

The Impact of Organizational Culture on Post Maternity Female Employee Retention: Special Reference to Post Maternity Female Employees in Kandy District, Sri Lanka

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ABSTRACT

Initial child delivery can be identified as a second birth of the woman's life. Due to high task oriented working cultures and higher competitiveness, post maternity females have to face critical situations within the workplace even with higher mental pressure. Therefore it is really important to understand the impact of organizational culture on post maternity female employee retention since it could provide solutions for the issues occurring within the workplaces. The research aims to identify how key dimensions of organizational culture such as leadership, teamwork, and adaptability impact the decision of female employees to remain in the workforce after maternity leave. Even though Sri Lanka is a country which has a higher academic background for female education, Sri Lanka has been identified as one of the lowest female labour participating countries among South Asia. The reasons for this issue may be higher cultural diversity and unfair treatments for the post maternity female employees within the organization cultures. Therefore investigation in this regard is highly required. This research focuses on post maternity female employees in Kandy District with a sample of 100 post maternity females by using convenience sampling methods. Organizational culture, with five aspects Shared Values, Communication, Leadership, Teamwork, and Adaptability was the independent variable, while post maternity female employee was the dependent variable. Descriptive statistics, correlation, and regression analysis were used to analyze the collected data using SPSS software. The findings indicate that all five dimensions have a meaningful impact on retention, with teamwork and leadership standing out as the most significant factors. Shared values and effective communication also contribute notably, while adaptability, though less influential, still plays a significant role. The findings of this study are important to boost retention of post maternity female employees and also strengthen the organization's overall effectiveness and reputation.

Key words: Organizational culture, Post maternity female employee, Employee Retention

INTRODUCTION

Employee retention remains a critical situation for all organizations around the world. Especially for the countries that have higher cultural influence. While many organizations have implemented policies supporting gender diversity, long-standing issues often persist, stemming from deeper aspects of organizational culture leadership effectiveness, communication styles, team dynamics, adaptability, and shared values (Almerri, 2023). Even with a higher female educational background, Sri Lanka has been identified as one of the lowest female labour participating countries among South Asia and it has recorded below 35% since more than 30 years (Ratwatte, 2023). While many organizations have implemented policies supporting gender diversity, long-standing issues often persist, stemming from deeper aspects of organizational culture leadership effectiveness, communication styles, team dynamics, adaptability, and shared values (Almerri, 2023). Research has consistently shown that a strong organizational culture enhances employee engagement, job satisfaction, and overall commitment, ultimately lowering turnover rates (Anggraini & Rahadi, 2024). Nevertheless, a significant gap remains in empirical research that clearly identifies which elements of organizational culture most significantly impact the retention of female employees after the maternity leave, particularly within Sri Lanka's business services sector.

Kandy district can be identified as the most culturally influencing district in Sri Lanka. Because it serves as the country's unofficial cultural center. It is the center of the thriving Kandyan art, dance, and yearly Kandy Esala Perahera celebration, and it has great historical value as the last capital of the Sinhalese monarchs. When leadership fails to offer structured career development opportunities, mentorship, or transparent communication, it's not surprising that female employees may experience disengagement or dissatisfaction, potentially leading to higher turnover (Pathirana et al., 2020). Furthermore, there is a clear lack of research examining how the organizational culture influences the retention of female employees after maternity leave, leaving the institution without evidence-based strategies to address these issues. Ignoring these cultural factors puts the organization at risk of ongoing employee turnover, which can undermine both organizational stability and talent growth. This study, therefore, seeks to pinpoint which aspects of organizational culture most significantly impact female retention after the maternity leave at Kandy district Sri Lanka, with the goal of generating actionable recommendations for building a more supportive and inclusive workplace environment.

