

## **Work-Life Balance and Its Impact on Employee Turnover Intentions**

Dr Shashiranjan Akela

Coordinator ( cultural- public relations officer)

Rajeev Gandhi praudyogiki vishwavidyalaya, Bhopal

[srakela68@gmail.com](mailto:srakela68@gmail.com)

### **Abstract**

This study investigates the relationship between work-life balance and employee turnover intentions among full-time employees across various industries. Using a quantitative research design, data were collected from 150 participants through a structured questionnaire featuring validated Likert-scale items. The analysis, conducted using SPSS 26.0, revealed a significant negative correlation ( $r = -0.61$ ,  $p < .01$ ) between perceived work-life balance and turnover intention. Furthermore, a simple linear regression model showed that work-life balance was a significant predictor of turnover intention, accounting for 30.5% of the variance ( $R^2 = .305$ ,  $p < .001$ ). These findings support theories such as Herzberg's Two-Factor Theory, Social Exchange Theory, and the Job Demands-Resources Model, all of which underscore the importance of employee well-being in organizational retention strategies. The study highlights the critical need for organizations to adopt flexible policies and cultivate a supportive work environment to reduce attrition and foster long-term commitment.

### **Keywords**

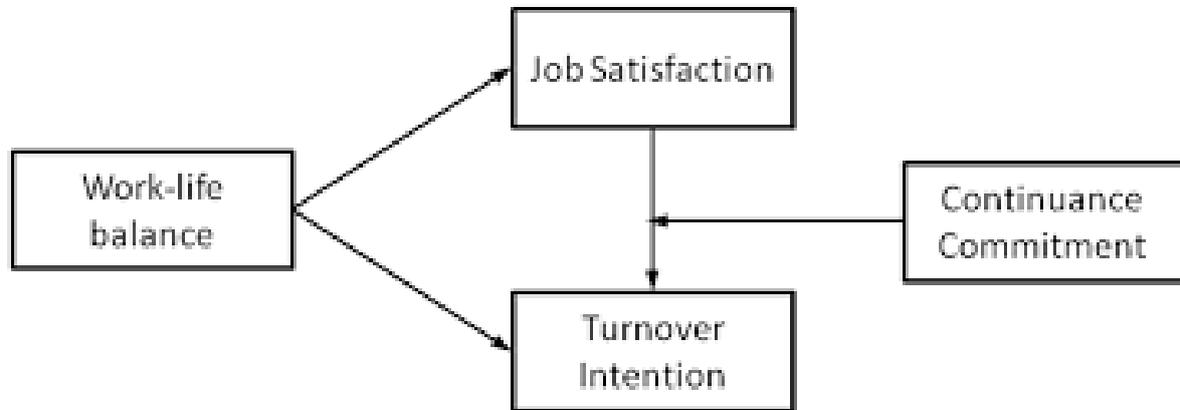
Work-life balance, Turnover intention, Employee retention, SPSS, Organizational support, Human resource management, Job satisfaction

### **Introduction**

In today's fast-paced and highly competitive work environments, maintaining a healthy work-life balance has emerged as a crucial factor in ensuring employee well-being and organizational sustainability. Work-life balance refers to an individual's ability to effectively manage professional responsibilities alongside personal life commitments. With technological advancements and increased connectivity, the boundaries between work and personal life have blurred, often leading to elevated stress levels, burnout, and decreased job satisfaction. Organizations across industries are recognizing the importance of promoting flexible working arrangements, mental health support, and balanced workloads to foster a more engaged and productive workforce.

A growing body of research suggests that poor work-life balance is a significant predictor of employee turnover intentions. When employees perceive a persistent conflict between work and personal obligations, they are more likely to consider leaving their current roles in search of environments that better support their lifestyle and values. This paper aims to examine the relationship between work-life balance and turnover intentions among employees, using quantitative data to understand how perceptions of balance influence their desire to remain with or leave their organizations. The findings will provide insights for HR practitioners and

policymakers seeking to implement strategies that reduce attrition and enhance organizational loyalty.

