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The Relationship Between Work Life Balance and Employee Retention.

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ABSTRACT-

This research aimed to explore the connection between work-life balance and employee retention within the field of human resource management. The study focused on three key components of work-life balance: job burnout, job sharing, and flexible working hours. Data collection was done through surveys. The results indicated that most participants acknowledged their organization had shared information on job burnout that raised concerns among management. In summary, the findings highlight the importance of understanding how work-life balance influences employee retention. This insight can help HR professionals better identify the factors that contribute to retaining skilled and experienced employees.

Keywords: Job Burnout, Job Sharing, Work-Life Balance, Employee Retention, & Flexible Work Schedule.

Introduction-

One of the issues that many company organizations are currently facing is staff retention. Issues within an organization might also be brought on by the advancement of communication and technology alone. According to Tymon, W.G. Jr., Stumpf, S.A., & Smith, R.R., keeping the best professional talent on staff is extremely important to businesses because it saves them money on hiring, screening, and onboarding new employees, keeps them in their areas of expertise, and fosters a culture where exceptional performance is rewarded. In order to propose recommendations for industry consideration, this paper reviews the results of ongoing research on important staff retention. Retaining valuable employees is a global concern nowadays. The issue of employee retention is one that managers and upper management deal with on a regular basis. There is ample evidence that, in the face of an ever-increasingly high rate of employee turnover, managers worldwide have serious concerns about keeping competent staff.

Literature Review-

Job burnout has long been identified as a significant barrier to maintaining a healthy work-life balance (WLB), characterized by emotional exhaustion, detachment, and diminished personal achievement. This condition not only reduces employee motivation but also contributes to increased staff turnover (**Maslach & Leiter, 2016**).

Later studies, such as that by **Graham (2020)**, highlighted that strong WLB programs are directly linked to decreased employee attrition rates. Organizations that prioritize WLB tend to retain talent more effectively.

The global outbreak of **COVID-19** in 2020 brought these concerns to the forefront. The pandemic forced many companies to reassess workplace stress and find new ways to combat burnout. According to **Kreiner et al. (2021)**, this period sparked a renewed focus on workplace flexibility and mental health support.

In response to the changing work environment, **Hill et al. (2021)** reported that companies offering adaptable work options—such as remote work and job sharing—experienced improved employee satisfaction and reduced turnover. These flexible arrangements help individuals better manage their personal and professional responsibilities.

Schneider et al. (2019) emphasized the importance of managerial support in fostering a healthy work-life culture. When leadership encourages WLB, employees are more likely to feel respected and committed to the organization.

More recently, **Allen et al. (2022)** reinforced these findings by concluding that effective WLB initiatives not only enhance job satisfaction but also improve employee retention—especially in industries with intense competition for skilled professionals.

Research Methodology-

Research Design :-

The study used a survey approach and a quantitative methodology to gather information from a wide range of individuals. Non-probability sampling techniques were used to select participants, with an emphasis on human resources professionals.

Sample size is 108

Sample area Mumbai & Pune

Research Samples :-

Respondents with varying work backgrounds, majoring in business administration and engineering technology, and falling into different age groups (18–25, 25–35, and 35 and older) provided answers to the questionnaire. In order to examine perceptions regarding work-life balance and its impact on employee retention, 120 returns were gathered.

Data Collection Method-

Primarya(Questioner)

& Secondary Data(Journals,books& magzins, reference books

A structured questionnaire with demographic and pertinent items measuring the following was used to collect the data: The impact that work-life balance has on employee retention.

The flexible work policies offered by the organization.

Burnout and job dissatisfaction levels.

A Likert scale ranging from "Strongly disagree" to "Strongly agree" was used to evaluate the responses in order to fully understand the participants' viewpoints.

Data Analysis-

The Statistical Package for the Social Sciences was used to analyse the data. Responses and demographic data were compiled using descriptive statistics.