Problem Statement

Although Sri Lanka is a country which has a higher female educational background, Sri Lanka has been identified as one of the lowest female labour participating countries among South Asia, it has recorded below 35% since more than 30 years (Ratwatte, 2023). According to research by the Institute of Policy Studies (David, 2024), childcare costs and a lack of family-friendly workplace policies have been major obstacles to the female labor force participation rate (FLFPR), which has stuck between 30 and 36% since the late 1990s compared to 75% for males. According to Røysted-Solås et al. (2022) the prevalence of postpartum depression is estimated to be 18% worldwide, making it a major public health issue and its indicates that postpartum depression (PPD) impacts both the mother-infant bond and the health of postpartum women also postpartum depression symptoms affect about 10% of women in Sri Lanka, with moms who have a history of mental illness and neonatal death being at the highest risk.

Although women's postpartum employment issues have been the subject of much worldwide and regional research, there is still a substantial lack of empirical data unique to Sri Lankan context. Many studies have been done by considering Europe and other regions according to Lucia-Casademunt et al. (2018) suggesting that research should be conducted on this area for the Asian countries which have higher cultural diversity. Therefore this study will be a good effort to reduce the methodological gap within this area.

Research Objectives

Main research objective

- To investigate the impact of Organisational Culture on post maternity female Employee Retention in Kandy District Sri Lanka.

Specific research objectives

- To investigate the impact of Shared values on post maternity Female Employee retention in Kandy District Sri Lanka.
- To investigate the impact of Communication on post maternity Female Employee retention in Kandy District Sri Lanka.
- To investigate the impact of Leadership on post maternity Female Employee retention in Kandy District Sri Lanka.
- To investigate the impact of Teamwork on post maternity Female Employee retention in Kandy District Sri Lanka.
- To investigate the impact of Adaptability on post maternity Female Employee retention in Kandy District Sri Lanka.

LITERATURE REVIEW

Motherhood is valued more by Sri Lankan women who were raised in such sociocultural circumstances, and their ambitions for emancipation are mostly related to striking a balance between their responsibilities at home and at work. Mishra (2013) posits that, within the framework of postcolonial feminism in South Asian countries, women perceive motherhood not as a narrowing obligation to be wholly neglected, but as a role for which they seek equilibrium between personal and professional spheres. Consequently, numerous employed women perpetually contend with the challenge of reconciling their responsibilities towards their families, careers, and personal health. Because of the deeply rooted patriarchal gender norms and beliefs, the experience of women returning to work after maternity leave in Sri Lanka will provide many unique insights into the emotional turmoil of working mothers. This is because these women don't have to give up all of their responsibilities as mothers in order to feel empowered.

Workplace policies for female employees in Sri Lanka

Sri Lanka has built a lot of strong foundations. If a woman gives birth, she can take 84 days off work with pay, which is about 12 weeks. This is fully paid for by the employer. Workers in the public sector can take more breaks and extensions for nursing. Changes to labor laws in 2025 and 2026 have made it easier for women to work at night in some fields, which has opened up new job opportunities. Some companies that are ahead of the curve, especially in the corporate and clothing industries, have set up return-to-work help, flexible schedules, and creches, and they have had great success keeping employees. These discussions are getting more attention because they deal with real problems, like the low number of women in the workforce (around 30–32% in recent years), the lack of skilled workers, and the cost to the economy of losing trained workers after they have kids. But the focus is still often on raising awareness and individual employer efforts instead of nationwide, systemic changes to the workplace that make family-friendly policies the norm instead of the exception. (Ceylon Public Affairs, 2026).

Conceptual Review

Organizational Culture

Organizational culture can be defined as a set of common standards and beliefs. Employees that actively participate in all organizational activities are therefore part of an effective organizational culture. Therefore, corporate culture is an integral component of the environment (Nawawi, 2013; Syakur, 2011). According to Paais and Pattiruhu (2020) the values, attitudes, customs, and behaviors that influence how individuals interact inside an organization are referred to as its organizational culture. Within a team or organization, it is a common belief of how things ought to be done. Strong organizational cultures are thought to be powerful tools for informing organizations about desirable behavior. High organizational performance is correlated with a strong culture that a strong culture should be prioritized, imparted to new members, and put into effect as soon as feasible (Ouchi & Wilkins, 1985). Wang (2019) highlighted that Employee behavior can be influenced by organizational culture, which also fosters a sense of responsibility for reaching objectives. It is simpler to coordinate efforts and concentrate on what is truly important when everyone is working toward the same goal. A good corporate culture can also foster a common vision for the company's future, which can motivate staff to put in more effort and aim higher.