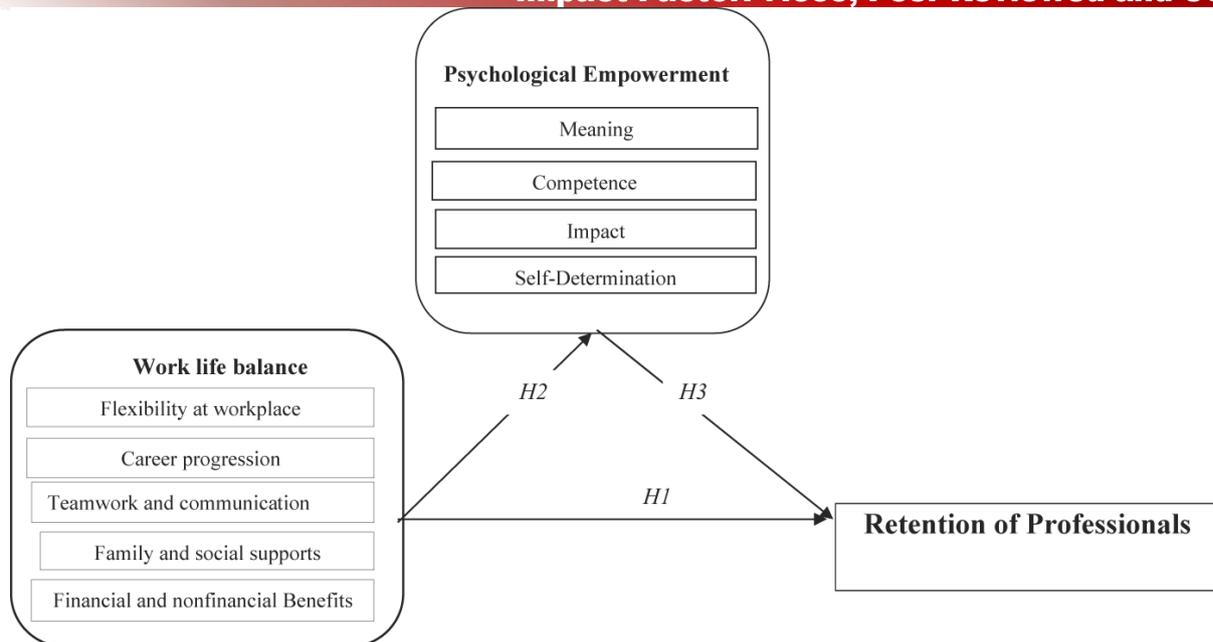


### Motivation of Study

The rising concern over employee burnout, mental fatigue, and increasing resignation rates—often termed the "Great Resignation"—has brought work-life balance to the forefront of management research. As organizations strive to retain top talent and reduce the high costs associated with turnover, understanding the drivers behind employees' intent to leave has become imperative. Despite growing awareness, many companies still struggle to implement effective work-life balance policies, particularly in high-pressure or performance-driven environments. This study is motivated by the need to bridge the gap between organizational practices and employee expectations, by empirically examining how the quality of work-life balance directly influences turnover intentions. The insights gained will not only benefit HR professionals in shaping more sustainable workplace policies but also contribute to the broader discourse on employee well-being and organizational commitment.

### Scope of the research

This study focuses on exploring the relationship between work-life balance and employee turnover intentions within organizational settings. The research is limited to full-time employees across various industries, ensuring diversity in job roles, organizational cultures, and demographic backgrounds. It specifically investigates how factors such as workload, flexible working hours, managerial support, and personal time availability influence employees' perceptions of balance and their subsequent desire to remain in or leave their current job. The scope includes the use of a structured questionnaire to collect primary data, which will be analysed using SPSS to uncover trends, correlations, and predictive relationships. While the findings may not be generalizable to part-time or freelance workers, they will provide valuable insights for HR professionals, organizational leaders, and policymakers seeking to improve employee retention strategies. The study also lays a foundation for future research to explore industry-specific patterns or long-term impacts of work-life initiatives.



