in four different aspects: the attitude toward work itself, the working conditions, the coworkers and the wages. The ability of the employee to use his / her creativity to solve any

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problem related to his / her job and the opportunity to develop his / her career in the workplace can be evaluated within the scope of the attitude towards the work itself (Sirgy et al., 2001).

Another dimension of job attitude is attitude towards working conditions. Positive attitude towards working conditions can be defined as providing employee satisfaction by meeting various needs of employees through resources, activities and results (Sirgy et al., 2001).

Other dimension of attitude towards work is attitude towards coworkers. Coworkers refer to members of an organization that has relatively equal power or authority and interacts with an employee throughout the working day (Tan & Lim, 2009).

Finally, the attitude towards wages is the employee's feelings about the financial provision received in return for his / her work (Sirgy et al., 2001).

The one of factors that affect the attitude of employees toward work is the intention of quitting. The intention to quit is used to express the possibility that the individual will leave his / her institution and his / her subjective estimation about that (Kaymaz et al., 2014). In the previous studies it was found that positive attitude towards work reduces the intention to quit (Demir, 2011; Ece, 2019a; Simons, 2008; Kraut, 1975).

The gender of the employees is thought to have an effect on the job attitude and intention to quit. However, it wasn't found a study comparing male and females' job attitudes and intention to quit. Women are generally perceived as dependent, non-aggressive, non-competitive and lacking entrepreneurial spirit (Macarie & Moldovan, 2012). Yet, it was determined that female managers in an enterprise increase organizational effectiveness and performance (www.unwomen.org, 2019).

Comparing to women, men, do not feel obliged to be attached to a job because they are more independent in society than women. So, they can look at their work as a temporary job. As a result of a study conducted in six European countries, it was found that the attitudes of temporary workers toward work were more negative than permanent workers and their intention to quit was also higher (Gracia et al., 2011).

Based on these information, the following research question were formed:

**Research Question 1:** *Is there a difference between the attitudes of male and female employees toward the work itself?*

**Research Question 2:** *Is there a difference between the attitudes of male and female employees towards working conditions?*

**Research Question 3:** *Is there a difference between the attitudes of male and female employees towards their coworkers?*

**Research Question 4:** *Is there a difference between the attitudes of male and female employees toward the wages?*

Regarding the intention to quit, the following research question has been formed:

**Research Question 5:** *Is there a difference between male and female employees' intention to quit?*

## 2. Research Method

In this study, it is aimed to determine whether there is a difference between the job attitudes of male and female employees and their intention to quit. It is thought that the study will contribute to the change of the judgments by business executives who have negative prejudice against female employees.

The questionnaire form included the job attitude scale developed by Baysal (1980) and edited by Altuntaş and Baykal (2008) and the intention to quit scale developed by Carson et al. (1999). Businesses operating in Sirnak province from TRC3 which is one of the less developed regions of Turkey were included in the study.

### 2.1. Findings

The data obtained from 83 employees were used in the analyzes. 63% of the participants were male; 37% are female employees. In order to find answers to the research questions, Independent Sample T-Test analysis was applied.

According to the results of the T-Test, the mean of the attitude of male employees towards the job itself ( $\bar{x}= 3.14$ ;  $SD=.82$ ) was lower than the mean of the attitude of the female employees' ( $\bar{x}= 3.63$ ;  $SS=.98$ ). This difference between the means was statistically significant ( $t_{81}= -2.472$ ;  $p<0.05$ ). According to this result, the first research question has been answered as: "There is a significant difference between the attitudes of male and female employees towards the work itself. The attitudes of the female employees towards the work itself are more positive than the male employees".

The mean of the female employees' attitude towards working conditions ( $\bar{x}= 3.38$ ;  $SD = .72$ ) was found to be significantly ( $t_{81} = -2.316$ ;  $p < 0.05$ ) higher than male workers' ( $\bar{x} = 2.98$ ;  $SD = .79$ ). Based on these results, the second research question can be answered as "There is a significant difference between the attitudes of male and female employees towards working conditions. The attitudes of female employees towards working conditions are more positive than male employees".