Here's the Pie Chart summarizing the survey responses related to work-life balance factors. Let me know if you want this visual split into categories (like personal impact vs organizational support), or if you'd like a pie chart .
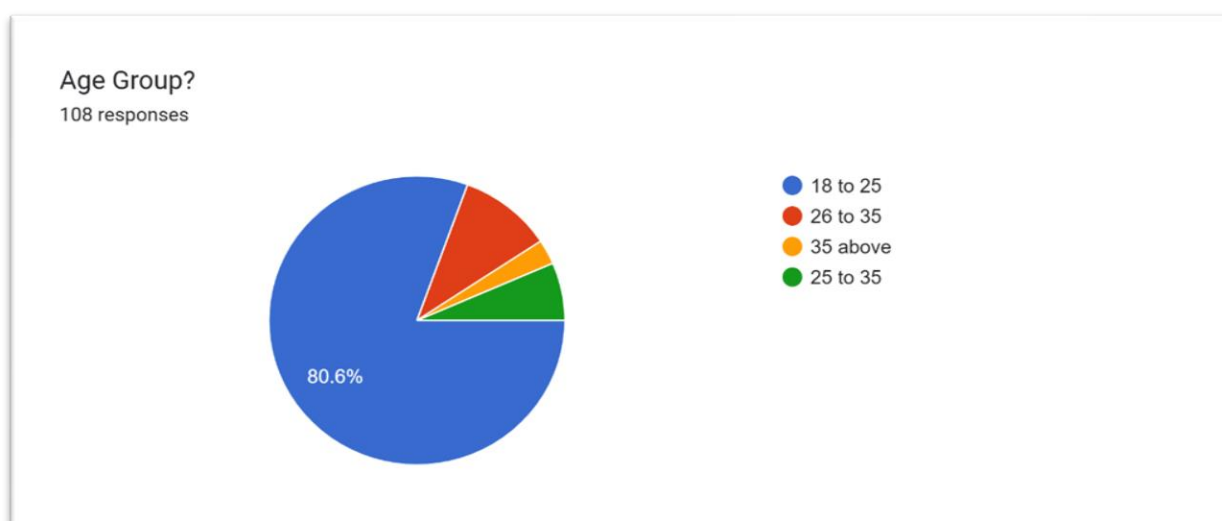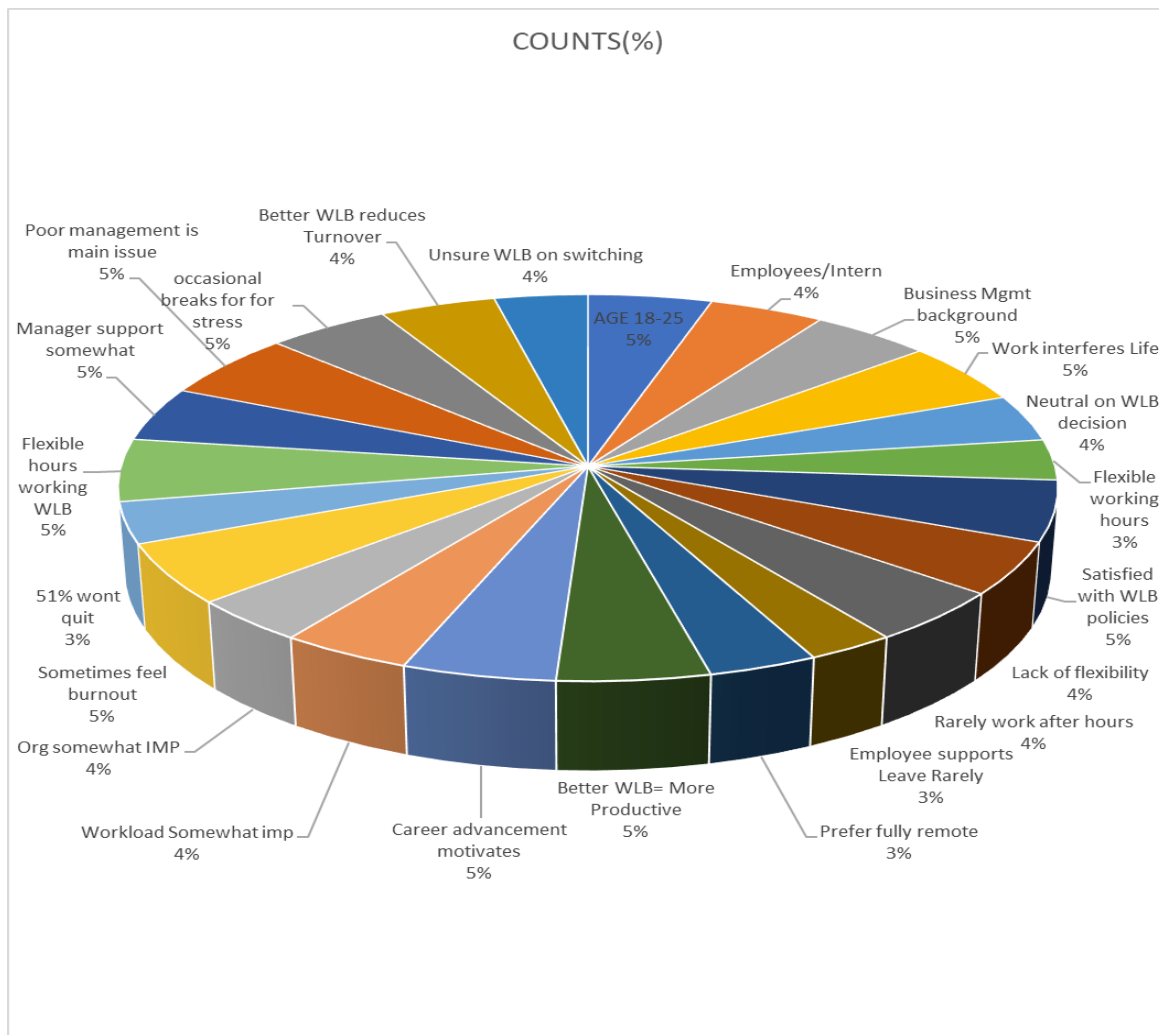
> ➤ **Figure 1:-** The chart shows that the majority of respondents (80.6%) fall within the 18 to 25 age group. Smaller portions belong to the 25 to 35, 26 to 35, and 35 and above age ranges. This indicates that most participants in the survey are young adults, likely early in their careers or education paths.
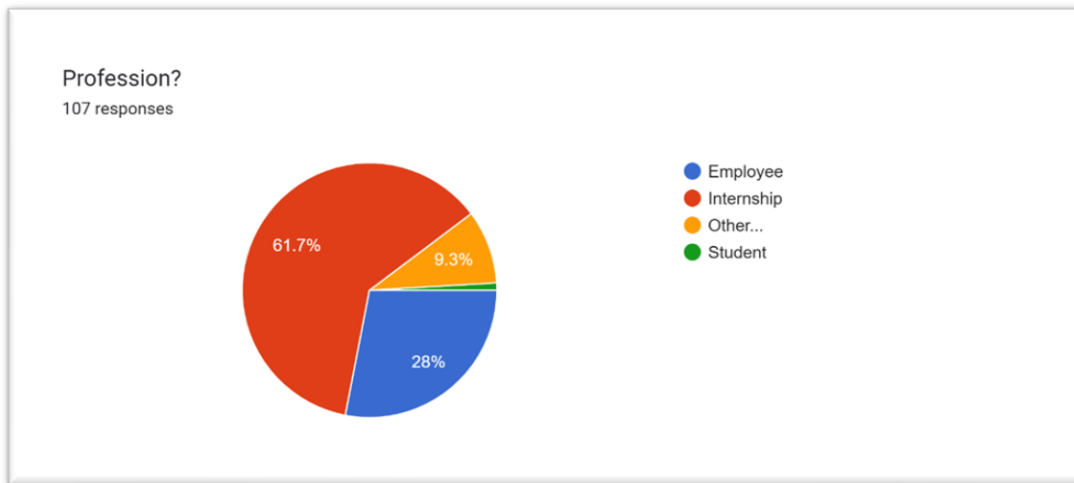
➢ **Figure 2:-** The chart reveals that 61.7% of respondents are engaged in internships, making it the most common profession among participants. Around 28% are employees, while 9.3% fall under other professions. A very small portion are students, indicating that the majority of the surveyed individuals are gaining early professional experience or are in entry-level roles
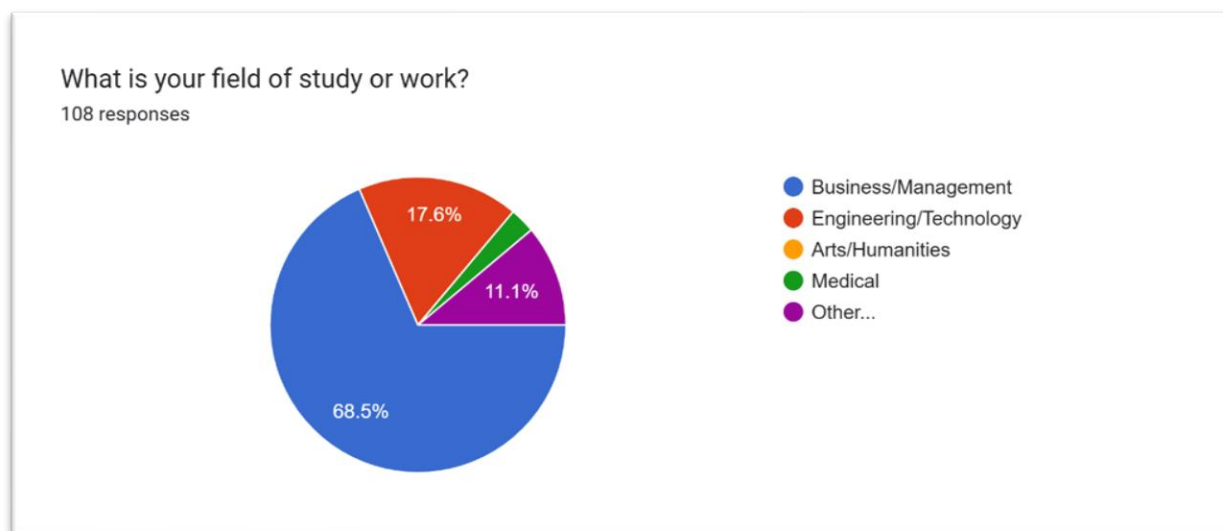