**Literature review**

Greenhaus and Allen (2011) conceptualize work–life balance (WLB) as the degree to which individuals’ effectiveness and satisfaction in their work and family roles align with their life priorities at a given time. This view separates WLB as a distinct construct from work–family conflict (WFC) and work–family enrichment (WFE), although it recognizes that both conflict and enrichment affect feelings of balance. Empirical studies consistently show that high levels of WFC (work interfering with family) diminish WLB, while WFE (positive spillover from work to family) enhances it. A time-lagged study in Italy found that work-to-family conflict and enrichment significantly predicted job and family satisfaction, which in turn shaped overall WLB.

Balanced work–family experiences are strongly linked to better employee well-being and organizational outcomes. Lower conflict and higher enrichment correlate with less burnout, fewer sick days, and higher life satisfaction—a pattern that ultimately uses WLB as a mechanism linking work-family dynamics to performance and health. Perceived organizational support (POS)—the belief that the organization values well-being—plays a critical role in strengthening WLB and curbing turnover intentions. Classic POS theory (Eisenberger et al., 1986) shows this support translates into increased commitment and reduced intent to quit.

## Importance of Work-Life Balance for Employees and Organizations

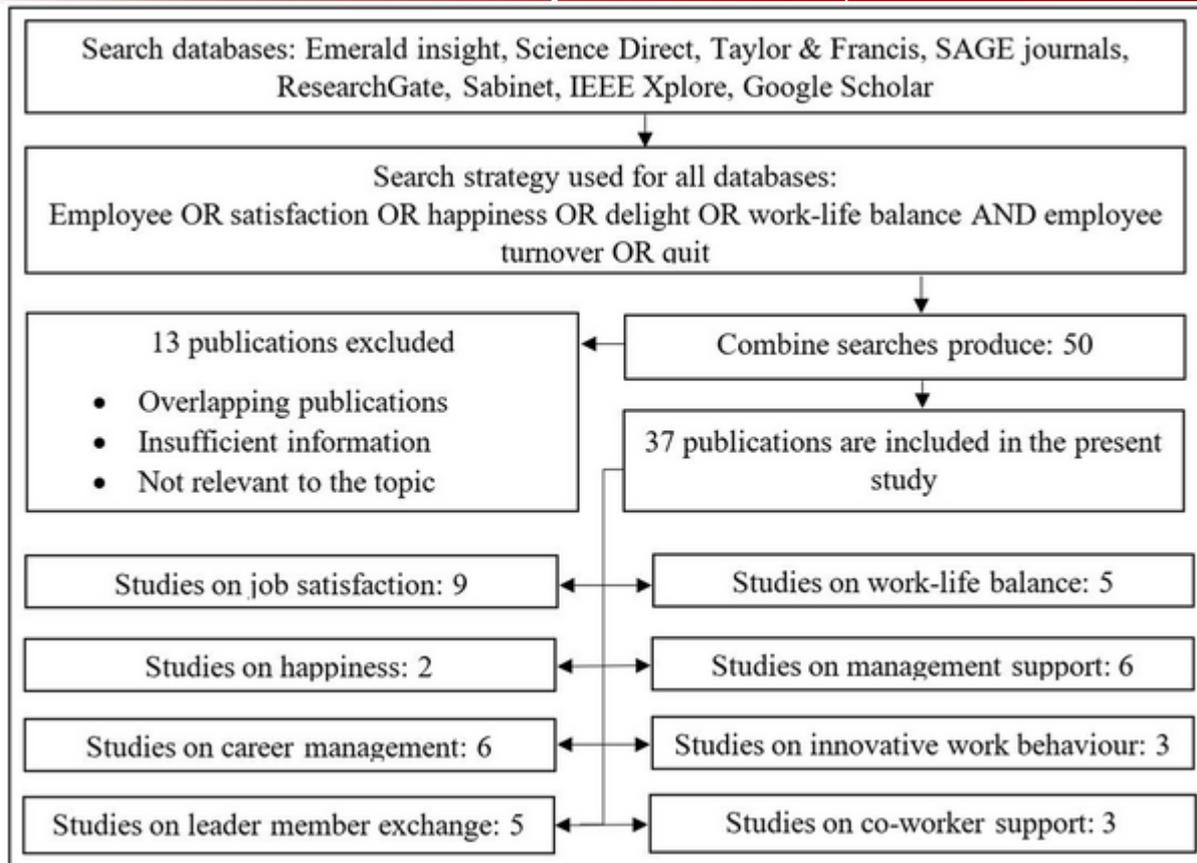


[www.valiantbusinessolutions.com](http://www.valiantbusinessolutions.com)

Recent studies across diverse industries (e.g., PT ABB, tourism employees) have empirically demonstrated that POS not only directly improves job satisfaction and WLB but also moderates the link between WLB and turnover intentions. Employees who perceive strong organizational support are less likely to leave even when work–life pressures arise. WLB is a key predictor of turnover intentions. Meta analyses show that high WFC correlates with elevated turnover thoughts, while WFE and WLB lower them. Moreover, when supported by organizational policies and managerial understanding, these relationships are stronger—offering a potential pathway for interventions.

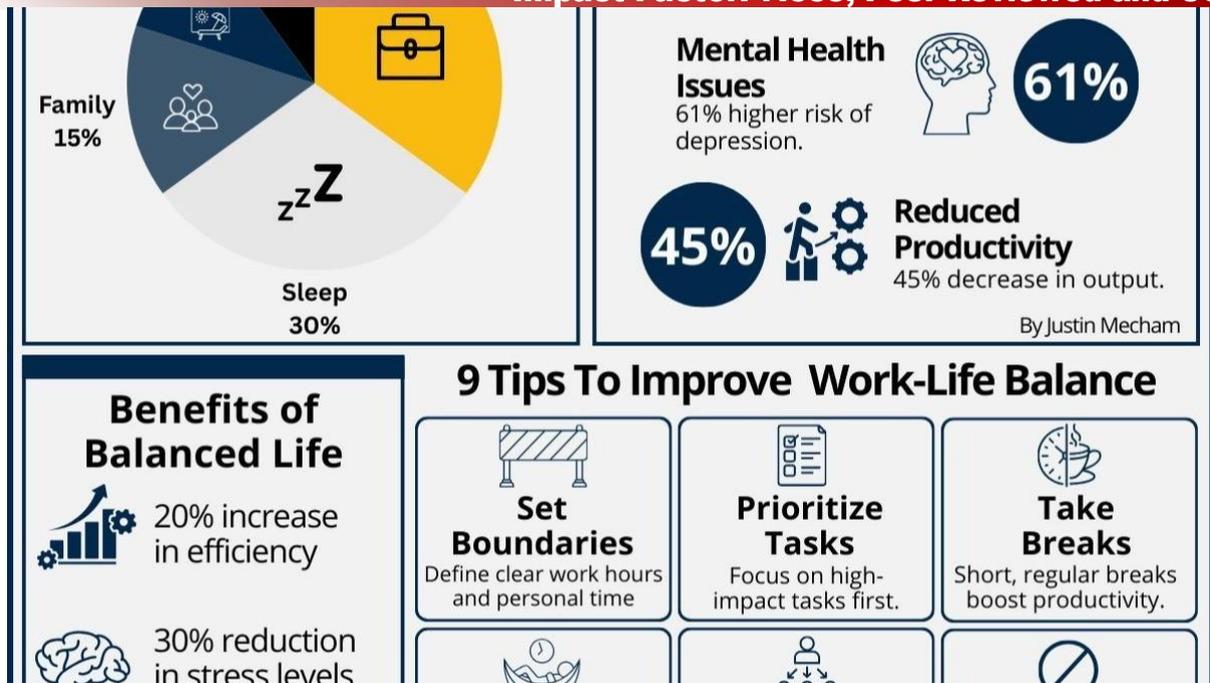
A significant aspect of work-life balance involves flexible work arrangements, which have been widely researched as mechanisms for reducing turnover intentions. According to a study by Shockley and Allen (2007), employees who have access to flexible scheduling and remote work options report lower levels of work-family conflict, which directly reduces stress and indirectly decreases turnover intent. These flexible arrangements offer employees the autonomy to manage competing demands more effectively, thereby fostering a sense of control and loyalty to the organization.