Employee Retention

Singh (2019) states that in the strongly competitive business world of today, employee retention is an essential component. Recruiting, hiring, and training new workers can be expensive and have a negative financial impact on a business. Employers need to acknowledge the significance of employee retention and establish protocols and procedures in place that will support the retention of valuable professionals. Kurdi and Alshurideh (2020) conducted a research by using Jordan commercial banks employees as the sample and this found that economic security, psychological security, affiliation, and self-actualization factors as the drivers of employee retention.

Retaining employees is critical to a company's success. Losing important workers can be expensive and harmful to a business's expansion and financial success (Biaison, 2020). Employers can retain valuable employees and create a positive work environment for all employees by investigating the causes of high employee turnover, putting in place competitive compensation and benefits packages, offering professional development opportunities, and encouraging open communication (Alhmoud and Rjoub, 2019).

Empirical Review

Shared values and Employee retention

Almerri (2023) conducted research by using 371 employees in industrial organizations in Kuwait. The data was collected by using a convenience sampling method. Reliability, correlation, and regression analyses were used in SPSS data analysis to look at how corporate culture, employee engagement, and employee retention are related. The study found that shared values showed a strong positive relationship with employee retention.

The study collected data through a time lagged survey of employees working in MNCs in Ho Chi Minh City, Binh Duong, and Dong Nai provinces, in Vietnam. The findings indicated a positive relationship between shared values and employee retention (Pham et al., 2023).

H1: Shared Values has a significant impact on post maternity female employee retention

Communication and Employee retention

The foundation of an organization's culture is communication. It includes the sharing of ideas, information, and criticism within the company. Open, truthful, and straightforward communication is essential (Arif et al., 2019; Soomro & Shah, 2019; Asbari et al., 2020).

As per the findings of the research that was conducted by using 371 employees in industrial organizations in Kuwait, found that communication and employee retention has weak significant relationships (Almerri , 2023).

The garment industry in Sri Lanka is facing a serious issue with employee retention at the operational level. The management of the majority of businesses believes that this unresolved turnover issue could be caused by flaws in the internal communication system. Therefore, the main goal of this study was to examine the connection between effective communication and employee retention of operational level workers in Sri Lanka's apparel industry. Convenient judgment sampling was used to pick 248 operational level personnel for this study. The findings highlighted that there is a strong positive relationship between EC and the retention intention of employees (Wijethunga & Amarathunga, 2023).

H2: Communication has a significant impact on post maternity female employee retention

Leadership and Employee retention

Consistent with previous findings, Almerri (2023) also reported a strong positive relationship between shared values and employee retention. Further mentioned that uplifting, honest, and supportive leaders foster more employee trust. Enhanced dedication and improved involvement. The study emphasizes how leadership directly affects how people feel appreciated and supported and shapes the workplace.

Gary Lee Kim and Terry Lee Beehr (2017) conducted research on leadership and employee retention by using 402 Full-time employees in the United States. The data was collected through Amazon Mechanical Turk (online survey). The research highlighted that Leadership influences employee retention indirectly through engagement. Therefore supportive leadership can improve employee retention.

H3: Leadership has a significant impact on post maternity female employee retention

Teamwork and Employee retention

Strong teamwork, support from coworkers, and a feeling of community increase an employee's likelihood of continuing with the company. Environments that prioritize teamwork increase job satisfaction and a sense of belonging, which in turn improves retention. The findings indicated that teamwork has a significant positive relationship with employee retention (Almerri , 2023).

Syafri et al. (2023) conducted research on the Influence Of Job Satisfaction, Career Development And Teamwork on Employee Retention by taking 60 Indonesian office workers as the sample. A simple random sampling method was used as the sampling technique. The data was gathered through questionnaires and the findings emphasized a significant impact between team work and employee retention.