➢ **Figure 3:-** The chart indicates that 68.5% of respondents are from the Business/Management field, making it the most represented area. Engineering/Technology follows with 17.6%, while 11.1% belong to other disciplines. A very small number are from Medical and Arts/Humanities backgrounds. This shows that the majority of participants have a business-oriented academic or professional background.
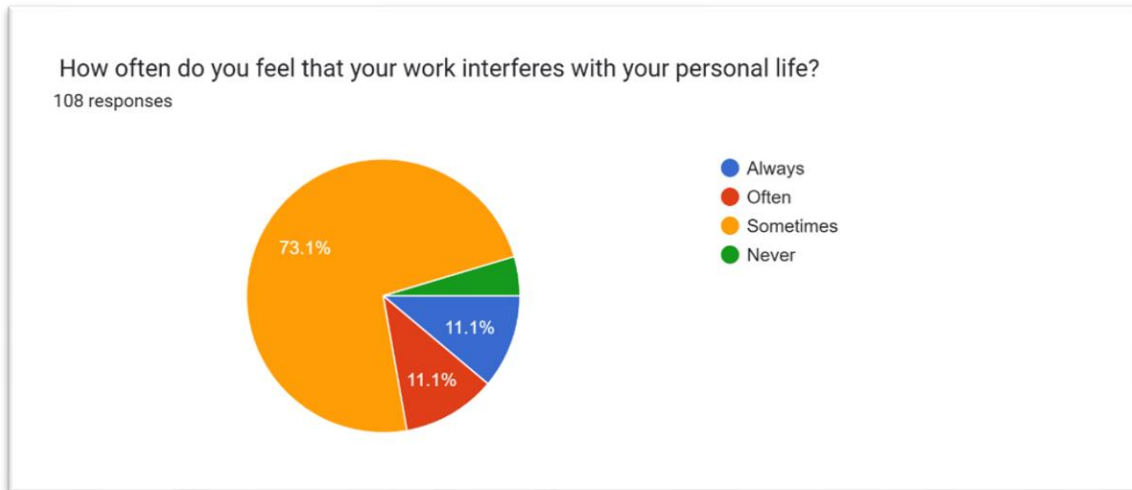
➢ **Figure 4:-** The chart shows that 73.1% of respondents feel that their work sometimes interferes with their personal life. Meanwhile, 11.1% report this happening always, and another 11.1% say it occurs often. Only a small percentage feel it never interferes. This suggests that work-life interference is a common concern for most participants.
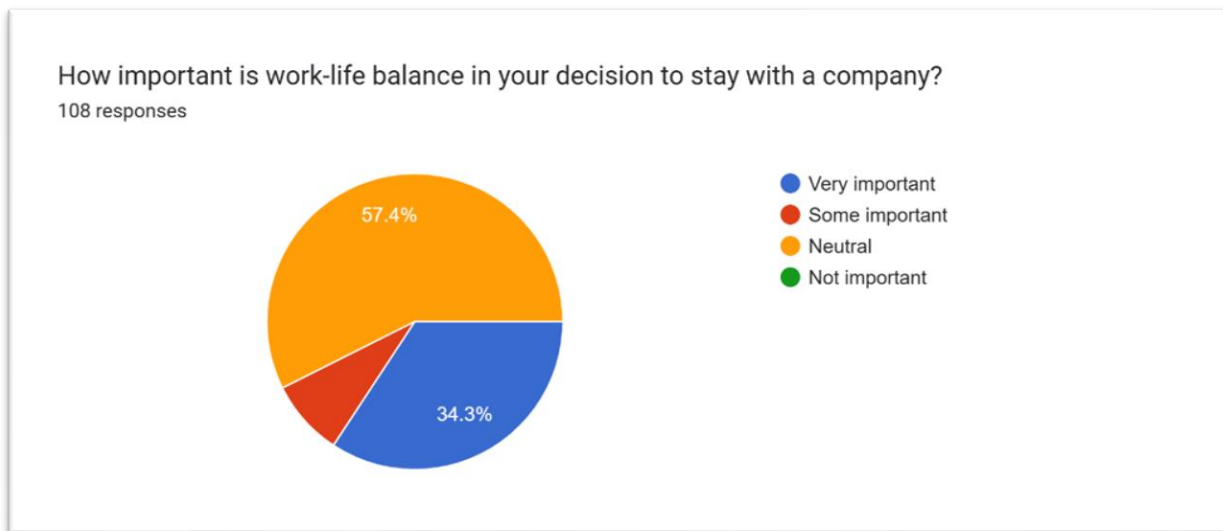

➢ **Figure 5:-** According to the chart, 57.4% of respondents consider work-life balance to be a neutral factor in deciding whether to stay with a company. Meanwhile, 34.3% find it very important, and a smaller portion, around 8.3%, view it as somewhat important. This indicates that while work-life balance holds weight, its impact varies among individuals.
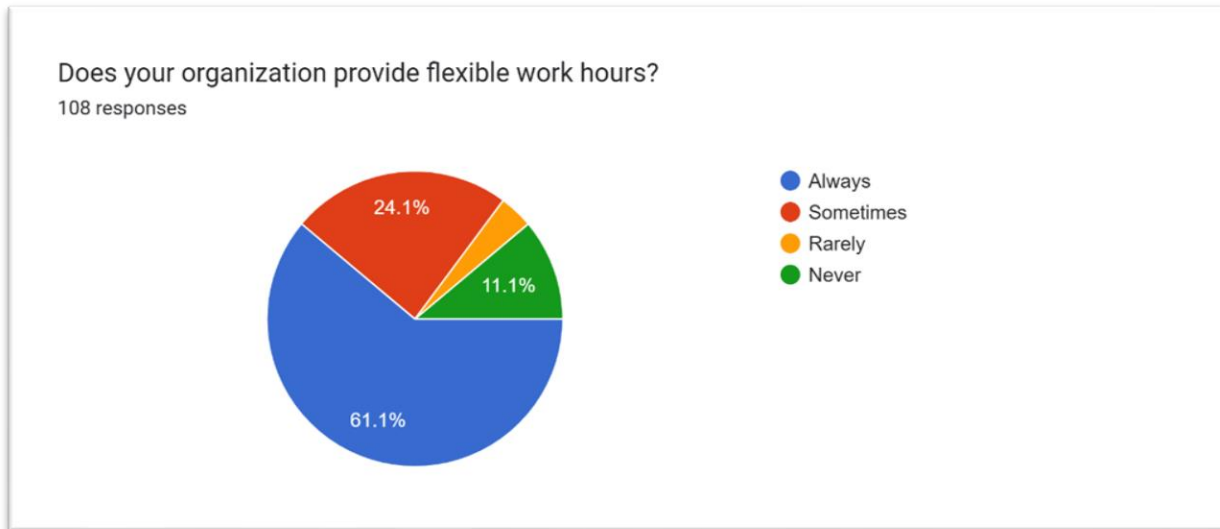
➢ **Figure 6:-** Based on the chart, out of 108 respondents, 61.1% indicated that their organization always provides flexible work hours. About 24.1% said it is available sometimes, 11.1% mentioned it is rarely offered, and only a small portion, 3.7%, reported that flexible hours are never provided. This suggests that most organizations have adopted flexible work schedules to some extent.
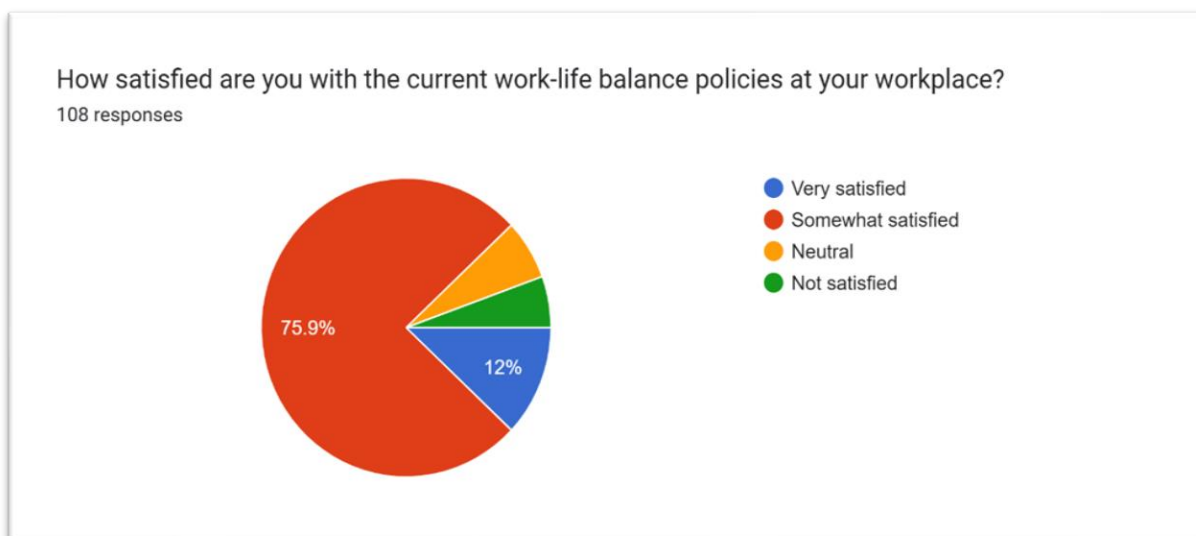