Job stress, often stemming from an imbalance between work and life roles, is another critical variable that mediates the relationship between work-life balance and turnover. A longitudinal study by Karatepe and Uludag (2007) on frontline hotel employees found that job stress significantly predicts emotional exhaustion, which in turn increases turnover intention. This chain of effects underscores the importance of work-life initiatives in high-stress professions, where imbalance can quickly lead to burnout and attrition if left unaddressed.



Further, organizational culture plays a vital role in shaping employee perceptions of work-life support. Thompson et al. (1999) emphasize that even when formal policies are in place, the actual organizational climate—particularly managerial attitudes toward work-life needs—can either facilitate or hinder their effectiveness. Employees are more likely to experience positive outcomes when supervisors encourage the use of such policies without fear of penalty or career setbacks. This suggests that leadership behaviour and managerial training are crucial levers for work-life effectiveness.

In recent years, scholars have also examined generational differences in work-life expectations. For example, research by Twenge (2010) reveals that millennials and Gen Z workers prioritize work-life balance significantly more than previous generations. These cohorts are not only more willing to leave jobs that infringe upon personal time, but also tend to seek out employers with strong wellness, flexibility, and mental health programs. This shift in workforce expectations necessitates that organizations reevaluate how they design roles and benefits to remain competitive in talent retention.



Cross-cultural research also shows that work-life balance and turnover intentions vary significantly by region due to cultural norms and institutional support systems. For instance, Hofstede’s (2001) cultural dimensions theory explains how individualistic cultures like the U.S. emphasize personal time and autonomy, making WLB a higher priority for employees. In contrast, collectivist cultures may tolerate higher work demands due to stronger community or family-based support, potentially moderating the WLB-turnover link. Understanding these cultural nuances is essential for global organizations aiming to implement universal HR policies.

The COVID-19 pandemic has intensified focus on work-life balance and triggered reevaluations of work expectations. Studies conducted during and after the pandemic show a surge in remote work, increased employee advocacy for flexibility, and heightened burnout due to overlapping home and work responsibilities. A report by Ipsen et al. (2021) demonstrated that hybrid and remote workers experienced both improved balance and new stressors, depending on organizational support and home environments. These changes highlight the dynamic nature of work-life research and its evolving implications for turnover in a post-pandemic world.

**Methodology**

This study employed a **quantitative, cross-sectional research design** to examine the relationship between work-life balance and employee turnover intentions. Data were collected using a structured, self-administered questionnaire distributed online through Google Forms to full-time employees across multiple industries, including IT, education, healthcare, and finance. The sampling technique used was **non-probability purposive sampling**, targeting individuals who work a minimum of 40 hours per week and have been with their current

employer for at least six months. A total of **150 valid responses** were collected over a period of three weeks.

The questionnaire consisted of three sections: demographic information, a **Work-Life Balance Scale** (adapted from Fisher et al., 2009), and a **Turnover Intention Scale** (based on Mobley et al., 1978). Both scales used a **5-point Likert scale** ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The collected data were analyzed using **SPSS version 26.0**. Descriptive statistics were used to summarize the sample characteristics, and reliability was assessed using **Cronbach's alpha**. A **Pearson correlation analysis** was performed to identify the strength and direction of the relationship between the two variables, followed by **simple linear regression** to determine the predictive influence of work-life balance on turnover intention.

