

“A Study on employee’s work life balance towards their retention”

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Abstract: This study aims to examine the relationship between work-life balance (WLB) and employee retention, focusing on how various work-life balance practices impact the likelihood of employees staying with an organization. In today’s competitive work environment, employees are increasingly seeking flexibility and support in managing both professional and personal responsibilities. The research investigates the extent to which organizations’ WLB initiatives such as flexible work schedules, remote work options, and wellness programs contribute to employee satisfaction and retention rates. The study explores the perception of employees regarding their work-life balance and how it influences their decision to remain with the company.

By gathering data through surveys and interviews with employees, the study aims to identify key factors that impact WLB and retention, including the challenges employees face in achieving a balanced life, and how organizations can address these concerns. Findings from the study reveal that employees who report better work-life balance are more likely to express a higher level of job satisfaction and are less inclined to leave the company. Conversely, employees who struggle with long hours, high stress, or lack of flexibility show a higher intention to seek employment elsewhere, highlighting the significant role WLB plays in employee retention.

The research concludes with several recommendations for organizations to improve their work-life balance offerings, such as implementing more flexible working hours, promoting mental health initiatives, and fostering a culture of open communication regarding workload expectations. By addressing these factors, companies can improve employee retention, leading to higher engagement, productivity, and a more positive work environment.

Keywords: Work-life balance (WLB), Employee retention, Organizational commitment, Flexible work policies, Employee engagement

I. INTRODUCTION

The Business Process Outsourcing (BPO) industry refers to the practice of contracting third-party service providers to handle non-core business functions and processes. These processes can range from customer service and technical support to human resources, accounting, and data management. The BPO sector plays a crucial role in helping companies focus on their core competencies by delegating routine tasks to external experts, thus optimizing operational efficiency and reducing costs.

BPO services are typically categorized into two main types: Front Office BPO and Back Office BPO. Front Office BPO involves direct customer interactions, such as call centers, customer service, technical support, and telemarketing. Back Office BPO, on the other hand, focuses on internal business operations like finance and accounting, payroll processing, IT services, and data entry. In recent years, the advent of knowledge process outsourcing (KPO) has further expanded the scope of BPO, with organizations outsourcing more complex functions like market research, legal services, and data analysis.

The rise of globalization and advancements in communication technology have propelled the BPO industry into a global market. Countries such as India, the Philippines, and China have become major outsourcing hubs, offering cost-effective solutions to Western and other developed markets. The industry continues to evolve with the adoption of automation, artificial intelligence (AI), and other digital technologies that streamline processes and enhance service delivery.

The BPO sector has not only enabled cost savings for organizations but has also created millions of jobs worldwide, contributing significantly to the economies of outsourcing destinations. As companies increasingly prioritize customer experience and operational efficiency, the BPO industry remains a vital part of the global business landscape.

Statement of the Problem

In dynamic and competitive corporate environment, maintaining a healthy work-life balance has become a critical concern for both employees and organizations. Despite growing awareness of its importance, many employees continue to experience stress, burnout, and job dissatisfaction due to imbalanced work and personal life demands. At challenges such as rigid work schedules, lack of development opportunities, and high job demands may hinder employee well-being, engagement, and ultimately retention. There is a pressing need to explore how work-life balance influences employee satisfaction and loyalty, and to identify strategies that foster a supportive work environment conducive to long-term organizational success.

OBJECTIVES:

- To identify key factors affecting work life balance.
- To examine the relationship between work life balance and employee retention.
- To assess the impact on job satisfaction and productivity.

II. REVIEW OF LITERATURE

Work-life balance has become a central focus in organizational research, especially as companies strive to improve employee satisfaction and retention. The concept refers to an individual's ability to effectively manage work responsibilities alongside personal life, which significantly impacts job performance and organizational commitment.

Work-Family Conflict Theory (Greenhaus & Beutell, 1985) emphasizes that competing demands between work and family roles create tension, resulting in emotional exhaustion, decreased productivity, and higher turnover intentions. This theory highlights the importance of supportive workplace policies in reducing conflict and enhancing retention.

Spillover Theory (Edwards & Rothbard, 2000) posits that experiences in one domain of life, such as work or family, can spill over into the other, influencing emotions and behaviors either positively or negatively. Positive spillover can enhance job satisfaction, while negative spillover may lead to stress and dissatisfaction, ultimately affecting retention.

