

The Significance of Multidisciplinary Research in Driving
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**EXPLORING THE INFLUENCE OF WORK-LIFE BALANCE ON JOB
SATISFACTION AND EMPLOYEE RETENTION**

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Abstract

In today's quick-moving workplace, the preservation of healthy work-life balance is emerging as a cornerstone of individual well-being and organizational success. This study is aimed at assessing the effects of work-life balance on the job satisfaction and retention of millennial employees in India. A quantitative methodology was used for the study, and data was collected from the respondents through an online structured survey of 200 respondents. Many tested assessment tools were used to measure the three key variables, namely employee retention, job satisfaction, and work-life balance. In order to test these correlations between the variables, we used regression analysis on all data that we showed was both valid and reliable. Balance work-life has greater relevance for job satisfaction than for employee retention, according to the findings. Overall, this research emphasizes the significance of creating a good workplace, as work-life balance relates to job satisfaction concerning employee retention.

Keywords: *Work Life Balance, Employee Retention, Job Satisfaction, Job Security, Organizational Success*

1. INTRODUCTION

Today's hectic and competitive business environment makes it nearly impossible to find ways of merging work with personal commitments. Work-life balance refers to the concept of Spreading heavy responsibility of work and personal interest that could impact mental wellbeing for an individual-not giving priority to either. Businesses everywhere recognize that a healthy work-life balance increases employee engagement, satisfaction, and productivity. Inadequate work-life balance frequently results in stress, burnout, and job discontent, which affects overall job performance and employee retention. Due to their emphasis on career advancement, employment flexibility, and

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personal well-being, millennials—who currently make up the largest workforce—are more sensitive to work-life balance difficulties. In light of this, work-life balance, along with concerns about job satisfaction and employee retention, will continue to be a major component of human resource strategies as businesses endeavor to establish an inclusive and welcoming workplace culture.

1.1. Work-Life Balance and Its Role in Job Satisfaction

One of the elements that directly affects an employee's degree of job satisfaction is work-life balance. An employee's motivation, engagement, and productivity at work are likely to increase with the amount of work-life balance they enjoy. Workload, organizational support, pay, and schedule flexibility are some of the variables that affect job satisfaction, which measures how happy individuals are with their jobs. Employees that have a poor work-life balance are less dedicated to their jobs and experience stress, low morale, and discontent. Organizations may see a difference in employee productivity and absenteeism if work-life balance concerns are not addressed. Organizations can boost employee engagement, productivity, and loyalty by providing more leeway for employees to choose how and when they work, as well as by introducing wellness programs and other forms of remote work.

1.2. The Impact of Work-Life Balance on Employee Retention

Organizations that are eager to have a trained and stable workforce are very concerned about employee retention. Talented workers are essential for cutting down on hiring expenses, institutional knowledge, and the requirement for a company to keep expanding. Because they struggle to strike a balance between work and home life, employees are more likely to leave a company in search of better prospects, which raises turnover rates. Work-life balance efforts, such as paid leave policies, career development programs, and mental health assistance, helps in retaining employees in an organization since a friendly work environment may better support its staff. Employees who work in a balanced environment where their work-life concerns are taken seriously and handled well will stick with their company. Consequently, companies that place a high priority on work-life balance can greatly increase employee retention, lower turnover, and guarantee a more dedicated and engaged staff.

2. LITERATURE REVIEW

Puspitasari (2023) examines the potential effects of pay and work-life balance on PT Sandang Asia Maju Abadi Semarang's employee retention rate using job satisfaction. One hundred Likert scale

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questionnaires were used to collect data, and these questionnaires were then subjected to Partial Least Squares tests to ensure their validity and reliability. It examined data from SmartPLS 3.0 on both the inner and outer models, or structural and measurement models, respectively. The findings indicated a direct relationship between job satisfaction and retention, but not between pay or work-life balance and employee retention. Additionally, pay and work-life balance positively impacted job satisfaction directly, and through job satisfaction as an intervening factor, both factors indirectly impacted employee retention.