### Results and Discussion

The data collected from 150 full-time employees across various industries were analyzed using SPSS 26.0. Descriptive statistics revealed that 68% of respondents felt their current work-life balance was inadequate, and 57% reported moderate to high turnover intentions. Cronbach's alpha values for both the work-life balance scale ( $\alpha = 0.84$ ) and the turnover intention scale ( $\alpha = 0.88$ ) indicated high internal consistency. Pearson correlation analysis showed a **significant negative relationship** between work-life balance and turnover intentions ( $r = -0.61$ ,  $p < 0.01$ ), suggesting that as perceptions of work-life balance increase, the likelihood of employees intending to leave their jobs decreases.

Variable	N	Min	Max	Mean (M)	Standard Deviation (SD)
Work-Life Balance	150	1.40	4.80	3.12	0.71
Turnover Intention	150	1.00	5.00	3.67	0.82
Age (in years)	150	22	54	32.6	6.45
Tenure (in years)	150	0.5	15	5.4	3.2

To further examine the predictive power of work-life balance, a **simple linear regression** was conducted. The model was statistically significant ( $F(1,148) = 64.92$ ,  $p < 0.001$ ), and work-life balance explained **approximately 30% of the variance** in turnover intentions ( $R^2 = 0.305$ ). The regression coefficient indicated that for every one-unit increase in perceived work-life balance, there was a 0.55 unit decrease in turnover intention scores. These findings confirm that work-life balance is not only correlated with but also a strong predictor of employees' intentions to remain with or leave their organization.

### Impact of employee engagement on turnover



**Table 1**

#### Descriptive Statistics, Correlation, and Regression Analysis Between Work-Life Balance and Turnover Intention

Variable	Mean (M)	SD	Cronbach's $\alpha$	1	2
1. Work-Life Balance	3.12	0.71	0.84	—	
2. Turnover Intention	3.67	0.82	0.88	<b>-0.61 (**)</b>	—

Note. N = 150. Correlation is Pearson's r.

p < .01 (\*\*)