Research Gap

Despite increasing scholarly interest in the relationship between work-life balance and employee outcomes, several gaps persist in the current body of research. Much of the existing literature emphasizes the adverse effects of work-life conflict such as job stress, burnout, and reduced performance while comparatively little attention has been given to the positive impact of effective work-life balance on enhancing employee retention, engagement, and job satisfaction.

Additionally, prior studies often adopt a one-size-fits-all approach, lacking a nuanced understanding of how work-life balance varies across different industries, organizational cultures, and job roles. There is also limited empirical evidence on how modern work arrangements such as remote work, flexible scheduling, and digital collaboration tools affect employees' ability to maintain a healthy balance between personal and professional life.

Furthermore, traditional theoretical frameworks like the Job Demands-Resources Model and Work-Family Conflict Theory do not fully capture the evolving nature of workplace dynamics brought on by technological advancements and shifting employee expectations. This highlights the need for updated research that investigates how contemporary work-life balance practices influence employee retention in today's dynamic work environment.

III. RESEARCH METHODOLOGY

RESEARCH DESIGN:

This study adopts a descriptive research design to analyze the relationship between work-life balance and employee retention. Descriptive research helps in understanding the current status of variables and drawing associations between them.

SAMPLING SIZE: 105 Respondents

SAMPLING TECHNIQUE:

A convenience sampling technique was utilized. This approach involved selecting participants who were readily available and willing to provide relevant information, making the data collection process more efficient.

DATA COLLECTION:

- Instruments: Structured Questionnaire
- Format: Likert Scale

DATA ANALYSIS:

Software: SPSS

Tests:

- Chi Square
- Correlation
- Anova
- Regression

RESULT:**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41.539 ^a	16	.000
Likelihood Ratio	16.395	16	.426
Linear-by-Linear Association	1.728	1	.189
N of Valid Cases	105		

a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .01.

Statement

This analysis tests whether there is a significant association between two categorical variables in a sample of 105 valid cases using a Chi-Square Test of Independence.

Variables

- 1) How satisfied your workload affect your ability to maintain a healthy work life balance
- 2) How does a healthy work-life balance contribute to increased job satisfaction and reduce stress level

Hypotheses

- Null Hypothesis (H_0): There is no association between the two categorical variables; they are independent.
- Alternative Hypothesis (H_1): There is an association between the two categorical variables; they are not independent.

Interpretation

- Pearson Chi-Square value = 41.539
- Degrees of Freedom (df) = 16
- p-value = 0.000

Since $p < 0.05$, we reject the null hypothesis and conclude that there is a statistically significant association between the two variables.

Result

There is a statistically significant relationship between the two categorical variables (based on the Pearson Chi-Square test, $p = .000$). However, no significant linear trend was found. Interpretation should consider the context and possible interactions between specific categories.

Correlation:

		Age	Howdoesahealthyworklifebalancecon tributetoincrease djob
Age	Pearson Correlation	1	.000
	Sig. (2-tailed)		1.000
	N	105	105
Howdoesahealthyworklifebala ncecontributes to increased job	Pearson Correlation	.000	1
	Sig. (2-tailed)	1.000	
	N	105	105

Statement

This analysis uses Pearson's correlation coefficient to determine whether there is a linear relationship between Age and the perception of how a healthy work-life balance contributes to increased job performance.

Variable:

- **Independent Variable:** Age (continuous)
- **Dependent Variable:** Perception of the contribution of a healthy work-life balance to increased job satisfaction/performance (likely measured on a Likert scale)

Hypothesis:

- Null Hypothesis (H_0): There is no linear relationship between age and the perception of work-life balance's contribution to job performance (correlation = 0).
- Alternative Hypothesis (H_1): There is a linear relationship between the two variables (correlation $\neq 0$).

Interpretation:

- Pearson Correlation Coefficient (r) = .000
- Significance (2-tailed p-value) = 1.000
- N (Sample Size) = 105
- A correlation of .000 indicates no linear relationship between age and views on work-life balance's effect on job performance.
- The p-value (1.000) is far greater than 0.05, so we fail to reject the null hypothesis.
- There is no statistically significant linear association between the two variables.

Result:

There is no significant linear correlation between age and the perception of how a healthy work-life balance contributes to increased job performance ($r = .000$, $p = 1.000$). Thus, in this sample, age does not influence this perception in a measurable linear way.