➢ **Figure 7:-** According to the chart, the majority of respondents (75.9%) are somewhat satisfied with the current work-life balance policies at their workplace. Meanwhile, 12% reported being very satisfied, 6.5% are neutral, and 5.6% are not satisfied. Overall, the data indicates that most employees have a generally positive perception of their organization's work-life balance initiatives.
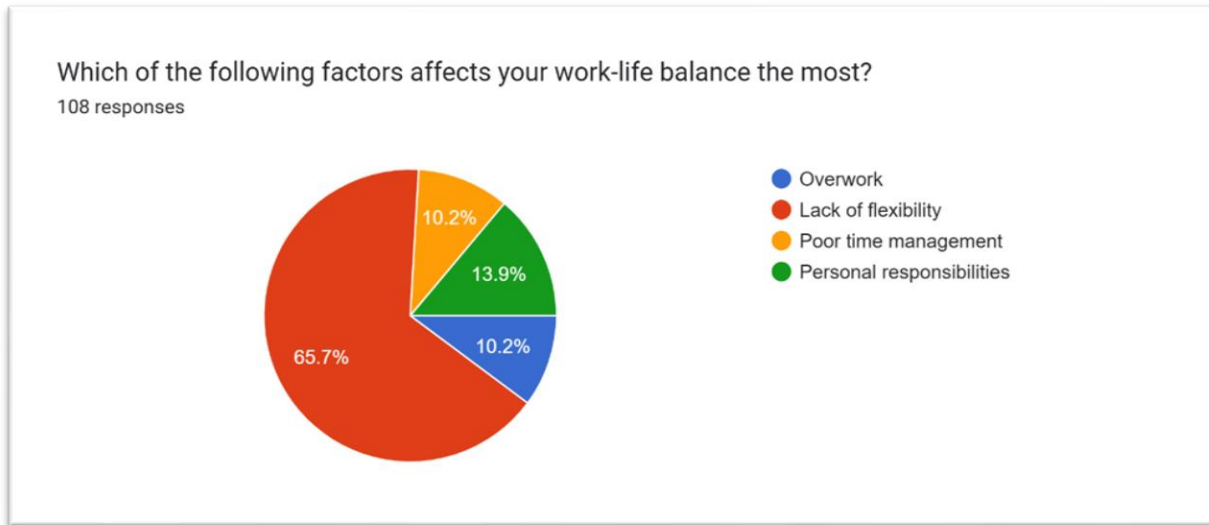
> **Figure 8:-** The chart reveals that the biggest factor impacting work-life balance for most respondents (65.7%) is a lack of flexibility. Personal responsibilities were identified by 13.9% as the main challenge, while both overwork and poor time management were cited by 10.2% each. This suggests that enhancing flexibility could significantly improve work-life balance for the majority of employees.
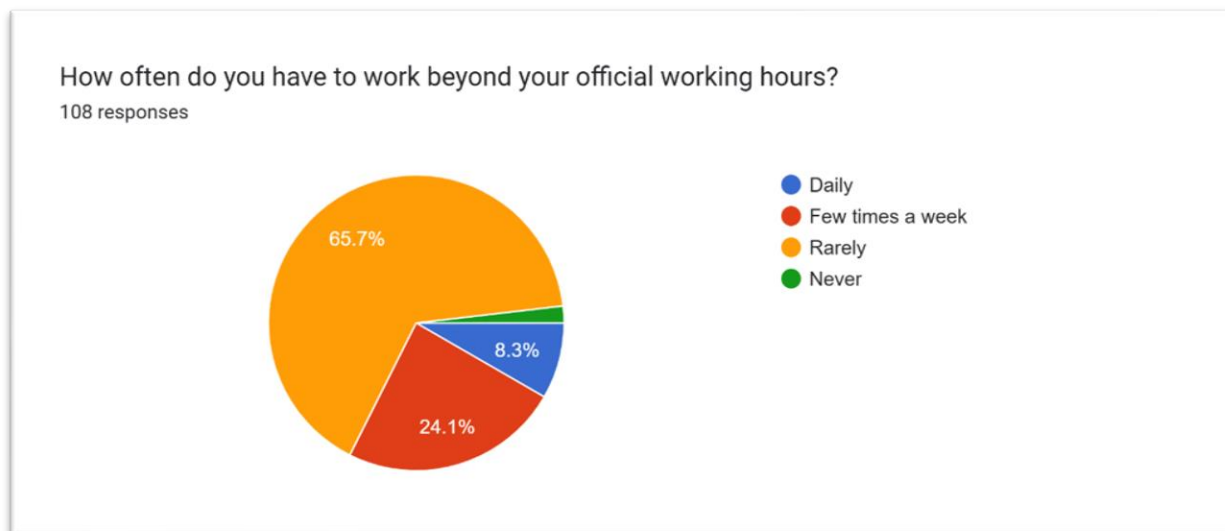
> **Figure 9:-** The chart indicates that a majority of respondents (65.7%) rarely work beyond their official working hours. About 24.1% reported doing so a few times a week, while 8.3% said they work overtime daily. Only a small fraction, around 1.9%, mentioned that they never work beyond their official hours. This suggests that while most employees generally adhere to regular hours, a notable portion still experiences frequent overtime.
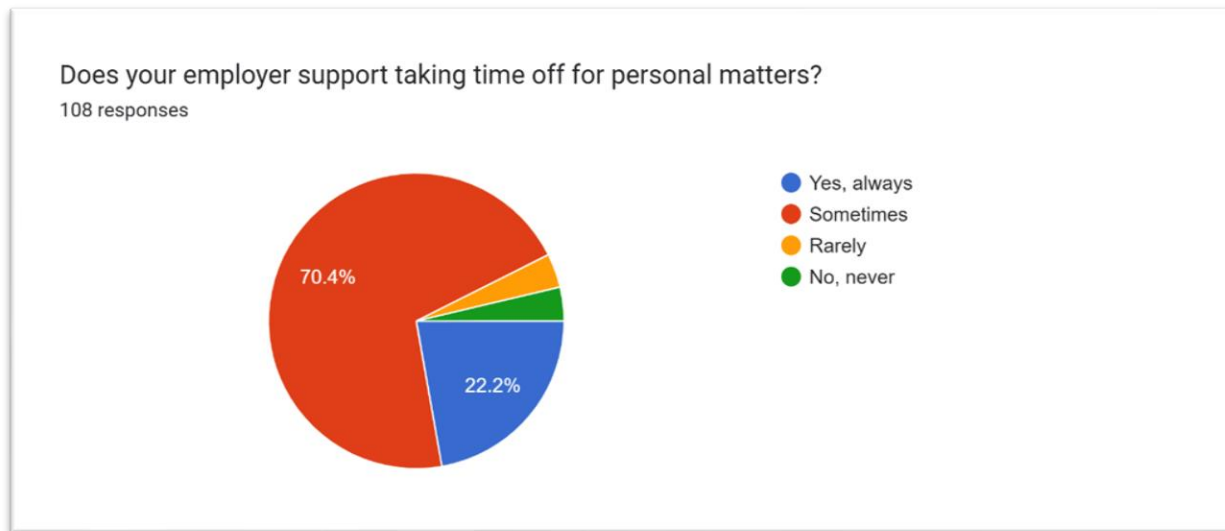
➢ **Figure 10:-** The chart shows that 70.4% of respondents feel their employer only sometimes supports taking time off for personal matters. Meanwhile, 22.2% reported consistent support, indicating their employer always allows it. A smaller share mentioned limited support, with 4.6% saying it's rarely allowed and 2.8% stating their employer never supports such time off. This highlights that while some support exists, it's not guaranteed for most employees.
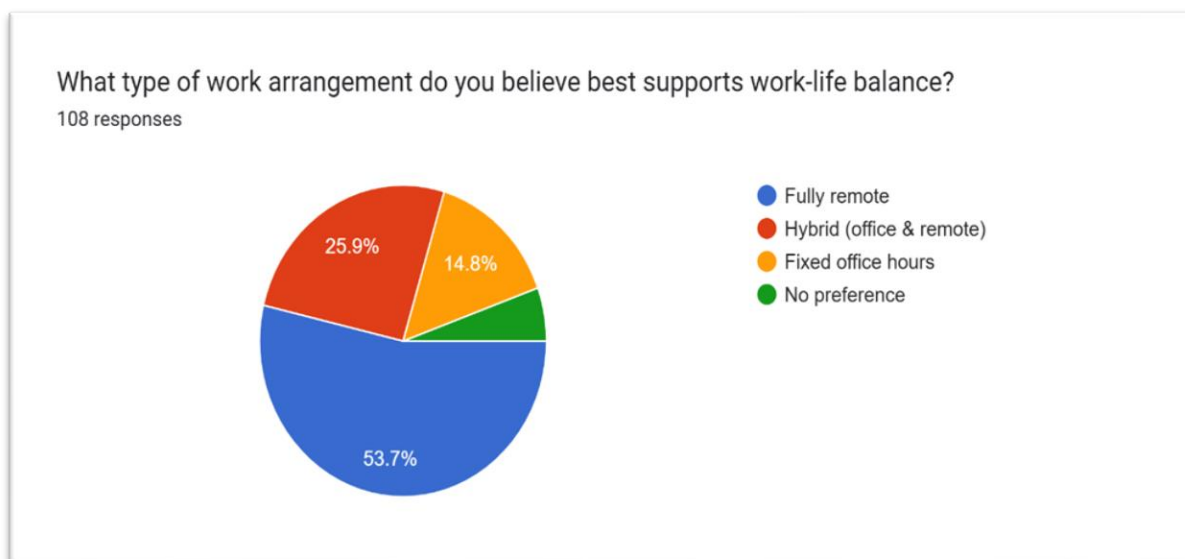