Islam and Reaz (2022) In the setting of small private enterprises in Bangladesh, a South Asian economy that is expanding quickly, the study examined the effects of work-life balance (WLB) on the retention of Generation Y (Gen Y) employees. Since the majority of research has been done in Western contexts, the findings indicated a study gap regarding the effect of WLB on employee retention in non-Western developing nations. Employing a quantitative methodology and applying SMART PLS for analysis, the study finds that WLB improves employee retention. Job satisfaction was determined to be the mediator. The findings provide insightful information for future study and all parties involved with Gen Y retention.

Nawaz and Tahir (2021) examined how important work-life balance is to Emirati women's lives and how it affects their retention and job satisfaction. The researchers came to the conclusion that, similar to their counterparts in the West, women in the United Arab Emirates have significant challenges in balancing work and family life, particularly when employed in the private sector. Although government and organizational policies were thought to be supportive of work-life balance, the research showed how these women battled both at work and at home. In order to encourage national economic diversity, the paper suggested policies that would assist working women in managing their home responsibilities and advancing in their jobs.

Fahlevi (2024) examined the potential effects of green work-life balance policies on staff retention and business sustainability performance in UK manufacturing companies. It demonstrated how GWLB and GHRM approaches, company culture, and green innovation work together to improve HR results while lowering environmental impacts. A self-administered survey of 450 operational supervisors was used to gather data, and SPSS 26 and Smart PLS 4 were used for analysis. It was discovered that the GHRM and GWLB programs enhanced both CSP and ER, with GI serving as a mediator between the two variables.

The Significance of Multidisciplinary Research in Driving Innovations and Breakthroughs

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Parayitam (2022) have looked at the relationship between WLB and the following moderators: job satisfaction, job commitment, job stress, and training and development. A study based on 331 survey participants at a transportation firm in southern India discovered that WLB correlates positively with job satisfaction and dedication and negatively with job stress. The results were derived using structured questionnaires. Additionally, job satisfaction and job stress were negatively correlated, although job commitment and job satisfaction were positively correlated. There was a moderating effect of the work environment on the relationships between WLB and both job satisfaction and stress, according to the results. Both the stress-satisfaction and commitment-satisfaction correlations were influenced by training and development opportunities. Structural equation modeling and hierarchical regression were used to analyze the data.

3. RESEARCH METHODOLOGY

The present study employs a quantitative research methodology and employs the survey method to examine work-life balance, job satisfaction, and employee retention among millennial employees in Indian cities. 200 employees were given online questionnaires to complete in order to gather data on these three important criteria. It involved 15 questions regarding retention, job happiness, and work-life balance. After the data completed its assessments for accuracy and consistency, regression analysis was applied to evaluate hypotheses and aim to uncover the relationship and impact connection among the study's variables.

3.1.Research Design

The quantitative strategy was used for the research since it can gather numerical data that can be statistically examined. The survey approach was chosen because it provided an organized response from a large number of respondents, guaranteeing the consistency and dependability of data collecting. More millennial employees could be contacted and polled more easily because the study employed online questionnaires.

3.2.Population and Sample

The target population of this investigation consists of employees of the millennial generation in Indian cities. A total of 200 employees were selected to form the sample for the study. Participants were chosen based on their age group: from 1981 to 1996. The sample size is big enough to provide enough information for the study on the millennial workforce in India to ensure that those conclusions will have the validity they deserve.

The Significance of Multidisciplinary Research in Driving Innovations and Breakthroughs

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This sample size is adequate to provide this study with trustworthy data that would guarantee factually met conclusions with regard to the millennial workforce in India as a whole.

3.3. Research Instruments

Three sections comprise the research instruments in this study: employee retention, job satisfaction, and work-life balance. Specific questions designed to gauge the related variable are included in each section.