H4: Teamwork has a significant impact on post maternity female employee retention

Adaptability and Employee retention

In terms of all the organizational culture dimensions, adaptability was found to be the most reliable indicator of employee retention. Long-term employee retention is higher in companies that are creative, flexible, and change-responsive. A culture that can react to environmental changes is said to be adaptive. Flexible and adaptive businesses are able to adapt to new possibilities and challenges. As per the findings, adaptability has a significant positive impact on retention of employees (Almerri , 2023).

Arubayi and Igbomor (2024) conducted research on the relationship between career adaptability and employee retention in Nigeria in the health sector, particularly university teaching hospitals in the south zone. Two hundred and seventy-two (272) of the 289 questionnaires that were given to the respondents were successfully recovered and completed. The method of data analysis utilized in this study was descriptive statistics, correlation coefficient and linear regression analysis. The findings indicate a significant positive impact between adaptability and employee retention.

H5: Adaptability has a significant impact on post maternity female employee retention

METHODOLOGY

Conceptual Framework

The following conceptual framework has been built on the basis of the literature review.

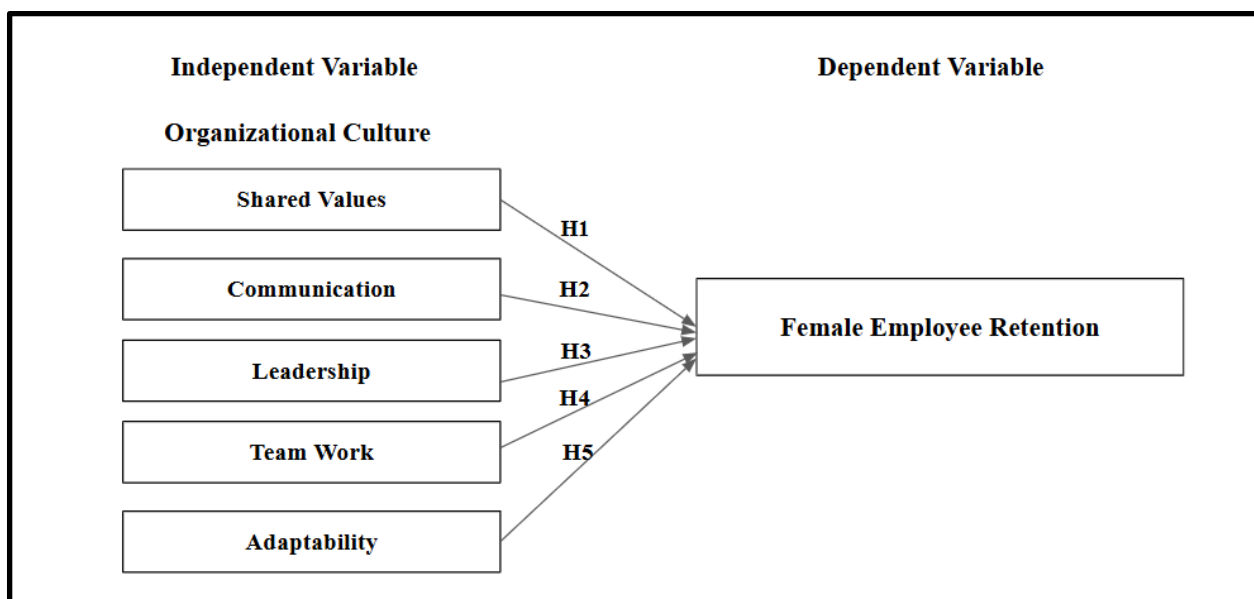


Figure 01 : Conceptual Framework

Research Design

This research was conducted as a basic research. This form of study is used to create a body of information by trying to understand how it is possible to address such issues that exist in female employees after maternity leave. The aim of this research was to analyze the impact of organizational culture on employee retention after Maternity leave. This analysis can be defined as an explanatory study that establishes the relationship of cause and effect between various factors. As the study location Kandy district has been selected. The special reason for selecting Kandy as the study location, because Kandy district has been identified as the district which has the most cultural influence in Sri Lanka when compared with the other districts in Sri Lanka. To achieve the objectives the data was collected through the post maternity female employees who have recently faced child delivery in Kandy district. Therefore the unit of study is considered as individual. The population of this research was the post maternity Female employees in Kandy district of Sri Lanka. In this study 100 post maternity female employees have been selected as a sample and the sample was selected through convenience sampling method. Within this research the survey method has been used and the primary data was collected from original sources using methods such as questionnaires in Sinhala and English. Standard structured questionnaires have been forwarded to the target post maternity female sample in Kandy district. A questionnaire is a research tool consisting of a series of questions for the purpose of collecting respondent information. It is possible to recognize questionnaires as a kind of written interview. Questionnaires offer a relatively inexpensive, easy and reliable way for a large sample of people to collect large quantities of information (McLeod, 2018).

METHODS OF DATA ANALYSIS