➢ **Figure 11:-** According to the chart, 53.7% of respondents believe that a fully remote work arrangement best supports work-life balance. Around 25.9% prefer a hybrid model combining office and remote work, while 14.8% favor fixed office hours. A small percentage, 5.6%, indicated no specific preference. This suggests that flexible remote options are viewed most favorably in promoting a healthier balance between personal and professional life.
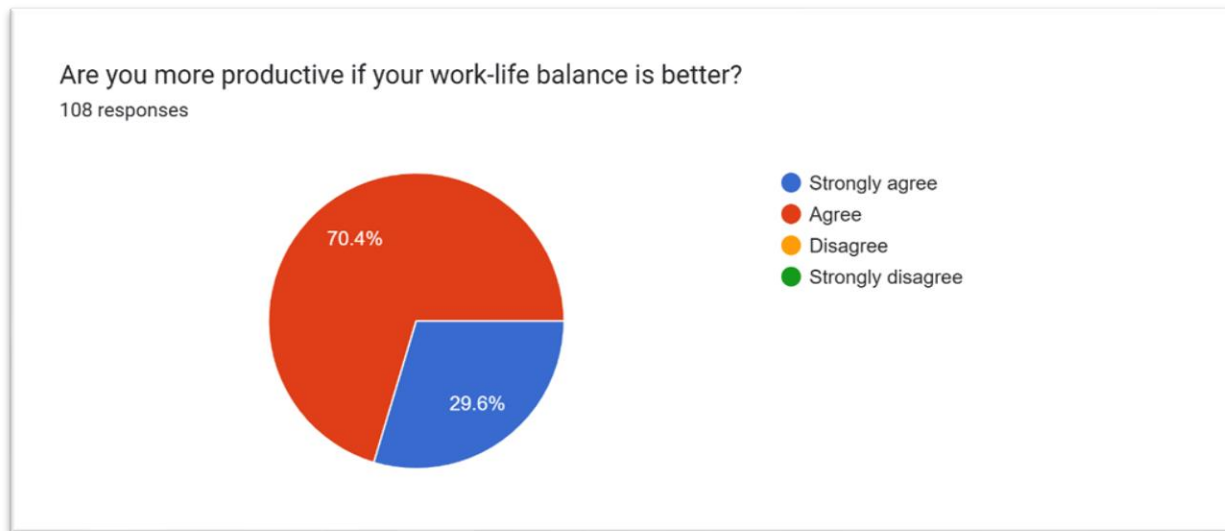
➢ **Figure 12:-** The chart reveals that a vast majority of respondents see a positive link between work-life balance and productivity, with 70.4% agreeing and 29.6% strongly agreeing. No respondents expressed disagreement or strong disagreement. This indicates a clear consensus that better work-life balance leads to improved productivity.
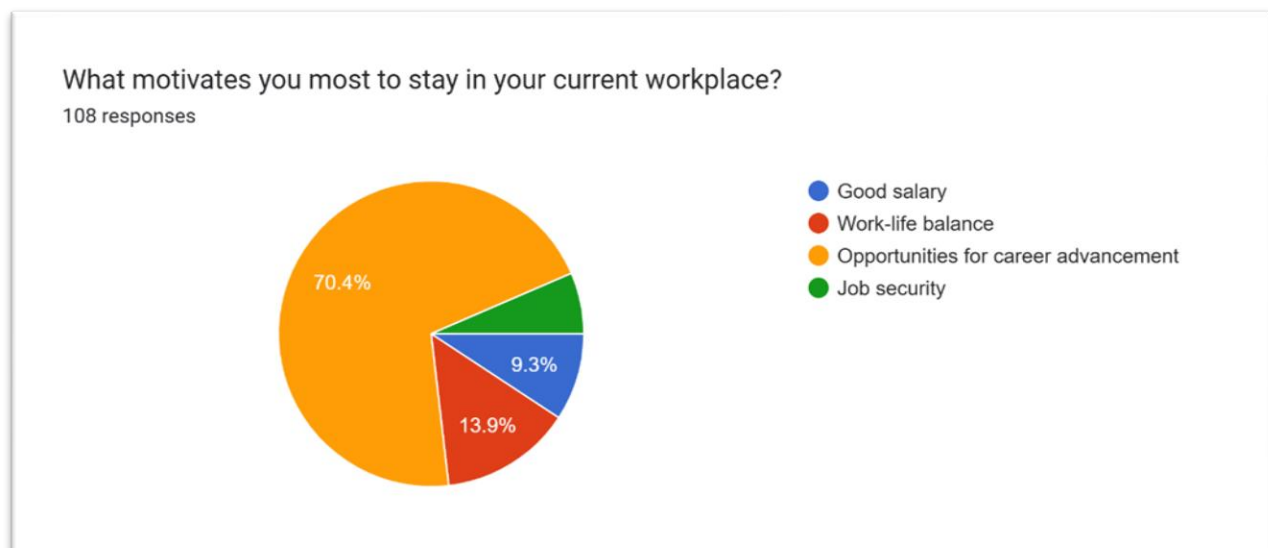


