



A Study on the Relationship between Work–Life Balance Practices and Employee Well-Being and Retention

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DOI : <https://doi.org/10.5281/zenodo.18220601>

ARTICLE DETAILS

Research Paper

Accepted: 20-12-2025

Published: 10-01-2026

Keywords:

*Work–life balance,
Employee happiness,
Employee retention, Job
satisfaction, Organizational
commitment, Human
resource practices,
Workplace well-being.*

ABSTRACT

Work–life balance has emerged as a critical factor influencing employee satisfaction, performance, and organizational commitment. This study examines the relationship between work–life balance practices and their impact on employee happiness and retention. In the contemporary workplace, employees face increasing demands from both professional and personal domains, which can lead to stress, burnout, and reduced productivity if not managed effectively. Organizations that implement comprehensive work–life balance initiatives, such as flexible working hours, remote work options, wellness programs, and family support schemes, can enhance employee well-being and foster a positive work environment. Using a sample of 120 employees from diverse industries, data were collected through structured questionnaires and analyzed using statistical techniques to assess the strength and significance of the relationship between work–life balance practices, employee happiness, and retention. The findings indicate a significant positive correlation, highlighting that employees who perceive their organization as supportive of work–life balance report higher levels of happiness, job satisfaction, and loyalty, thereby reducing turnover intentions. The



study underscores the importance of strategic human resource practices that prioritize employee well-being as a driver of organizational success. Practical implications include recommending tailored work–life balance programs to improve engagement, morale, and long-term retention. Future research could explore sector-specific differences and the role of cultural factors in shaping perceptions of work–life balance.

Introduction

In today’s fast-paced and highly competitive work environment, employees often face multiple demands from both professional and personal spheres. The boundaries between work and personal life are increasingly blurred due to technological advancements, extended working hours, and the constant connectivity enabled by digital devices. As a result, employees frequently experience stress, fatigue, and work-related burnout, which can negatively impact their overall well-being, productivity, and organizational commitment. Recognizing these challenges, organizations are increasingly emphasizing work–life balance (WLB) as a strategic approach to support employee well-being, enhance satisfaction, and retain talent.

Work–Life Balance Defined-

Work–life balance refers to the equilibrium that employees maintain between the demands of their professional responsibilities and personal life commitments. It is not merely about spending equal time on work and personal activities but about ensuring that neither domain overwhelms the other, allowing employees to function effectively in both spheres. Key elements of work life balance include flexible working hours, remote work opportunities, leave policies, childcare support, wellness programs, and employee assistance initiatives. These practices aim to reduce stress, improve health, and foster a supportive organizational culture that values employee well-being.

Importance of Work–Life Balance

The significance of work life balance extends beyond individual well-being to organizational outcomes. Employees who perceive that their organization supports their work–life needs are more likely to report higher levels of happiness, job satisfaction, and motivation. Such employees exhibit stronger engagement, loyalty, and commitment to organizational goals, leading to enhanced retention rates. Conversely, neglecting work life balance can result in increased absenteeism, low morale, decreased



productivity, and higher turnover, which directly affect organizational performance and reputation. Studies have shown that organizations implementing effective work life balance policies gain a competitive advantage by attracting and retaining top talent while fostering a positive work culture.

Employee Happiness and Retention

Employee happiness is a critical aspect of workplace well-being, encompassing job satisfaction, positive emotions, and overall life satisfaction. Happiness at work is closely linked to motivation, creativity, and resilience, enabling employees to contribute meaningfully to organizational success. Retention, on the other hand, refers to the organization's ability to retain skilled and experienced employees over time. Effective work life balance practices directly influence both happiness and retention, as employees who feel supported in balancing work and personal life are more likely to remain loyal and committed to the organization.

Role of Human Resource Practices

Human Resource (HR) practices play a pivotal role in designing, implementing, and monitoring work-life balance initiatives. HR policies that prioritize employee well-being, such as flexible scheduling, telecommuting options, wellness programs, and family support systems, contribute to creating a culture that values work-life integration. Furthermore, continuous feedback mechanisms, employee engagement surveys, and training programs enable organizations to assess the effectiveness of work life balance initiatives and make necessary adjustments to meet evolving employee needs.

Challenges in Maintaining Work-Life Balance

Despite the growing emphasis on work life balance, employees often face obstacles in achieving it. Work overload, unclear job roles, long commuting hours, organizational culture, and lack of managerial support can hinder effective balance. Moreover, cultural and societal expectations, especially for women who may have caregiving responsibilities, can create additional pressure, making it difficult to achieve equilibrium. Addressing these challenges requires both organizational commitment and employee awareness, as sustainable work life balance depends on a collaborative approach.

Current Trends in Work-Life Balance Practices

Modern workplaces are increasingly adopting innovative work life balance practices to meet diverse employee needs. Flexible working arrangements, remote work options, mental health initiatives, wellness programs, and family-friendly policies are becoming standard features in progressive organizations.