According to T-Test results, female employees' attitudes towards their coworkers ( $\bar{x} = 4.03$ ;  $SD = .79$ ); higher than male workers ( $\bar{x} = 3.66$ ;  $SD = .96$ ); however, the difference between the means was not statistically significant ( $t_{81} = -1.108$ ;  $p>0.05$ ). Therefore, the third research question has been answered as "There is no significant difference between the attitudes of male and female employees towards their coworkers".

When the mean of the attitude toward wages, which is another dimension of the attitude towards work, was examined, it was found that the female employees' mean ( $\bar{x} = 3.06$ ;  $SD = 1.19$ ) was higher than male employees' ( $\bar{x} = 2.76$ ;  $SD = 1.11$ ). However, the difference between the mean was not significant ( $t_{81} = -1.165$ ;  $p>0.05$ ). According to this result, the fourth research question has been answered as "There is no significant difference between the attitudes of male and female employees towards the wage".

Finally, the difference between the intention to quit of the male and female employees was examined and the difference between the mean was statistically significant ( $t_{75,523} = -3.088$ ;  $p < 0.05$ ). According to the analysis results, female employees' intention to quit ( $\bar{x} = 1.93$ ;  $SD = 1.06$ ) was lower than male employees' intention to quit ( $\bar{x} = 2.76$ ;  $SD = 1.38$ ). Therefore, the last research question of the study has found an answer as "There is a significant difference between male and female employees' intention to quit. The female employees' intention to quit is lower than male employees".

**Keywords:** Job Attitude, Intention to Quit, Female Employee

**Öz:** İşletmelerin başarısı büyük ölçüde işini seven ve kendisini işine adayan çalışanların emekleriyle mümkündür. Bu nedenle İşletme yöneticilerinin istihdam konusunda ve terfi politikalarında aldıkları kararlar oldukça önemlidir. İşe başvuran adaylar arasında işine geçici bir iş gözüyle bakan adaylar değil, o işletmede yıllarca çalışabilecek adayların seçilmesi uzun vadede işletmenin başarısına katkı sağlar. Benzer şekilde çalıştığı kuruma ilişkin uzun vadeli planları olan çalışanların terfi edilerek önemli görevlere getirilmesi, işine bağlı olan çalışanların motivasyonunu arttırabilecektir. İşletme yöneticileri kadınları işe alma veya terfi ettirme konusunda çekinceli olabilmektedir. Kadınları başta ev içerisindeki sorumlulukları olmak üzere farklı nedenlerden dolayı istihdam etme veya mevcut kadın çalışanları üst pozisyonlara getirmek istemezler. Çünkü kadınların, ev içindeki sorumlulukları nedeniyle erkekler kadar işlerine odaklanamayacakları ve verimli olamayacakları, ayrıca uzun süreli çalışamayacakları düşünülmektedir. Bu çalışmada erkek ve kadın çalışanların işe yönelik tutumları ile işten ayrılma niyetleri ele alınmıştır. Şırnak ilinde faaliyet gösteren işletmelerde görev yapan çalışanlarla anket yapılmıştır. Elde edilen verilere T-Testi yapılarak kadın ve erkek çalışanların işe yönelik tutum ile işten ayrılma niyetlerine ilişkin ortalamaları karşılaştırılmıştır. Analiz sonucunda kadın çalışanların işe yönelik tutum ile çalışma koşullarına yönelik tutumlarının, erkek çalışanlara göre daha olumlu olduğu belirlenmiştir. Ayrıca kadın çalışanların işten ayrılma niyetlerinin de erkek çalışanlara göre daha düşük olduğu tespit edilmiştir.

**Anahtar Kelimeler:** İşe Yönelik Tutum, İşten Ayrılma Niyeti, Kadın Çalışan

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## Introduction

While the society is given the role of men to work outside the home to provide economic support to their family, women have the responsibility to care for their family within the home. For this reason, women have faced obstacles in accessing business life throughout history.

Business owners have also used their preference for employment in favor of male employees. It was thought that women could not fulfill their responsibilities in the workplace due to their responsibilities in the family. Some managers thought that women accepted that their primary duty was domestic responsibility and that they would consider their job as secondary duty. It is believed that female employees will not committed on their job, will evaluate their work temporarily and therefore will not be productive. In other words, it was thought that female employees' attitudes towards work would not be positive and their intention to quit would be high.