➢ **Figure 13:-** The chart illustrates that 70.4% of respondents are primarily motivated to stay in their current workplace due to opportunities for career advancement. Work-life balance motivates 13.9% of employees, while 9.3% stay for a good salary. A small portion, 6.5%, indicated job security as their main reason. This highlights career growth as the leading factor in employee retention.

> **Figure 14:-** According to the chart, 67.3% of respondents consider workload to be a somewhat important factor in their decision to remain in their current job, while 29.9% view it as very important. Only a small fraction find it not very important or not important at all, indicating that workload plays a significant role in employees' job retention decisions.
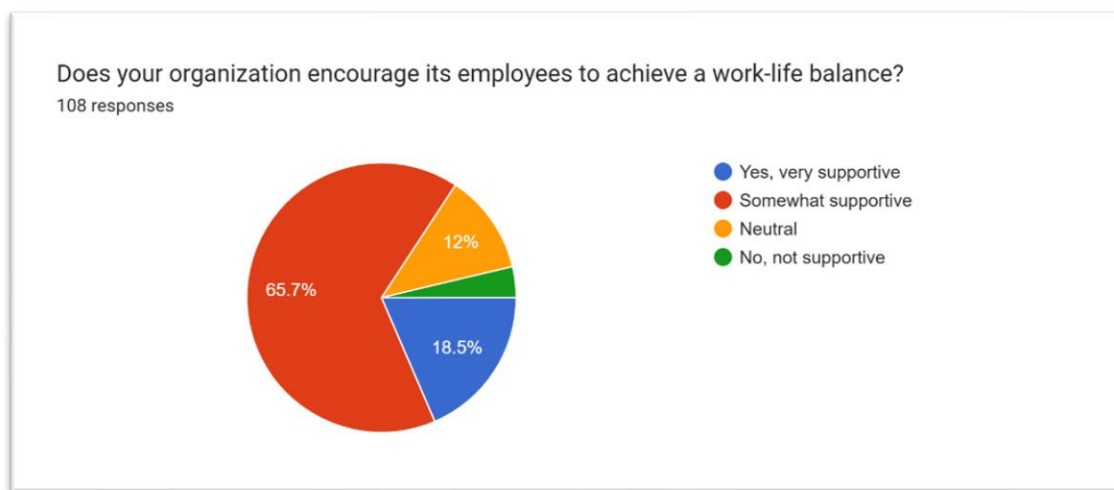
Figure 15:- Based on the chart, the majority of respondents (65.7%) feel that their organization is only somewhat supportive of achieving a work-life balance. A smaller portion, 18.5%, believe their organization is very supportive, while 12% remain neutral. Only a minimal 3.7% feel their organization is not supportive at all.
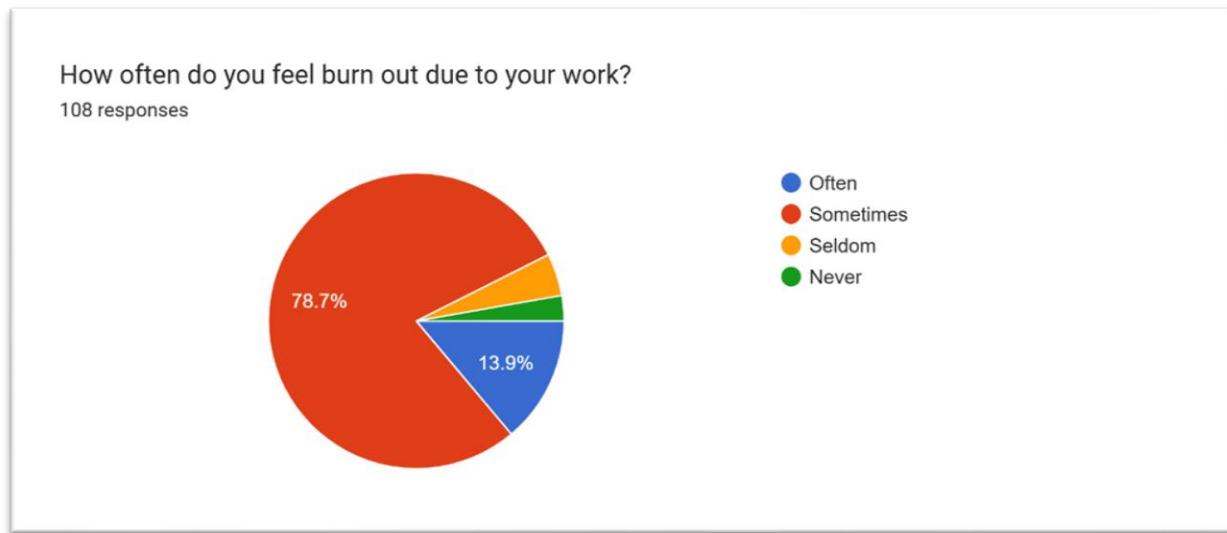
> **Figure 16:-** According to the chart, a significant majority of respondents (78.7%) report feeling burnt out due to work sometimes. About 13.9% experience burnout often, while a small percentage, 4.6%, seldom feel this way. Only 2.8% of participants stated they never feel burnt out from work.