➤ Work-life Balance

The 5 questions included in this work-life balance tool intend to reveal how well each has managed their personal and professional lives. "For example, I often put my personal needs aside due to what has to be done in work." Such questions would help in knowing whether work-related stress disrupts personal life balance or vice versa.

➤ Job Satisfaction

Five questions make up the job satisfaction tool, which looks into several aspects of an employee's job satisfaction. That section includes the following example question: "I am satisfied with the salary that I receive from my work." This tool gauges how satisfied a person is with his employment in terms of compensation, working conditions, and prospects for career advancement.

➤ Employee Retention

An employee's intention to remain with or leave his current employer is one of five questions on the employee retention tool. These questions include, for instance, "I want to stay with my company because there is career advancement for me." Understanding the elements that affect decisions to leave or remain in an organization is made easier with the help of this section.

3.4. Data Collection

A sample of 200 employees in an Indian city will be sampled for the study by means of an online questionnaire. Participants had to complete a questionnaire located on a secure internet platform. To encourage respondents to be honest and frank, the survey was structured as anonymous and confidential.

3.5. Data Analysis

Once the data were collected, the responses were analyzed using several statistical techniques:

The Significance of Multidisciplinary Research in Driving Innovations and Breakthroughs

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➤ Validity and Reliability Tests

The first step in data analysis was to test the validity and reliability of the research tools. These tools examined the various research variables, namely work-life balance, job satisfaction, and employee retention. A reliability test was conducted to establish the items that elicit consistent responses in the survey.

➤ Regression Analysis

To evaluate the two Hypothesis, a regression analysis was performed to explore the connection among the variables. This research aimed to investigate if employee retention is influenced more by job satisfaction or by the balance between work and personal life. The regression analysis carried out in this research sought to identify the type and extent of the effects that work-life balance and job satisfaction have on retaining employees.

3.6.Hypotheses Testing

The study includes two hypotheses:

- **Hypothesis 1:** Work-life balance has a significant effect on job satisfaction.
- **Hypothesis 2:** Job satisfaction has a significant effect on employee retention.

Regression analysis was employed to test both hypotheses and determine whether work-life balance and job satisfaction have a statistically significant influence on employee retention.

4. DATA ANALYSIS

The data analysis provides valuable insights into the demographic composition of employees, their work experiences, and the relationship between key workplace factors

Table 1: Demographic Data

Variable	Category	F	P
Gender	Male	120	60%
	Female	80	40%
Age (Years)	20 – 24	50	25%
	25 – 29	60	30%
	30 – 34	50	25%
	35 – 40	40	20%
Marital Status	Married	140	70%
	Single	60	30%
Education	High School	40	20%

The Significance of Multidisciplinary Research in Driving Innovations and Breakthroughs

ISBN Number: 978-93-95305-10-5

	Diploma	30	15%
	Bachelor	90	45%
	Master	40	20%
Length of Work	Less than 1 Years	30	15%
	1 to 2 Years	50	25%
	3 to 4 Years	60	30%
	5 – 6 Years	40	20%
	More than 6 Years	20	10%
Field of Work	Information Technology	30	15%
	Designer	15	7.5%
	Accounting	25	12.5%
	Finance	20	10%
	Logistic	15	7.5%
	Marketing	20	10%
	Health	20	10%
	Education	10	5%
	Hotel	10	5%
	HRD	15	7.5%
	Industry	10	5%
	Others	10	5%

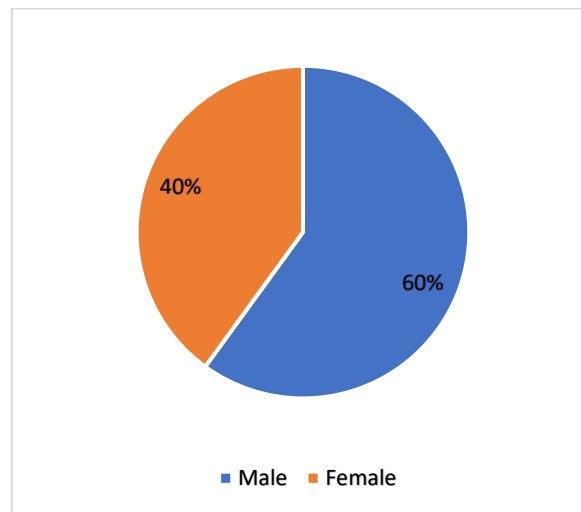


Figure 1: Gender of Employees

The Significance of Multidisciplinary Research in Driving Innovations and Breakthroughs