In this research quantitative analyzing methods were used to analyze gathered data. Therefore SPSS data analysis software has been used. To analyze the quantitative nature of the data, this research used descriptive statistics tests of frequency distribution, central tendency measurements and dispersion. All the personal data and classification variables have been measured by using frequency distribution, maximum, minimum, mean, standard deviation and the variance. To measure the strength of the relationship between both independent and dependent variables, correlation coefficient has been measured. To determine how the changes of the Organizational culture are associated with the changes in the retention of post maternity female employees, measured by using regression analysis.

RESULTS AND FINDINGS

Table 01 : Descriptive statistics

		Shared Values	Communication	Leadership	Teamwork	Adaptability	Female Employee Retention
N	Valid	100	100	100	100	100	100
	Missing	0	0	0	0	0	0
Mean		3.2567	3.1087	3.0910	3.2364	3.1377	3.1627
Std. Error of Mean		.06779	.07553	.07322	.07570	.05708	.07117
Median		3.2800	3.0133	3.0438	3.4000	3.2000	3.2500
Mode		4.00	3.60	2.00	4.00	3.60	4.00
Variance		1.011	1.255	1.180	1.261	.717	1.114
Range		4.00	4.00	4.00	4.00	4.00	4.00

Minimum	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00

An analysis of the six constructs Shared Values, Communication, Leadership, Teamwork, Adaptability, and Female Employee Retention reveals a generally positive, though not overwhelmingly enthusiastic, perception among respondents. Mean scores for these variables fall within a narrow range (3.09 to 3.26) on a 5-point Likert scale, suggesting moderate agreement rather than strong endorsement. Shared Values emerges as the highest-rated construct, with a mean of 3.26. This indicates that respondents perceive the organization as embracing principles such as respect, inclusivity, transparency, learning, and innovation. The mode (4.00) and median (3.28) further support the prevalence of these positive perceptions, though the variance (1.011) signals variation in individual experiences. Teamwork closely follows, with a mean score of 3.24. The median (3.40) and mode (4.00) suggest that collaborative practices and a sense of community are relatively well-established; however, a variance of 1.261 points to a broader spread in perceptions, indicating that experiences may differ across groups or teams. Adaptability is rated at 3.14, reflecting a general consensus that the organization is responsive to change and supports innovation. Notably, this variable has the lowest variance (0.717), indicating consistency in responses, and the median (3.20) aligns closely with the mean, reinforcing the stability of this perception. Communication receives a slightly lower mean score of 3.11, demonstrating more neutral or moderately positive views regarding the organization’s communication practices. The relatively high variance (1.255) suggests that experiences with communication vary, perhaps due to differences between departments or hierarchical levels. Leadership records the lowest mean score (3.09), with a mode of 2.00. This may reflect concerns among respondents regarding leadership effectiveness or style. The median (3.04) indicates that attitudes are generally neutral, and the variance (1.180) highlights moderate variability in perceptions. Finally, the dependent variable, Female Employee Retention, yields a mean of 3.16, with a mode of 4.00 and a median of 3.25. These results suggest that female employees are moderately likely to remain with the organization; however, the variance (1.114) implies that retention intentions differ, likely as a result of varying experiences with the independent variables.