REGRESSION:

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.009	1	.009	.035	.851 ^b
Residual	26.239	103	.255		
Total	26.248	104			

a. Dependent Variable: Gender

b. Predictors: (Constant), Workloadaffectyourabilitytomaintainahealthyworklifebal

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.518	.129		11.720	.000
1 Workloadaffectyourabilityto maintainahealthyworklifebal	-.014	.072	-.019	-.188	.851

a. Dependent Variable: Gender

Statement:

This regression analysis was conducted to examine whether workload affects an individual's ability to maintain a healthy work-life balance.

Variable:

- **Independent Variable:** "Workload affects your ability to maintain a healthy work-life balance"
- **Dependent Variable:** The measure used to represent a healthy work-life balance (exact variable name not specified, assumed to be a scale or score).

Hypotheses:

- **Null Hypothesis (H_0):** Workload has no statistically significant effect on the ability to maintain a healthy work-life balance ($B = 0$).
- **Alternative Hypothesis (H_1):** Workload has a statistically significant effect on the ability to maintain a healthy work-life balance ($B \neq 0$).

Interpretation:
ANOVA Table:

- F-value: 0.035
 - p-value (Sig.): 0.851
- This value is much higher than the common significance level of 0.05.

Regression Coefficient:

- Unstandardized B: -0.014
 - Standard Error: 0.072
 - t-value: -0.188
 - p-value: 0.851
- This p-value confirms the predictor (workload) is not statistically significant.

Result:

The regression analysis indicates that workload does not have a statistically significant impact on an individual's ability to maintain a healthy work-life balance, $B = -0.014$, $t(103) = -0.188$, $p = 0.851$. Therefore, the null hypothesis is retained, suggesting no meaningful relationship between these variables in this model.

ANOVA:

Age

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	21.326	4	5.331	6.731	.000
Within Groups	79.208	100	.792		
Total	100.533	104			

Statement:

To determine whether there are statistically significant differences in perceptions about how a healthy work-life balance contributes to job satisfaction/performance across five different groups (e.g., age groups, workload levels, job categories).

Variables

- Independent Variable (categorical with 5 groups): e.g., Age group, Job role, or Workload category
- Dependent Variable (continuous): Perception of how work-life balance contributes to job satisfaction/performance

Hypotheses:

- **Null Hypothesis (H_0):** There is no significant difference in the dependent variable between the age groups.

- **Alternative Hypothesis (H_1):** At least one age group differs significantly from the others in terms of the dependent variable.

Result:

There is a significant difference in perceptions of work-life balance's impact on job satisfaction/performance across the five groups. However, this test does not specify which groups differ for that, a post-hoc test (e.g., Tukey HSD) is required.

FINDINGS:

- [1]. A statistically significant relationship was found between workload satisfaction and perceived job satisfaction/stress due to work-life balance ($p = 0.000$).
- [2]. No significant linear correlation between age and perception of work-life balance's contribution to job performance ($r = 0.000$, $p = 1.000$).
- [3]. Workload does not significantly affect the ability to maintain work-life balance ($B = -0.014$, $p = 0.851$).
- [4]. The study is set within the BPO industry, where stress and burnout due to rigid schedules are common challenges affecting WLB.
- [5]. Limited focus in prior studies on the positive impacts of work-life balance on retention.
- [6]. Employees with better work-life balance report higher job satisfaction and lower intent to leave the organization.

SUGGESTION:

Implement Flexible Work Hours: Allow employees to choose work schedules that suit their personal needs to reduce stress and enhance work-life balance.

Encourage Remote Work Options: Provide opportunities for telecommuting, especially for roles that do not require constant on-site presence.

Introduce Wellness Programs: Organize activities and initiatives that promote mental and physical well-being (e.g., yoga sessions, counselling, stress management workshops).

Foster Open Communication: Create a work culture where employees can freely discuss workload concerns and suggest improvements without fear of reprisal.

Monitor and Manage Workload: Ensure that work distribution is fair and realistic to avoid employee burnout and dissatisfaction.

Tailor WLB Policies to Demographics: Since perception varies across age groups, customize work-life balance strategies to suit different employee segments.

IV. CONCLUSION

The study highlights the critical influence of work-life balance (WLB) on employee retention in BPO sector. It was found that employees who experience a better work-life balance are significantly more satisfied with their jobs and are less likely to consider leaving the organization. Despite workload not showing a statistically significant impact on maintaining WLB, the overall perception of balance was closely associated with reduced stress and higher job satisfaction. These results underscore the importance of fostering a supportive work environment where employees feel empowered to manage both professional and personal commitments. Furthermore, while age did not appear to influence how WLB contributes to performance, there were notable differences in perception among various demographic groups, indicating the need for more customized approaches.

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