ISBN Number: 978-93-95305-10-5

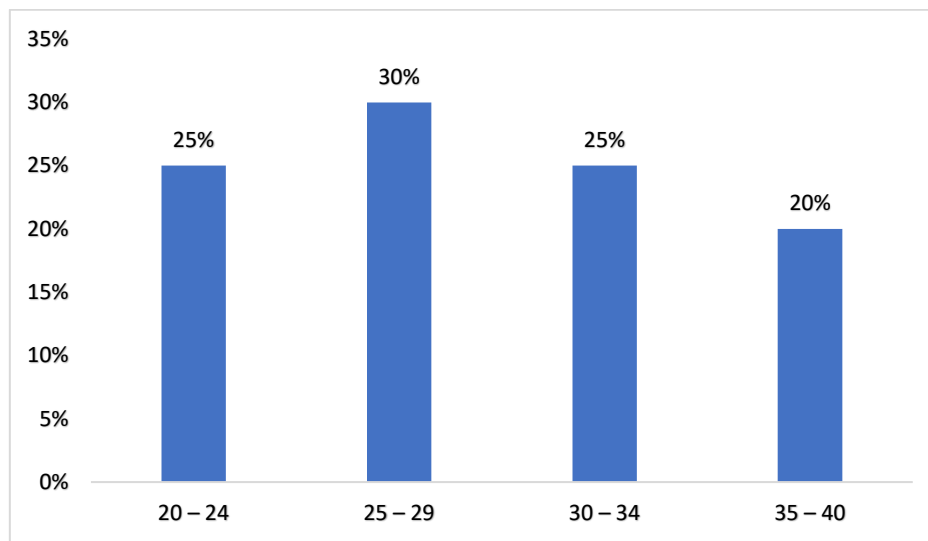


Figure 2: Age of Employees

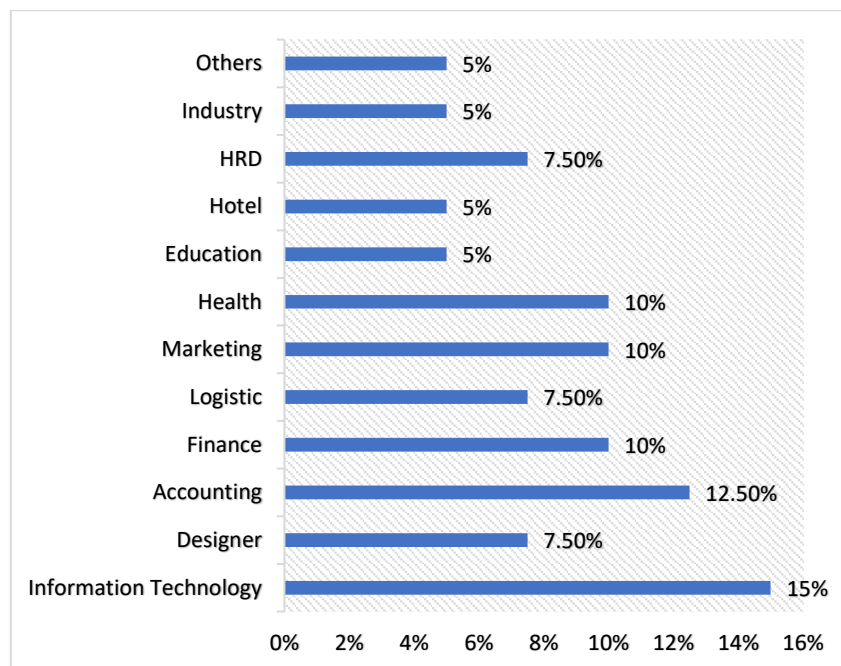


Figure 3: Field of Work

The demographic details display a well-mixed workforce with an ample representation of both the genders and a majority in the early to middle stages of their careers. Most employees are married and do have at least a degree indicating an average educated workforce. Experience also varies, most of whom have worked for only several years, with a few who have worked for longer than that. Employees in this organization are designated for work in various professions, among which the highest number of workers are in information technology, accounting, finance, marketing, and

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health. Such diversities of age, education, experience, and profession give a great view of the work atmosphere and the experience of the employees.

Table 2: Validity and Reliability Tests Result

	Component		
	1	2	3
WB1		0.548	
WB2		0.617	
WB3		0.567	
WB4		0.591	
WB5		0.583	
JS1	0.501		
JS2	0.579		
JS3	0.533		
JS4	0.547		
JS5	0.498		
ER1			0.633
ER2			0.732
ER3			0.741
ER4			0.698
ER5			0.574
Cronbach Alpha	0.901	0.811	0.839
N	200		

Table 2 demonstrate that the work-life balance (WB), job satisfaction (JS), and employee retention (ER) measurement tools have construct validity and reliability that are acceptable. Each component's factor loadings are far higher than the typical cutoff of 0.5, ensuring that the items accurately assess the corresponding construct. Component 2's work-life balance varies from 0.548 to 0.617, Component 1's job satisfaction ranges from 0.498 to 0.579, and Component 3's employee retention spans from 0.574 to 0.741 with strong convergent validity. All three elements exhibit strong internal consistency and dependability, with Cronbach's Alpha significantly over 0.8: 0.811 for work-life balance, 0.839 for employee retention, and 0.901 for job satisfaction.

Table 3: Summary of Hypotheses

Variables	R Square	Adjusted Square	β	t	Sig
WB - JS	0.078	0.081	-0.551	-4.213	0.001
WB - ER	0.039	0.042	-0.153	-2.987	0.002

The Significance of Multidisciplinary Research in Driving Innovations and Breakthroughs