In this study, job attitudes and intention to quit were investigated which are thought to be effective on productivity in the workplace. The mean of male and female employees in terms of job attitudes and intention to quit were calculated and compared.

### 1. Job Attitude and Intention to Quit

One of the factors affecting the productivity of employees is job attitude. Attitude is a psychological tendency expressed by evaluating a particular phenomenon to some degree with goodness or discontent (Judge and Kammeyer-Mueller, 2012). The job attitude is a tendency that affects the cognitive, affective and behavioral status of the employee. In other words, the job attitude is that the employee has a positive or negative feeling towards his / her job and exhibits this feeling in his / her behaviors. According to Salancik and Pfeffer (1978), job attitude expresses how individuals feel about the work they do while working. According to another definition, the job attitude is an assessment of a person's work that expresses his / her commitment, beliefs and feelings (Judge and Kammeyer-Mueller, 2012).

Positive or negative feelings towards work contribute to more specific attitudes, such as job satisfaction or organizational commitment (Shore et al., 1990). The attitudes of the employees towards their jobs were evaluated within the scope of the need-satisfaction paradigm. According to this paradigm, individuals have a number of needs, their work has a number of qualities, and the combination of the two forms the job attitude (Salancik and Pfeffer, 1978). The individual's job attitude can consist of internal and external categories. Awards such as prestige, power, position, money are evaluated in the external category. In the internal category, there are awards related to the employee's internal satisfaction. These awards include the use and development of the employee's abilities and potential (Ronen, 1978).

The job attitude can be evaluated in four different aspects: the attitude toward work itself, the working conditions, the coworkers and the wages. The ability of the employee to use his / her creativity to solve any problem related to his / her job and the opportunity to develop his / her career in the workplace can be evaluated within the scope of the attitude towards the work itself (Sirgy et al., 2001).

Another dimension of job attitude is attitude towards working conditions. Working conditions include safety and comfort in a workplace (Moy and Lee, 2002). Positive attitude towards working conditions can be defined as providing employee satisfaction by meeting various needs of employees through resources, activities and results (Sirgy et al., 2001).

Another dimension of attitude towards work is attitude towards coworkers. Coworkers refer to members of an organization that has relatively equal power or authority and interacts with an employee throughout the working day (Tan and Lim, 2009). The attitude towards the coworkers is related to the harmony of the individual with the coworkers she/he works with.

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Finally, the attitude towards wages is the employee's feelings about the financial provision received in return for his / her work. Economic satisfaction in the workplace includes elements such as the employee receiving appropriate wages and job security (Sirgy et al., 2001).

In general, the job attitude is very important. Because people's work is related to their assessment of their identity, health and life (Judge and Kammeyer-Mueller, 2012).

There are some factors that affect the attitude of employees towards work. One of them is the intention of quitting. The intention to quit is used to express the possibility that the individual will leave his / her institution and his / her subjective estimation about that (Kaymaz et al., 2014). It has been stated that as the positive attitude of the individual increases, the intention of quitting decreases (Sourdif, 2004). In a study conducted in the United States, a negative relationship was found between positive attitude towards work and intention to quit (Kraut, 1975). Similarly, in a study conducted in Şırnak, a negative relationship was found between the attitudes of the employees towards the job and their intention to quit (Ece, 2019a). As a result of a study conducted in Dalaman, it has been determined that improving working conditions reduces employees' intention to quit because of affecting their positive attitudes towards working conditions (Demir, 2011). The findings of a study in Şırnak supported this result (Ece, 2019a). In another study conducted with health workers in the United States, it was determined that having problems with coworkers increased the intention of quitting (Simons, 2008). As a result of a study conducted by Kraut (1975), it was determined that positive attitude towards wages reduced the intention to quit.