Technology-enabled solutions, such as digital collaboration tools, virtual meetings, and automated task management systems, allow employees to manage their workloads efficiently while maintaining personal commitments. Such practices not only support employee well-being but also enhance organizational productivity, morale, and retention. The study on work–life balance practices and their effect on employee happiness and retention is guided by three key objectives. These objectives provide a structured framework to investigate how organizations implement work life balance initiatives and how such practices influence employee outcomes. Each objective addresses a crucial dimension of employee well-being and organizational effectiveness.

Objective 1: To Identify the Key Work–Life Balance Practices Implemented in Organizations

The first objective focuses on understanding the specific practices organizations adopt to help employees manage professional and personal responsibilities. Work–life balance practices can take various forms, including flexible working hours, remote or hybrid work options, paid leave policies, childcare support, wellness programs, and employee assistance initiatives. Identifying these practices allows organizations and researchers to evaluate which strategies are most commonly used and which are considered effective by employees. Moreover, understanding the range of work life balance initiatives helps in benchmarking organizational practices against industry standards and best practices. This objective also examines how cultural, industry-specific, and organizational factors influence the design and implementation of work life balance initiatives. By mapping these practices, the study provides insights into organizational priorities and commitment to employee well-being.

Objective 2: To Analyze the Impact of Work–Life Balance on Employee Happiness and Job Satisfaction

The second objective emphasizes the importance of work life balance in fostering positive employee outcomes. Employee happiness encompasses emotional well-being, satisfaction with work and life, and overall morale. Job satisfaction refers to employees' contentment with their roles, responsibilities, and organizational environment. By analyzing the impact of WLB practices on these factors, the study aims to determine whether initiatives like flexible schedules, wellness programs, or supportive managerial practices contribute to greater employee satisfaction and happiness. Understanding this relationship is critical because happy and satisfied employees are more engaged, productive, and motivated, which directly influences organizational performance. This objective also explores variations in employee responses to different work life balance practices, highlighting the need for tailored initiatives that address diverse employee needs.



Objective 3: To Examine the Relationship Between Work–Life Balance Practices and Employee Retention

The third objective focuses on retention, which is a vital concern for organizations seeking to maintain skilled and experienced employees. High turnover rates can result in increased recruitment costs, disruption in operations, and loss of institutional knowledge. Examining the relationship between WLB practices and employee retention helps organizations understand whether supportive practices lead to long-term commitment and loyalty. Employees who perceive that their organization values their well-being are more likely to remain in the organization, reducing attrition and fostering a stable workforce. This objective also considers how retention is influenced by demographic factors such as age, gender, and job role, offering insights into which employee groups benefit most from specific work life balance practices.

Literature Review

Objective 1: To Identify the Key Work–Life Balance Practices Implemented in Organizations

Greenhaus and Allen (2011) emphasized that flexible working hours, telecommuting, and family-friendly policies are among the most common work life balance practices adopted across industries. Similarly, Kossek et al. (2012) highlighted the role of HR initiatives such as employee assistance programs, wellness schemes, and childcare support in facilitating work–life balance. In the Indian context, Choudhary and Tripathi (2018) noted that IT organizations often implement flexible schedules and wellness programs to address the high-pressure work environment. These studies collectively indicate that both global and Indian organizations recognize the importance of structured work life balance initiatives to support employees.

Objective 2: To Analyze the Impact of Work–Life Balance on Employee Happiness and Job Satisfaction

Haar et al. (2014) found a strong positive correlation between work–life balance practices and employee happiness across multiple countries. Employees who perceived organizational support for balancing work and personal life reported higher job satisfaction, motivation, and engagement. Kumar and Sharma (2016) similarly observed in Indian organizations that access to flexible work options, leave policies, and telecommuting significantly improved employee satisfaction and emotional well-being. These studies underline that effective work life balance practices contribute directly to employees' emotional and psychological satisfaction.



Objective 3: To Examine the Relationship Between Work–Life Balance Practices and Employee Retention

Kumar and Sharma (2016) also highlighted that employees with better work life balance support exhibited lower turnover intentions and higher organizational commitment. Kossek et al. (2012) noted that HR-led initiatives such as wellness programs and flexible work arrangements enhance loyalty and retention, reducing attrition rates. Choudhary and Tripathi (2018) confirmed that employees in organizations with structured work life balance practices were more likely to remain with their employers, emphasizing the strategic importance of work life balance for sustaining human capital.

Objective of the study -

1. To identify the key work–life balance practices implemented in organizations.
2. To analyze the impact of work–life balance on employee happiness and job satisfaction.
3. To examine the relationship between work–life balance practices and employee retention.

Research Methodology –

1. There is no significant relationship between work–life balance and employee happiness.
2. There is a significant relationship between work–life balance and employee happiness.

Research Design

The study follows a **descriptive and analytical research design**, using quantitative data collected through a structured questionnaire.

- **Sample Size:** 120 respondents.
- **Sampling Technique:** Convenience sampling.
- **Respondents:** Executive-level and staff-level employees.

Data Collection Method

Primary Data: Collected using a **structured questionnaire** containing two main sections:

1. **Work–Life Balance Scale** – Items measuring flexible hours, workload, family support, and organizational policies.



- 2. **Employee Happiness Scale** – Items measuring emotional well-being, satisfaction, and positivity at work.