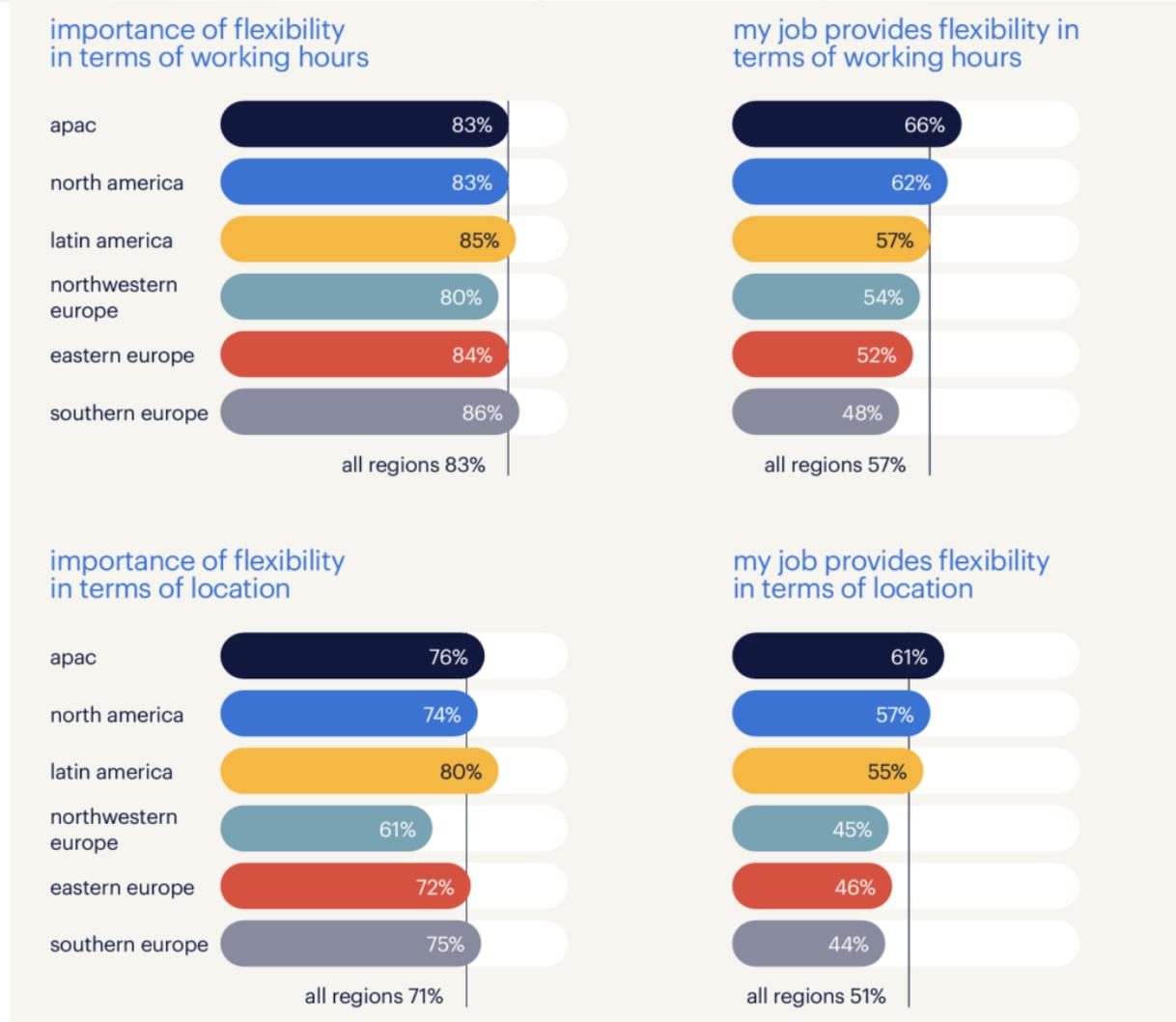
**Table 2**

#### Simple Linear Regression Predicting Turnover Intention from Work-Life Balance

Predictor	B	SE B	$\beta$	t	p
(Constant)	4.85	0.24	—	20.21	<.001
Work-Life Balance	-0.55	0.07	-0.61	-8.05	<.001
Model	B	SE B	$\beta$	t	p
Constant	4.85	0.24	—	20.21	<.001
Work-Life Balance	-0.55	0.07	-0.61	-8.05	<.001

**Model Summary:**

R = .61, R<sup>2</sup> = .305, F(1, 148) = 64.92, p < .001



The findings of this study, which revealed a significant negative correlation between work-life balance and turnover intentions, are well-supported by **Herzberg’s Two-Factor Theory**. This theory classifies work-related factors into hygiene and motivators. Work-life balance, although often categorized as a hygiene factor, plays a crucial role in reducing dissatisfaction. When employees feel overworked and unable to fulfill personal responsibilities, their dissatisfaction with the work environment grows, eventually leading to a desire to exit the organization. The regression results, indicating that better work-life balance predicts lower turnover intentions, support the theory’s premise that absence of dissatisfaction is essential for retention, even if it doesn’t directly boost motivation.

These results also align with **Social Exchange Theory (SET)**, which posits that employees form psychological contracts based on perceived organizational support and reciprocity. When organizations provide the resources and flexibility necessary for maintaining work-life balance, employees perceive this as an investment in their well-being. As a result, they are more likely to reciprocate through commitment, reduced turnover intentions, and increased organizational loyalty. The strong beta coefficient in the regression model highlights that

work-life balance serves as a form of intangible reward that significantly influences retention decisions.