Accordingly while perceptions across all constructs are generally positive, there is noticeable variation, particularly for Leadership and Communication. These findings underscore the importance of addressing identified gaps to foster a more consistently positive organizational environment, especially with regard to supporting and retaining female employees.

Multiple regression

Table 02 : Multiple regression analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 ^a	.652	.644	.62984
a. Predictors: (Constant), Adaptability, Shared Values, Leadership, Teamwork, Communication				

The multiple linear regression analysis explored how various aspects of organizational culture namely Shared Values, Communication, Leadership, Teamwork, and Adaptability influence female employee retention. The analysis produced an R value of 0.808, indicating a strong positive correlation between these cultural factors and retention rates among post maternity female employees. The R Square value was 0.652, suggesting that about 65% of the variation in post maternity female employee retention can be explained by the combined effect of these five cultural dimensions. This highlights the significant impact organizational culture has on whether female employees choose to remain with an organization. The Adjusted R Square, at 0.644, is only slightly lower than the R Square, which suggests that each variable meaningfully contributes to the model and that the results are not simply due to overfitting. The standard error of the estimate, reported as 0.62984, points to a relatively

close match between observed and predicted retention values, reinforcing the predictive strength of the model. Overall, these results underscore the substantial role that organizational culture plays in supporting post maternity female employee retention.

Anova

Table 03 : Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	159.122	5	31.824	80.224	<.001 ^b
	Residual	84.893	214	.397		
	Total	244.015	219			
a. Dependent Variable: Female Employee Retention						
b. Predictors: (Constant), Adaptability, Shared Values, Leadership, Teamwork, Communication						

The ANOVA findings strongly suggest that the regression model provides substantial predictive insight into post maternity female employee retention. With an F-value of 80.224 and a p-value under .001, the statistical significance is unmistakable. Digging into the specifics, the regression sum of squares (159.122) highlights the proportion of variance in female employee retention that’s attributable to the independent variables Shared Values, Communication, Leadership, Teamwork, and Adaptability. On the flip side, the residual sum of squares (84.893) represents the variance the model can’t explain. Altogether, the total sum of squares is 244.015, which covers both explained and unexplained variance. The degrees of freedom are five for the regression and 214 for the residual. The mean square value for the regression (31.824) is considerably higher than that for the residual (0.397), and this big difference produces the elevated F-ratio. It signals that the model accounts for a much larger portion of the variance compared to what remains unexplained. The very low p-value ($p < .001$) further supports the model’s statistical significance, indicating that at least one of the independent variables meaningfully predicts post maternity female employee retention.

Coefficients

Table 04 : Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.470	.187		2.511	.013
	Shared Values	.062	.074	.059	2.477	.044
	Communication	.150	.085	.159	2.465	.048
	Leadership	.256	.087	.263	2.939	.004
	Teamwork	.342	.081	.364	4.220	.001
	Adaptability	.041	.062	.033	2.834	.037

The regression analysis sheds light on the specific ways organizational culture influences female employee retention, with all five measured dimensions Shared Values, Communication, Leadership, Teamwork, and Adaptability demonstrating a statistically significant positive impact. The constant (intercept) value of 0.470