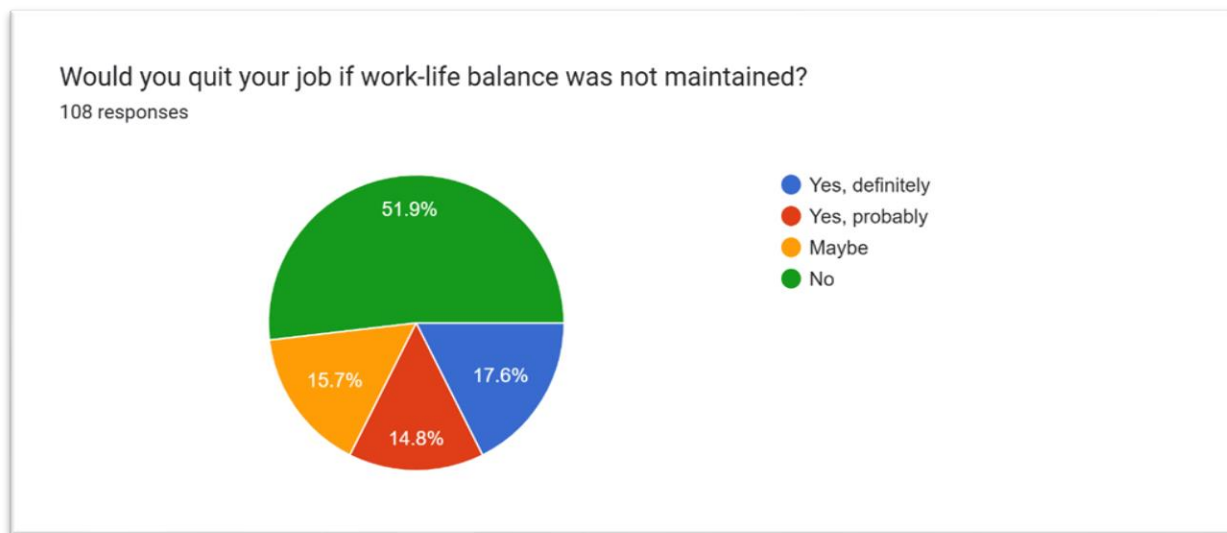
> **Figure 17:-** Based on the chart, 51.9% of respondents indicated they would not quit their job even if work-life balance was not maintained. Meanwhile, 17.6% said they would definitely quit, 14.8% would probably quit, and 15.7% responded with "maybe," suggesting some uncertainty.
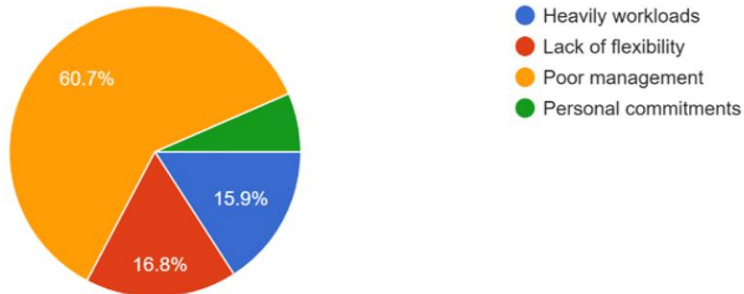
➢ **Figure 18:-** According to the chart, the majority of respondents (76.9%) believe that flexible work hours would most improve their work-life balance. A smaller portion, 11.1%, prefer remote work options, while 7.4% favor more paid time off. Only 4.6% think a reduced workload would be the most beneficial.
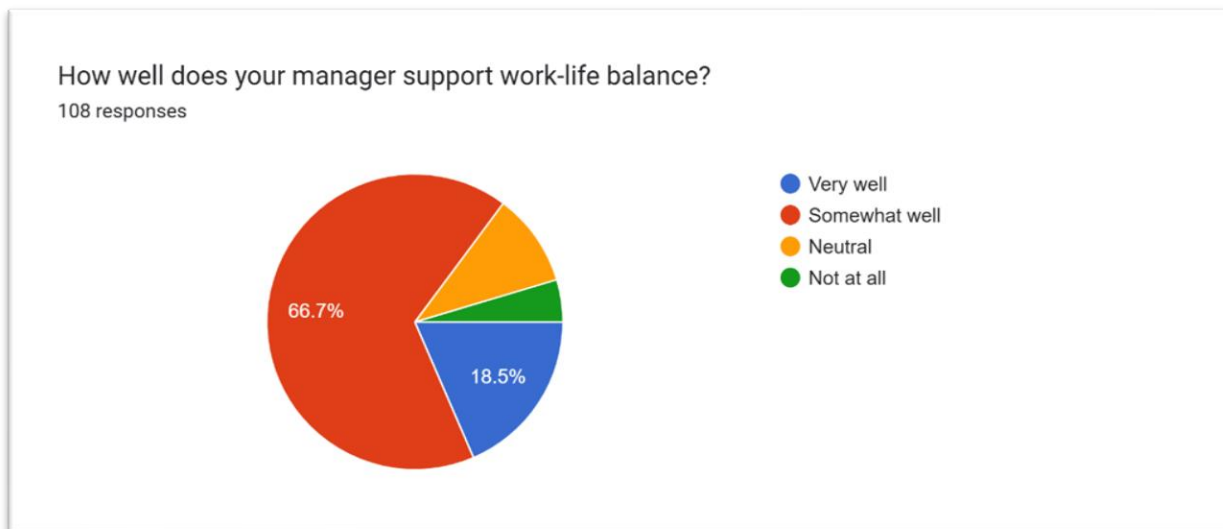
➢ **Figure 19:-** As shown in the chart, 66.7% of respondents feel their manager supports work-life balance somewhat well. About 18.5% believe their manager supports it very well, while 9.3% remain neutral. A small portion, 5.6%, feel their manager does not support work-life balance at all.
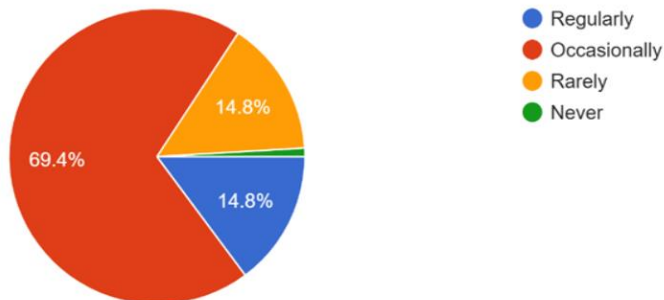
> **Figure 20:-** According to the chart, the main challenge to maintaining work-life balance for most respondents (60.7%) is poor management. This is followed by lack of flexibility at 16.8%, heavily workloads at 15.9%, and personal commitments at just 6.5%.