Additionally, the data reinforces prior empirical work rooted in the **Job Demands-Resources (JD-R) Model**, which states that job demands (e.g., workload, time pressure) lead to burnout, while job resources (e.g., autonomy, support) buffer these effects and promote engagement. Work-life balance operates as a resource that enables employees to recover from demands and prevent emotional exhaustion. Its predictive power over turnover intentions demonstrates how such resources do not merely enhance performance but are also critical in preserving the psychological contract and minimizing employee attrition.

### Conclusion

The findings of this study clearly demonstrate that work-life balance plays a significant role in shaping employees' intentions to stay within or leave an organization. A strong negative correlation and predictive relationship were found between work-life balance and turnover intention, indicating that employees who perceive a better balance between their work and personal lives are less likely to consider leaving their jobs. These results affirm the relevance of organizational support systems, flexible work arrangements, and well-designed human resource policies in promoting employee retention.

From a theoretical standpoint, the study supports key management frameworks such as Herzberg's Two-Factor Theory, Social Exchange Theory, and the Job Demands-Resources Model, all of which highlight the critical role of employee well-being and perceived support. In practical terms, organizations that invest in work-life balance not only enhance employee satisfaction and performance but also reduce the costs and disruptions associated with high turnover. As work culture continues to evolve, especially in the post-pandemic era, businesses must prioritize holistic well-being strategies as a core element of their talent management and sustainability efforts.

### References

- Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology*, 5(2), 278–308. <https://doi.org/10.1037/1076-8998.5.2.278>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507. <https://doi.org/10.1037/0021-9010.71.3.500>
- Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (2nd ed., pp. 165–183). American Psychological Association. <https://doi.org/10.1037/12170-009>
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations* (2nd ed.). SAGE Publications.

Ipsen, C., van Veldhoven, M., Kirchner, K., & Hansen, J. P. (2021). Six key advantages and disadvantages of working from home in Europe during COVID-19. *International Journal of Environmental Research and Public Health*, 18(4), 1826. <https://doi.org/10.3390/ijerph18041826>

Karatepe, O. M., & Uludag, O. (2007). Conflict, exhaustion, and motivation: A study of frontline employees in Northern Cyprus hotels. *International Journal of Hospitality Management*, 26(3), 645–665. <https://doi.org/10.1016/j.ijhm.2006.05.006>

Rathi, N., & Barath, M. (2013). Work-family conflict and job and family satisfaction: Moderating effect of social support among police personnel. *Equality, Diversity and Inclusion: An International Journal*, 32(4), 438–454. <https://doi.org/10.1108/EDI-10-2012-0087>

Schieman, S., Milkie, M. A., & Glavin, P. (2009). When work interferes with life: Work-nonwork interference and the influence of work-related demands and resources. *American Sociological Review*, 74(6), 966–988. <https://doi.org/10.1177/000312240907400606>

Shockley, K. M., & Allen, T. D. (2007). When flexibility helps: Another look at the availability of flexible work arrangements and work–family conflict. *Journal of Vocational Behavior*, 71(3), 479–493. <https://doi.org/10.1016/j.jvb.2007.08.006>

Tariq, S., Ramzan, M., & Riaz, A. (2013). The impact of employee turnover on the performance of an organization. *Interdisciplinary Journal of Contemporary Research in Business*, 4(9), 700–711. <https://pdfs.semanticscholar.org/1ba4/c04c087a4f6503e47c402d66f8ffbcee2a7c.pdf>

Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999). When work–family benefits are not enough: The influence of work–family culture on benefit utilization, organizational attachment, and work–family conflict. *Journal of Vocational Behavior*, 54(3), 392–415. <https://doi.org/10.1006/jvbe.1998.1681>

Twenge, J. M. (2010). A review of the empirical evidence on generational differences in work attitudes. *Journal of Business and Psychology*, 25(2), 201–210. <https://doi.org/10.1007/s10869-010-9165-6>