serves as the baseline for retention when all predictors are set to zero. While this figure alone offers limited practical insight, its statistical significance ($p = 0.013$) confirms a meaningful starting point for the model. Among the independent variables, Teamwork emerges as the most influential factor, boasting the highest standardized beta coefficient (0.364) and strong significance ($p = 0.001$). This finding highlights the critical importance of collaboration, mutual support, and team recognition in encouraging female employees to remain with an organization. Leadership ranks second in influence ($\beta = 0.263, p = 0.004$), indicating that transparent, supportive, and accountable leadership practices are key drivers of retention for women in the workplace. Leadership that prioritizes mentorship and emotional intelligence can foster greater loyalty among post maternity female employees. Communication, though somewhat less prominent, still plays a significant role ($\beta = 0.159, p = 0.048$). Organizations that maintain clear, empathetic, and consistent communication channels help create an environment where women are more likely to stay engaged and committed. Shared Values also display a statistically significant relationship with retention ($\beta = 0.059, p = 0.044$), albeit with a more modest effect. When organizational principles such as inclusivity, ethical conduct, and mutual respect align with those of female employees, retention is positively impacted though not as strongly as with other factors. Adaptability, while contributing the smallest effect ($\beta = 0.033, p = 0.037$), still holds statistical significance. This suggests that the ability of an organization to embrace change, innovate, and remain flexible can exert a minor yet meaningful influence on the retention of female employees. Accordingly, the regression results confirm that all five dimensions of organizational culture play a significant role in predicting female employee retention. Teamwork and Leadership stand out as the most powerful predictors, followed by Communication and Shared Values, while Adaptability despite its lesser impact remains an important consideration. These findings suggest that organizations seeking to retain female talent should prioritize collaborative team environments and strong, supportive leadership, while also maintaining open communication, shared values, and adaptability.

Final regression

Table 05 : Final regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 ^a	.632	.630	.64222
a. Predictors: (Constant), Organisation_Culture				

The final regression model examines the overall influence of Organizational Culture as a composite variable on Female Employee Retention. The analysis yields an R value of 0.795, which indicates a strong positive correlation between organizational culture and female retention outcomes. This suggests that as employees perceive improvements in the organization’s cultural practices, their likelihood of remaining with the company increases significantly. The R Square (R^2) value is 0.632, which means that 63.2% of the variance in female employee retention can be explained by the perceived quality of the organization’s culture. This is a substantial proportion, signifying that organizational culture plays a dominant role in shaping female employees’ decisions to remain in the organization. Additionally, the Adjusted R Square value is 0.630, indicating a minimal drop after adjusting for model complexity (though this is a single-predictor model). The standard error of the estimate is 0.64222, which reflects the average distance between the observed and predicted values. A relatively low standard error reinforces the predictive accuracy of the model.

Coefficients

Table 06 : Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.197	.159		1.234	.218

Organisation Culture	.937	.048	.795	19.329	<.001
a. Dependent Variable: Female Employee Retention					

The final regression model provides clear evidence that organizational culture has a substantial effect on female employee retention. The unstandardized coefficient ($B = 0.937$) shows that with each one-unit increase in perceived organizational culture, there is nearly a one-unit rise in female employee retention. This points to a robust and positive link between the two variables. The standardized beta coefficient, sitting at 0.795, reinforces this relationship. In practical terms, a one standard deviation improvement in organizational culture leads to an increase of 0.795 standard deviations in post maternity female employee retention, a notable and meaningful effect. Additionally, the t-value of 19.329 is strikingly high, while the p-value is less than 0.001. This statistical significance confirms that the relationship observed is not a result of random chance, but reflects a genuine association between organizational culture and retention among post maternity female employees. As for the intercept (0.197), its p-value of 0.218 indicates that it is not statistically significant. Essentially, when organizational culture is at its minimum, the predicted retention rate does not meaningfully differ from zero. However, the primary interest lies in the effect of organizational culture itself, and the lack of significance in the intercept does not diminish the strength or relevance of the model’s main findings.

Table 07: Hypotheses testing

Hypothesis	Unstandardized Coefficient (B)	Standardized Coefficient (Beta)	t-value	p-value (Sig.)	Result
H1a	0.062	0.059	2.477	0.044	Accepted
H0	0.062	0.059	2.477	0.044	Rejected
H1b	0.15	0.159	2.465	0.048	Accepted
H0	0.15	0.159	2.465	0.048	Rejected
H1c	0.256	0.263	2.939	0.004	Accepted
H0	0.256	0.263	2.939	0.004	Rejected
H1d	0.342	0.364	4.22	0.001	Accepted
H0	0.342	0.364	4.22	0.001	Rejected
H1e	0.041	0.033	2.834	0.037	Accepted
H0	0.041	0.033	2.834	0.037	Rejected
H1	0.937	0.795	19.329	0.001	Accepted
H0	0.937	0.795	19.329	0.001	Rejected