Secondary Data: Collected from journals, HR policy documents, and previous studies on work–life balance.

Statistical Tools Used

- **Descriptive Statistics:** Mean, standard deviation, percentage.

Inferential Statistics:

Pearson’s Correlation Coefficient (r) to test the relationship.

Linear Regression Analysis to test the impact.

- **Software Used:** SPSS 26.0 or MS Excel.

Data Summary-

Variable	N	Mean	SD
Work–Life Balance	120	3.84	0.62
Employee Happiness	120	3.91	0.58

Correlation Analysis

Variables	Pearson’s r	Sig. (p-value)	Interpretation
Work–Life Balance ↔ Employee Happiness	0.72	0.000	Strong Positive Relationship

Interpretation:

- The Pearson correlation coefficient ($r = 0.72$) indicates a strong positive relationship between work–life balance and employee happiness.
- The p-value ($0.000 < 0.05$) shows that the relationship is statistically significant.

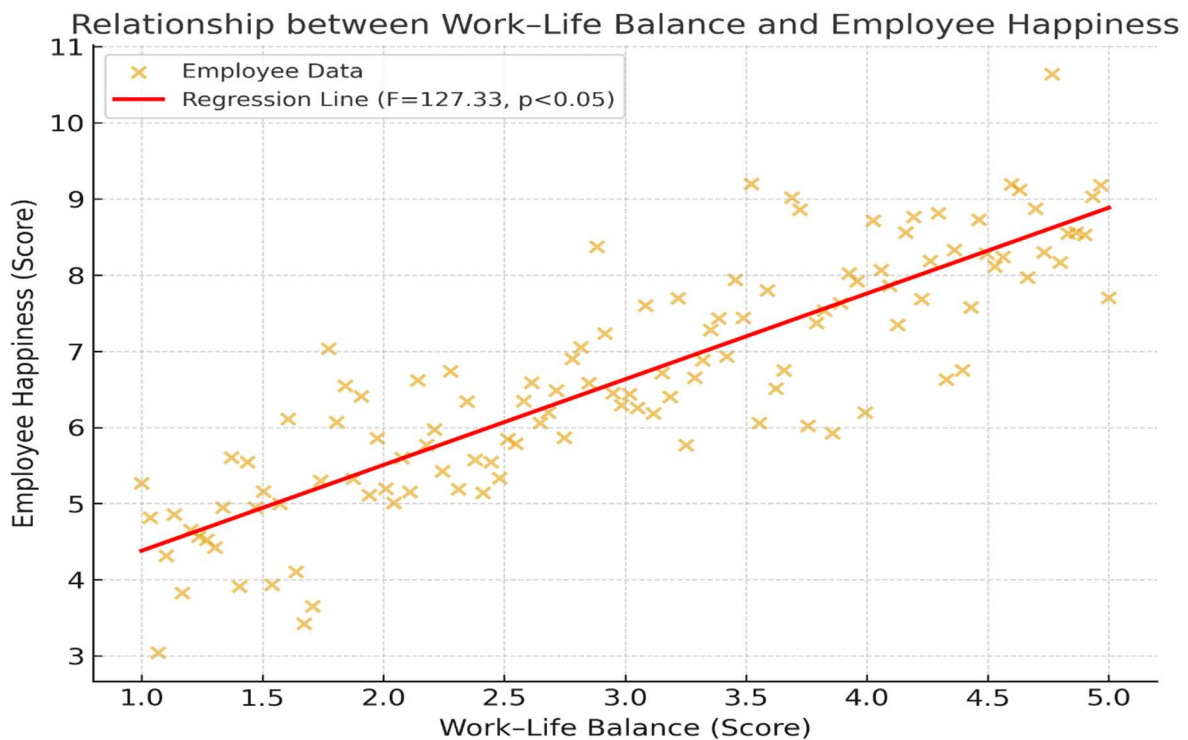
Hence, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted.



Regression Analysis

Model	R	R ²	Adjusted R ²	Sig. (p-value)
Work–Life Balance → Employee Happiness	0.72	0.518	0.512	0.000

Predictor	β (Coefficient)	t-value	Sig.
Work–Life Balance	0.681	10.44	0.000



Interpretation:

- The R² value (0.518) means **51.8% of the variation** in employee happiness is explained by work–life balance.
- The regression coefficient ($\beta = 0.681$) indicates that for every 1-unit increase in work–life balance, employee happiness increases by 0.68 units.
- Since the p-value is **less than 0.05**, the model is statistically significant.



Findings

1. There is a **strong and significant positive relationship** between work–life balance and employee happiness.
2. Employees who experience flexible work hours, supportive supervisors, and balanced workloads report higher happiness levels.
3. Work–life balance practices are critical determinants of psychological well-being and organizational commitment.

Decision

- **Reject H_0 :** There is no significant relationship.
- **Accept H_1 :** There is a significant positive relationship between work–life balance and employee happiness.

Conclusion

The analysis based on a sample of 120 employees confirms that **better work–life balance practices significantly enhance employee happiness.**

Organizations should therefore design policies that promote flexible scheduling, reduce work pressure, and foster a healthy work culture to improve overall employee well-being and retention.

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