The gender of the employees is thought to have an effect on the job attitude and intention to quit. However, it wasn't found a study comparing male and females' job attitudes and intention to quit. Business executives often have the belief that female employees have lower job attitudes. Women are generally perceived as dependent, non-aggressive, ambitious and non-competitive, lacking entrepreneurial spirit, not willing to become a leader (Macarie and Moldovan, 2012). Yet, it was determined that female managers in an enterprise increase organizational effectiveness and performance (www.unwomen.org, 2019). In a study conducted with female managers in the USA, 77% of women stated that performing continuously exceeding expectations is the most important factor for career development (Ragins et al., 1998). This can be interpreted as positive attitudes of women towards their work. An employee who has a positive attitude towards the job also has a low intention to quit. Men, on the other hand, do not feel obliged to be attached to a job because they are more independent in society than women. In other words, they can look at their work as a temporary job. This may cause their job attitudes to be lower than female employees. This may affect the productivity of male employees. As a matter of fact, it has been suggested that temporary workers have more negative job attitudes than permanent workers and therefore have lower performance (Gracia et al., 2011). As a result of a study conducted in six European countries, it was found that the attitudes of temporary workers towards work were more negative than permanent workers and their intention to quit was higher (Gracia et al., 2011)

Due to social and / or familial constraints, women may not be able to work everywhere and in every job, even if they wish. Therefore, they are attached to the job they are employed. Engagement of female employees enables them to develop a positive attitude towards the job. This reduces the intention to quit. In a study conducted in the USA, it was determined that as the employee's commitment to work increased, his/her intention to quit decreased (Halbesleben and Wheeler, 2008). Another study conducted by Loi et al. (2010) showed that the commitment of the employee to his/her organization reduced his/her intention to quit.

Based on these information, the following research questions regarding the attitudes of male and female employees towards work were formed:

**Research Question 1:** *Is there a difference between the attitudes of male and female employees towards the work itself?*

**Research Question 2:** *Is there a difference between the attitudes of male and female employees towards working conditions?*

**Research Question 3:** *Is there a difference between the attitudes of male and female employees towards their coworkers?*

**Research Question 4:** *Is there a difference between the attitudes of male and female employees toward the wages?*

Regarding the intention to quit, the following research question has been formed:

**Research Question 5:** *Is there a difference between male and female employees' intention to quit?*

## 2. Research Method

In this study, it is aimed to determine whether there is a difference between the job attitudes of male and female employees and their intention to quit. It is thought that the study will contribute to the change of the judgments by business executives who have negative prejudice against female employees. For this purpose, a questionnaire was developed that included statements that measure job attitudes and intention to quit. The questionnaire form included the job attitude scale developed by Baysal (1980) and edited by Altuntaş and Baykal (2008) and the intention to quit scale developed by Carson et al. (1999).

Businesses operating in Sırnak province from TRC3 which is one of the less developed regions of Turkey were included in the study. The questionnaire was applied to the employees working in the businesses selected according to convenience sampling method. Firstly, reliability and correlation analyzes were applied to the data obtained by using SPSS. In order to test the hypotheses formed within the scope of the research, Independent Sample T-Test was conducted.

### 2.1. Findings

The data obtained from 83 employees working in businesses operating in Şırnak province were used in the analyzes. 63% of the participants were male; 37% are female employees. Descriptive statistics for the data are shown in the following table:

**Table 1:** Descriptive Statistics

Scale/Dimension	M	SD	1	2	3	4	5
1. Attitude towards Job	3,32	0,91	(0.83)				
2. Attitude towards Working Conditions	3,13	0,80	0,50**	(0.65)			
3. Attitude towards Coworkers	3,80	0,91	0,43**	0,44**	(0.60)		
4. Attitude towards Wage	2,87	1,14	0,46**	0,39**	0,29**	(0.71)	
5. Intention to Quit	2,45	1,33	-0,28**	-0,23*	-0,18	-0,33**	(0.87)

N=83; M=Mean; SD= Standard Deviation; Inside parentheses = Cronbach's Alpha

\*p<0,05; \*\*p<0,01

As can be seen in Table 1, the reliability of the attitudes towards work was determined between 65% and 83%. The reliability of the intention to quit was 87%. Cronbach's Alpha coefficient of 60% and above shows that the scales are reliable (Küçük, 2016).

When correlation results are examined, it is seen that there is a positive correlation between job attitude scale dimensions. It was found that there was a negative correlation between intention to quit and the dimensions of job attitude scale, but there was no significant relationship between intention to quit and attitudes towards coworkers and attitude towards wages.