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Table 3 shows the relationship between Work-Life Balance (WB), Job Satisfaction (JS), and Employee Retention (ER). With an R^2 value of 0.078 for the first hypothesis, WB-JS, work-life balance can explain 7.8% of the variation in job satisfaction. The negative relationship indicated by the β value of -0.551 indicates that job satisfaction declines as work-life balance declines. The fact that the t-value is -4.213 and the significance level is 0.001 is evidence enough that the association is statistically significant. However, the second theory, WB-ER, should also be taken into account. With an R^2 value of 0.039, work-life balance accounts for 3.9% of the variation in employee retention. The impact is negative, as shown by the β coefficient of -0.153 and the t-value of -2.987, at a significance level of 0.002. Conclusion: Work-life balance negatively affects employee retention and job satisfaction, according to these studies. However, it has a more significant effect on how satisfied an employee is with their employment.

5. CONCLUSION

Maintaining a healthy work-life balance is critical in today's competitive workplace for the success of both employers and employees. The millennial workforce in India is the target population for this study, which aims to examine the connection between work-life balance and employee happiness and loyalty. The findings indicate a strong inverse connection between work-life balance, job happiness, and retention rates. Consequently, workers who have difficulty striking a good work-life balance are less likely to be content with their employment and are more likely to stay put. For firms looking to boost employee happiness and loyalty over the long haul, it pays to foster work-life balance-promoting settings. This is because, according to regression research, work-life balance has a bigger impact on job satisfaction than retention. In order to increase employee retention and job happiness generally, the report urges more businesses to create policies that support professional development possibilities, flexible work schedules, and employee well-being initiatives. Businesses can address issues with work-life balance by increasing employee engagement, satisfaction, and loyalty for the long-term viability and expansion of the company.

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