> **Figure 21:-** The chart reveals that 69.4% of individuals sometimes take breaks during work to ease stress, while 14.8% take them frequently, and another 14.8% do so infrequently. A very small portion, roughly 1%, reported never taking breaks. These findings indicate that although breaks are acknowledged as helpful, they are not consistently part of most people's routines, suggesting a need for stronger workplace support for stress relief.

Do you feel that better work-life balance can reduce employee turnover?

108 responses

- **Strongly agree**
- **Agree**
- **Disagree**
- **Strongly disagree**

19.4%

14.8%

65.7%
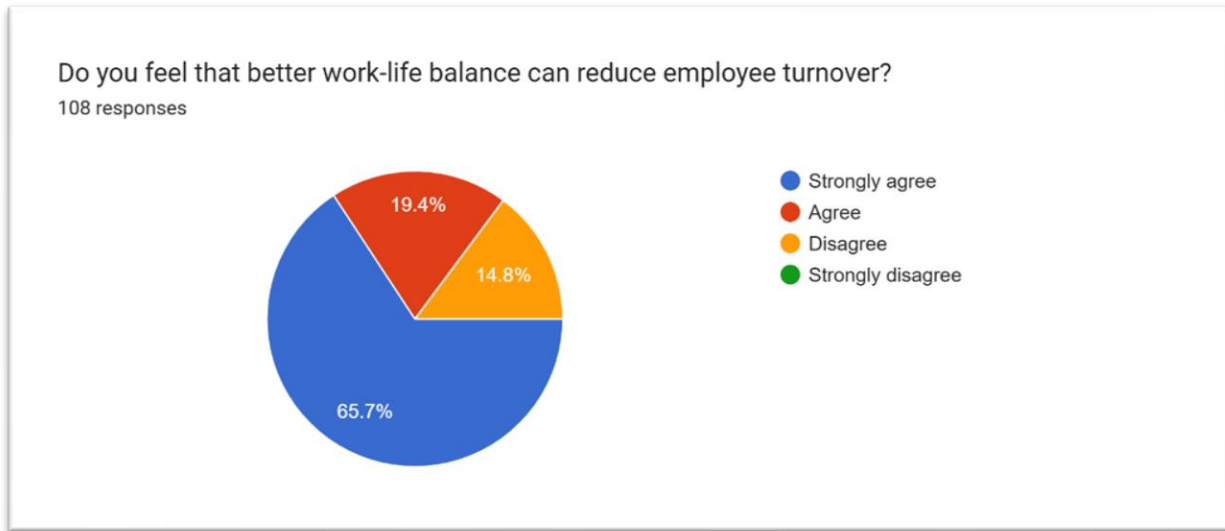
➢ **Figure 22:-** The chart shows that a majority of respondents (65.7%) strongly agree that better work-life balance can help reduce employee turnover. Additionally, 19.4% agree with this view, while 14.8% disagree. Notably, none of the respondents strongly disagreed with the statement.

If offered a job with better work-life balance, would you consider switching?

108 responses

- **Definitely**
- **Probably**
- **Not sure**
- **No**

52.8%

14.8%

30.6%
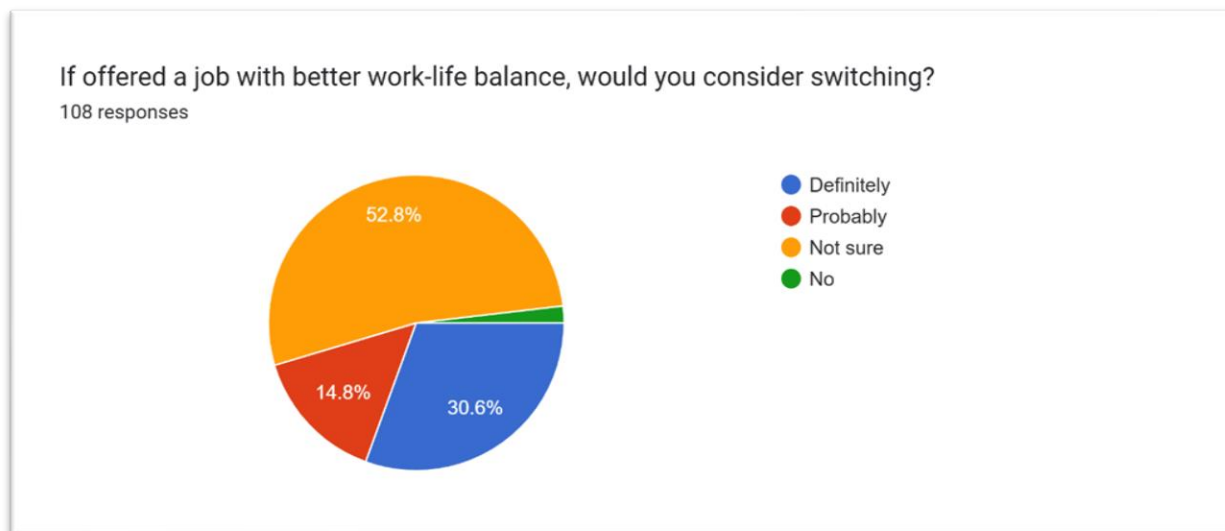
➢ **Figure 23:-** According to the chart, 52.8% of respondents are unsure about switching jobs for better work-life balance, while 30.6% would definitely consider it. Additionally, 14.8% would probably switch, and only a small fraction, 1.9%, would not consider changing jobs.

Recommendations-

1. Stress Flexible Work Schedules Most responders are in support of flexible or hybrid work schedules. Employers must offer flexible work arrangements (such as remote or hybrid employment) in order to attract and retain younger talent.

2. Stress Work-Life Balance Initiatives

Lack of time or work overload were cited by many respondents as obstacles. To improve work happiness, HR departments should suggest wellness programs, mental health assistance, and appropriate workload distribution.

3. Possibilities for Growth and Skill Development

Possibilities for both professional and personal growth greatly inspire employees. To achieve these goals, businesses must invest in regular seminars, training sessions, and upskilling platforms.

4. Organized Pipeline from Internship to Job

Many are on their first jobs or internships. Businesses must create a structured internship-to-full-time conversion program with clear evaluation criteria and mentorship guidelines.

5. Stress Meaning & Job Security

According to the data, this group values job security and a sense of purpose above all else. Promotions in HR must emphasize how the positions relate to stability and long-term impact.

Challenges-

1.Opportunities versus Expectations

2. Lack of availability of work-life balance

3. Lack of Awareness of Career Opportunities

4. Relying Too Much on Interns

5. Insufficient Use of Skills

Conclusion-

Consistent with earlier studies, the findings show a considerable positive association between work-life balance and employee retention. For the great majority of responders, WLB was essential to sticking with their employers. Additionally, there was a correlation between lower levels of burnout and higher job satisfaction when flexible work choices were available.

Second, the majority of respondents stressed that in order to increase staff retention, firms must take proactive measures to address job fatigue. According to this survey, WLB is a crucial topic for HR managers looking to control employee turnover, particularly among qualified employees. Last but not least, companies need to make investments in comprehensive WLB programs, include policy feedback loops into them, and cultivate an environment that values workers and their welfare. In addition to improving retention rates, this will make the workforce healthier and more effective.

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