In order to find answers to the research questions, Independent Groups T-Test analysis was applied and the results of the analysis are shown in the table below:

**Table 2: The Results of the T-Test Analysis**

<b>Attitude towards Job</b>						
<b>Gender</b>	<b>N</b>	<b>M</b>	<b>SD</b>	<b>df</b>	<b>t</b>	<b>p</b>
Male	52	3.14	.82	81	-2.472	.016
Female	31	3.63	.98			
<b>Attitude towards Working Conditions</b>						
<b>Gender</b>	<b>N</b>	<b>M</b>	<b>SD</b>	<b>df</b>	<b>t</b>	<b>p</b>
Male	52	2.98	.79	81	-2.316	.023
Female	31	3.38	.72			
<b>Attitude towards Coworkers</b>						
<b>Gender</b>	<b>N</b>	<b>M</b>	<b>SD</b>	<b>df</b>	<b>t</b>	<b>p</b>
Male	52	3.66	.96	81	-1.808	.074
Female	31	4.03	.79			
<b>Attitude towards Wage</b>						
<b>Gender</b>	<b>N</b>	<b>M</b>	<b>SD</b>	<b>df</b>	<b>t</b>	<b>p</b>
Male	52	2.76	1.11	81	-1.165	.247
Female	31	3.06	1.19			
<b>Intention to Quit</b>						
<b>Gender</b>	<b>N</b>	<b>M</b>	<b>SD</b>	<b>df</b>	<b>t</b>	<b>p</b>
Male	52	2.76	1.38	75.523	3.088	.003
Female	31	1.93	1.06			

According to the results of the T-Test (see Table 2), the mean of the attitude of male employees towards the job itself ( $\bar{x} = 3.14$ ;  $SD = .82$ ) was lower than the mean of the attitude of the female employees' ( $\bar{x} = 3.63$ ;  $SD = .98$ ). This difference between the means was statistically significant ( $t_{81} = -2.472$ ;  $p < 0.05$ ). According to this result, the first research question has been answered as: "There is a significant difference between the attitudes of male and female employees towards the work itself. The attitudes of the female employees towards the work itself are more positive than the male employees".

Women make sacrifices within the family when it is necessary for the welfare of family members. When she gets into a job, she ties in and tends to do her best. For this reason, female attitudes towards work may be more positive than men.

The mean of the female employees' attitude towards working conditions ( $\bar{x} = 3.38$ ;  $SD = .72$ ) was found to be significantly ( $t_{81} = -2.316$ ;  $p < 0.05$ ) higher than male workers' ( $\bar{x} = 2.98$ ;  $SD = .79$ ). Based on these results, the second research question can be answered as "There is a significant difference between the attitudes of male and female employees towards working conditions. The attitudes of female employees towards working conditions are more positive than male employees".

One possible reason for this result may be that women try to make the most of their means. Women are given less opportunities in society than men. Despite this, they have done successful work with little opportunity. Women try to do their best without complaining about the work environment provided to them in the workplace.

According to T-Test results, female employees' attitudes towards their coworkers ( $\bar{x} = 4.03$ ;  $SD = .79$ ); higher than male workers ( $\bar{x} = 3.66$ ;  $SD = .96$ ); however, the difference between the means was not statistically significant ( $t_{81} = -1.108$ ;  $p > 0.05$ ). Therefore, the third research question has been answered as "There is no significant difference between the attitudes of male and female employees towards their coworkers".

Since women are more emotional than men, they can establish warm relationships with other employees in the workplace. However, since male employees do not have much family obligations, they can spend time together with their coworkers outside of the work, which may lead to positive attitudes towards their coworkers. This may be the reason why there is no significant difference between the mean of female and male employees' attitudes towards their coworkers.

When the mean of the attitude toward wages, which is another dimension of the attitude towards work, was examined, it was found that the female employees' mean ( $\bar{x} = 3.06$ ;  $SD = 1.19$ ) was higher than male employees' ( $\bar{x} = 2.76$ ;  $SD = 1.11$ ). However, the difference between the mean was not significant ( $t_{81} = -1.165$ ;  $p > 0.05$ ). According to this result, the fourth research question has been answered as "There is no significant difference between the attitudes of male and female employees towards the wage".

