Work life balance and Retention: Literature review

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Abstract
Retaining employees is burning issue of current times. When an employee leaves an organization, the organization has to bear costs associated with the recruitment, training and replacement of the employee who leaves the organization. There are various reasons associated with employee turnover and work life balance is one of the most obvious reason for it. Individuals need to meet out their personal as well as professional commitments in order to live balanced lives. The organizations who fail to acknowledge this fact will continue to face consequences in the form of high turnover, lower commitment from employees and reduced employee retention. It is need of time for the organizations to design work life balance strategies so as to retain key employees. The aim to the study is to review the literature related to work life balance and employee retention and suggest measures to have better retention of employees. It is a descriptive study in nature is drawn from secondary sources.

Key Words: Work life balance, employee retention

Introduction
Organizations bear heavy costs right from recruitment, selection, induction and training them to make them workable according to needs of the organization. Any crucial employee who quits the organization is big loss for the organization not only in monetary terms but also that employee takes away lot of knowledge, information, experience and skills which are significant for the organizational growth but goes in hands of the competitor firm with employee who decides to leave. Therefore, retaining employees is retention is the key driver to organizational success. There are numerous reasons for attrition. If the employees feel dissatisfied due to any reason they leave the current employer and join where they get better opportunities to satisfy their personal and professional needs. This issue can be well understood by connecting it with work life balance.
Employee retention

Employee retentions encompasses all the strategies and measures to keep the employees attached to the current employer for maximum period of time. Motivating employees to continue working in the organization for maximum duration is called employee retention. In simplest words, it is intention of the employee to stay with the organization. According to a research Zineldin, (2000)retention is described as “an obligation to continue to do business or exchange with a particular company on an ongoing basis”. A research put forward by Chaminade, B. (2007)explained that “Retention is one of the voluntary moves made by an organization to create an environment in which engages employees for the long term.”

Work life balance

Work life balance refers to effectively prioritising between family and work demands to derive satisfaction and happiness in life. It comprises of three components namely, time balance between work and family, involvement (psychological) with work and non work roles, satisfaction derived from work and family roles. The individuals who encounter problems in meeting out personal responsibilities due to work or face problems in work due to personal responsibilities are said to suffer due to work life balance issue.

Objective of the study

The objectives of the current study are listed below.

- To review the littered on work life balance and retention.
- To suggest some measures for retention.

Research Methodology

The study is theoretical or descriptive in nature it completely based on secondary sources of information such as journals, articles, etc.

Literature review

Shockley, et. al. (2017)explored that there is positive relationship between both work-to-life and life-to-work conflict and turnover intentions. Furthermore it was found that negative relationship exists between both directions of conflict and organizational commitment. Another research by Garg, P. and Yajurvedi, N. (2016) found out that work life balance practices directly influence retention as well as productivity of
Umamaheashwari, S. and Krishnan, J.(2015) explored that retention is related significantly related to relationship between superior and subordinates. Furthermore, the results highlighted that work life balance policies and organizational commitment are significantly related to retention. The study further suggested that organizations should keep in mind the role of superior and subordinate relationship and employee friendly policies in consideration while designing retention measures. It was revealed by Tymon, W.G. (2011) that talent retention bears great practical outcomes to organizations by eliminating replacement costs of employees, enabling continuity in their areas of expertise, and nurturing culture of merit based rewards. Previously, Yanadoria & Katob, (2010) investigated implementation of work life balance policies in Japanese firms, and discovered significant relation between the employee support policies and female employee turnover. A study conducted by Deery (2008) postulated that work life balance has a direct relation in employee’s decision to stay or leave the organisation. Thompson & Prottas (2005) examined the relation between employer support for family and turnover, and established a link between the two variables. According to Hyman et al., (2003) in their empirical research in the UK found that interventions of work demands into personal life (e.g. working during the week-end) resulted into heightened stress and emotional exhaustion among the employees. It was discovered by Döckel, (2003) employees regard work-life balance policies as organizational care and positively influence employees’ psychological attachment to their organizations. Interestingly, Denton (2000) revealed that happy and satisfied employees show more dedication towards their work and attempt to enhance customer satisfaction. Moreover, Lobel and Kossek, (1996) suggested that work life Balance Policies helps employee in managing their work and family and intention to stay. Work-life balance is increasingly important for engagement and affects retention. Proving it in a study conducted by the Australian Telework Advisory Committee (2006) it was found that 70% of businesses that incorporated telework options reported a number of positive benefits, such as increased business productivity and reduced costs, improved employee flexibility and work life balance, and increased workforce participation.

**Suggestions**

Large number of working professionals face work life balance issues the organizations need to look into the matter with seriousness. The employers can resort to various employee supportive strategies like compressed work week, flexible work hours, work from home, job sharing, etc. for empowering their employees to have more satisfaction in personal and
professional lives simultaneously. On the basis of literature reviewed it can be suggested that the organizations should take steps to improve relationship between superior and subordinates; also implement employee friendly policies in consideration while designing retention measures.

**Future scope of the study**

There is enormous scope for future studies. Impact of work life balance can be studied on various employee behaviours like job satisfaction, commitment, productivity, loyalty, etc. with primary data across various industries. The future researches can also be undertaken to find out innovative strategies that can help employees at personal level to enjoy better work life balance.

**Conclusion**

It is very well established fact that human resource is the most important asset of any organization and retaining the key employees is very challenging for the employers in today’s competitive world. Organizations need to resort to designing strategies that assist in retention. Following reasons have been cited for turnover and intention to leave, which need to be reconciled by the employers like work life conflict, poor superior subordinate relationship between superior and subordinate and lack of satisfaction among employees. Some retention strategies can provide support in keeping the work life balance needs of employees satisfied like merit rewarding, better communication, promoting attachment among employees with their organization and respecting the family commitments of the employees will surely pave a better road ahead for employee retention.

**References**


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