This study examined how five aspects of organizational culture, shared values, communication, leadership, teamwork, and adaptability affect post maternity female employee retention at Kandy district. The results indicate that all five dimensions have a meaningful impact on retention, with teamwork and leadership standing out as the most significant factors. Shared values and effective communication also contribute notably, while adaptability, though less influential, still plays a significant role. These findings are consistent with existing research but also provide new, locally relevant insights specific to the Sri Lankan context. The study underscores the importance of fostering an inclusive, collaborative, and supportive organizational culture for retaining post maternity female talent. Ultimately, it reinforces the idea that organizational culture is central to women’s

decisions to remain with an organization, highlighting the need for gender-sensitive approaches to employee retention.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This research set out to examine how various aspects of organizational culture, specifically Shared Values, Communication, Leadership, Teamwork, and Adaptability influence the retention of post maternity female employees at Kandy district Sri Lanka. The quantitative findings demonstrate a robust and statistically significant positive link between organizational culture and female employee retention, with the data showing that organizational culture accounts for approximately 63.2% of the variance in retention rates. This underscores the critical role that a supportive work environment plays in encouraging women to remain with the organization. Upon further analysis, all five cultural dimensions were found to be significant predictors of retention. Notably, Teamwork emerged as the most influential factor, suggesting that a collaborative and cohesive team environment is particularly important for retaining female staff. Leadership also proved highly significant, emphasizing the need for transparent and empowering management. While Communication, Shared Values, and Adaptability contributed meaningfully, their impact was somewhat less pronounced compared to Teamwork and Leadership.

As a summary, the study concludes that, while all facets of organizational culture are important, the organizations should strengthen team cohesion and effective leadership to achieve the greatest improvements in post maternity female employee retention. These findings move beyond general assumptions, offering clear, empirically supported guidance for organizational leaders seeking to cultivate a more inclusive and supportive workplace for women.

Recommendations

To address the issue of post maternity female employee retention, it's clear from the study that organizational culture needs to be front and center. Teamwork and leadership have emerged as the most significant factors so those areas demand immediate attention. The organizations should actively promote collaboration, perhaps through cross-departmental projects and thoughtfully designed team-building activities, alongside a recognition system to highlight and reward strong teamwork. When it comes to leadership, investment is essential. All managers should participate in targeted training, especially focusing on emotional intelligence and inclusive practices. Establishing a structured mentorship program will support women's career progression, while integrating retention data into managers' performance reviews will ensure they're held accountable for fostering a supportive environment. Communication and shared values are also critical to strengthening the organizational culture. Organizations should enhance transparency through regular town hall meetings and by improving internal communication systems to keep everyone informed and engaged. Embedding the institution's values across HR processes from hiring to performance evaluations is key to making these principles visible and actionable. Recognizing employees who embody these values can further reinforce them across the organization. Lastly, adaptability cannot be overlooked. Introducing flexible work policies, when operationally possible, will support work-life balance, a major factor for retention. Offering formal channels for staff to suggest innovations will help foster a sense of agency and demonstrate the organization's willingness to evolve.

If the organization systematically implements these evidence-based recommendations, it can cultivate a more resilient and supportive organizational culture. This will not only boost retention of post maternity female employees but also strengthen the institution's overall effectiveness and reputation.

Future Research

To improve generalizability, future research should take into account a larger and more diversified sample from other areas in Sri Lanka. The research design would be strengthened and representativeness would be increased by using probability sampling techniques. Furthermore, using qualitative techniques like interviews would offer a more in-depth understanding of the experiences of female employees who have recently given birth. A more

thorough knowledge of employee retention might be provided by extending the study to include other factors including flexible work schedules, childcare options, and psychological well-being.

Ethical Approval: This study adhered to ethical research standards. Participants were informed about the purpose of the study, and their participation was entirely voluntary. Informed consent was obtained, and respondents were assured of confidentiality and anonymity. No personal or sensitive information was disclosed.

Conflict of Interest: The author declares that there is no conflict of interest regarding the publication of this research.

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