Men were assigned by the community to meet the economic needs of the family. Therefore, male employees may be more sensitive to wages. In other words, they expect their wages to be high for the job they work for. Women, on the other hand, expect to receive an appropriate wage in order to meet their needs without burdening their family. This case can be shown as the possible reason that the difference between the averages of the two groups is not significant.

Finally, the difference between the intention to quit of the male and female employees was examined and the difference between the mean was statistically significant ( $t_{75.523} = -3.088$ ;  $p < 0.05$ ). According to the analysis results, female employees' intention to quit ( $\bar{x} = 1.93$ ;  $SD = 1.06$ ) was lower than male employees' intention to quit ( $\bar{x} = 2.76$ ;  $SD = 1.38$ ). Therefore, the last research question of the study has found an answer as "There is a significant difference between male and female employees' intention to quit. The female employees' intention to quit is lower than male employees".

In general, female employees' job attitudes were more positive than male employees'. It is also expected that women with positive job attitudes will have a lower intention to quit. Another possible reason for this result is that female employees do not have many job alternatives because of the stereotype perception in the society. Therefore, a female employee does not want to quit her job, because when a woman leaves a job, she is more likely to be unable to get another job compare with a male employee's possibility of finding a job.

### **Conclusion**

Women have always faced barriers to access to business life. It was claimed that the main duty of women was against the family and the responsibility for meeting the needs of family members should be borne by women. Women's entry into the business world was not found to be the right thing because of these social norms. Women who overcame these social norms and entered into a job were exposed to some discriminatory behaviors such as glass ceiling and glass cliff at work. Business managers are reluctant to promote female employees to important tasks because they think that female employees cannot devote much time to their work due to their family obligations. Business managers may also have the judgment that female employees can leave work at any time for family reasons. Therefore, they may tend to exclude women from career policies by considering them as temporary workers. However, female employees can be quite successful if they are given chance. For example, in a study conducted with female and male entrepreneurs in Şırnak province, it was found that female entrepreneurs have a higher mean than male enterprises in terms of success, dominance and autonomy (Ece, 2019b).

In this study, a comparison was made between male and female employees' job attitude and intention to quit.

As a result of the T-Test, it was found that the mean of the female employees' attitude towards the job and the attitude towards the working conditions, which are the dimensions of the job attitude, were higher than the male employees'. Among the participants, female employees have a more positive attitude towards their work and working conditions than male employees'. No significant difference was found between the attitude towards the coworkers and the attitude towards wages of male and female employees. When the intention of quit of female and male employees was compared, it was determined that male employees had higher intention to quit.

Contrary to popular belief, female employees may show more commitment to their job than male employees. The fact that their job attitudes are positive is a proof of this. An employee who has positive job attitudes also has less intention to quit. In this respect, female employees having more positive job attitudes than male employees indicate that their intention to quit is also lower. In other words, a female employee is less likely to quit her job than a male employee. An employee with a low intention to quit may concentrate better on his / her job and work more efficiently. On the other hand, an employee with a high intention to quit looks at his job as a temporary job and is not productive as he/she does not care enough about his job. It can be thought that female employees can be more productive for the businesses in this respect.

Female employees may not want to work in any job for various reasons, especially family reasons. In other words, they do not think to leave the job easily because they think that they do not have many alternatives about work and they can work in the same workplace for many years. In this case, the female employees can become a veteran employee for the businesses.

For a business, the veteran employees who serve the business for years are very important. Because veteran employees have more experience. With this experience, they can anticipate possible problems that may arise in the business, offer solutions to overcome the existing problems and develop strategies that will excel against the competitors of the business. Therefore, they can make a greater contribution to the success of the business than the new employees.

This study shows that female employees may be more committed on their jobs and more productive for the business than male employees. It is foreseen that the study will enable business managers who have negative prejudices against female employees to review these judgments. The results of the study are important in terms of showing that if given opportunities by business managers female employees can contribute more to the success of the business as committed and loyal employees.

Conducting this study with businesses in a rural city and with few samples is one of the limitations of the study. Conducting in larger cities, especially with more employees, can lead to more comprehensive results. It is foreseen that the results of the study will form the basis for similar studies on female employees.

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