

Exploring The Influence Of Work-Life Balance On Employee Retention In The Banking Sector

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Abstract

This study investigates the relationship between work-life balance, job satisfaction, and employee retention among 100 bank employees from both public and private sectors in Haryana, India. Using a descriptive research design, with ANOVA for statistical analysis and SPSS for data processing, the study found no significant differences in work-life balance across industry types. However, results indicate a strong positive correlation between a healthy work-life balance, increased job satisfaction, and higher retention rates. Given the growing prevalence of dual-income households, workforce expansion, and technological advancements, maintaining work-life balance is increasingly vital for employee well-being and organizational stability.

Keywords: Work Life Balance, Employee Retention, Banking Sector, Job satisfaction, Haryana

1. INTRODUCTION

In today's cutthroat business climate, work-life balance is said to be a major component in deciding the happiness of workers and the success of brands. It emphasises the need of workers not letting their personal and professional lives take a back seat to one another. Striking a work-life balance is really tough in the banking sector due to the high-performance requirements and demanding work situations. Significant staff turnover, high stress levels, and dissatisfied personnel are common outcomes of these, which in turn impact the firm's performance and sustainability. Employee retention is a major challenge for business organizations, and it is very much impacted by the factors involved in job satisfaction, workplace culture, and work-life balance. The banking industry, in particular, needs qualified employees because expertise and experience impact the quality of service towards the customers. With changing banking operations and growing demands from the workers, it is essential to understand how work-life balance affects employee retention.

1.1. Work-Life Balance

Work-life balance is the ability of people to distribute their time and energy between their personal and professional obligations in such a way that there is harmony in both areas. It deals with a number of topics, including maintaining relationships with others, coping with stress related to work, pursuing hobbies, and looking after one's physical and emotional health. People need to strike this balance to avoid burnout, increase job satisfaction, and maintain quality of life. However, factors such as long workdays, tight deadlines, and technological advancements that make it more difficult to discern between work and personal life have made achieving work-life balance increasingly challenging. This is particularly true in sectors that move quickly, like banking.

Employee retention, productivity, and engagement can all be strongly affected by work-life balance. Typically, a company that supports and implements policies and practices promoting work-life balance experiences greater employee satisfaction and loyalty than those who don't. The opposite side is also true, with work-life balance causing employees to become overstressed, absent, or more likely to turnover, thus negatively affecting how the business is doing. Whereas it is beneficial to employees, promoting work-life balance is also strategically necessary in service-oriented industries, such as banking, where the effect of employee performance on customer happiness may be directly related.

1.2. Employee Retention

Employee retention is the ability of an organization to retain its workforce over time, reducing turnover and retaining essential knowledge, skills, and abilities within the organization. It is essential to the stability and profitability of a company, especially in industries such as banking, where experienced employees are essential to client relationships and operational effectiveness. Maintaining a supportive work environment that meets the personal and professional needs of employees includes providing competitive compensation, chances for career progress, and a positive company culture. High turnover rates not only disrupt workflow and increase recruitment costs but also negatively impact employee morale and customer

satisfaction. Therefore, it is important to focus on retaining the employees by strategies that strengthen job satisfaction, such as promotion of work-life balance, so that a motivated and committed manpower is available, enabling the growth and sustenance of organisations.

1.3. The Significance of Work-Life Balance in the Banking Sector

Banking employees often face stress due to the long working hours, performance goals, and complex client relationships that they have to maintain. Such conditions may result in long working hours, high expectations, and overtime work, which may significantly affect employees' personal lives and overall well-being. In the finance sector, maintaining a healthy work-life balance is difficult because financial decisions are time-sensitive and critical. Thus, banking personnel are more liable to suffer from a burnout scenario, stress-related health issues, and a negative job satisfaction curve if work-life balance strategies are lacking. An imbalance can lead towards more absenteeism, attrition, lower productivity, with all these damaging the morale levels of employees in addition to hitting the company performance.

When it comes to retaining top talent and creating a pleasant workplace, banks should know the importance of work-life balance. Banks can boost morale, engagement, and loyalty by embracing wellness and mental health programs, allowing remote work, or providing flexible scheduling options. If employees think that their personal health is of value, they are going to stay longer with the company and this reduces turnover and hiring costs. Banks will attract the best talent, maintain their position as an employer of choice, and ensure long-term organizational success by nurturing a committed, motivated, and productive workforce by promoting work-life balance.

1.4. Research Objectives

- To evaluate the work-life balance of workers in Haryana's public and private banks.
- To investigate how work-life balance affects employee retention.
- To investigate how work-life balance affects workers' job satisfaction.

1.5. The Hypothesis of the study

1. The degree of work-life balance among workers of public and private sector banks is not substantially different.
2. There is no discernible link between employee retention and work-life balance.
3. There is no meaningful correlation between work-life balance and job satisfaction among employees.

2. LITERATURE REVIEW

Mwiikisa (2021) managed to study work-life balance management and employee performance in the banking industry of AB Bank Head Office in Lusaka, Zambia. Their study used the mixed-method process since it combined a quantitative and a qualitative approach. Based on Israel Yamane's sampling procedure, 222 samples were selected out of a total target population of 500 employees. Stratified and random sampling approaches were adopted to select 200 employee members from different departments and branches for analysis, and deliberate sampling was employed to select 22 supervisors for interviews. For the processing of quantitative data, the SPSS version 16.0 was utilized, and content analysis was undertaken for qualitative data; univariate and bivariate analyses were taken on data. The relationships between variables were analysed using Pearson's Product Moment Correlation and a one-tailed test of significance. The poll findings indicate that the organisational work culture at AB Bank branches is very poor, especially when it comes to work-life balance issues like workplace, HR policies, job anxieties, and compensation packages.

Jalil (2022) sought to clarify the nebulous variables impacting the correlation between work-life balance and retention by investigating the moderating role of mortgages on this connection. There have been a lot of studies on work-life balance and employee retention, but not many that have looked at the elements that can moderate these effects. The study surveyed young workers in Kuala Lumpur using a nonprobability convenience sample method. Home mortgages mediated the relationship between work-life balance and employee retention, according to statistical research conducted using SPSS software and tested using hierarchical multiple regression. Businesses could utilise the findings as instruments for establishing policies and initiatives, according to the research's applicative effects. In instance, these results could be useful for companies in crafting strategies that entice and retain young workers. Contributing to the current body of knowledge, this study found that mortgages on residential property strengthened the correlation between work-life balance and retention rates.

Reaz (2022) examined the role of job satisfaction as a mediator between work-life balance (WLB) and the retention of millennial employees in small private companies. Many analysts rank Bangladesh's economy as the fastest-growing in South Asia. The high turnover and instability caused by the frequent departures of millennials are having a disproportionately negative impact on these types of organisations. All eyes were on these issues in the research. The relationship between work-life balance and employee retention in developing non-Western economies is relatively understudied, in contrast to the abundance of literature on Gen Y turnover in Western contexts. Utilising SMART PLS, the results demonstrated that job satisfaction acted as a mediator between work-life balance and employee retention. The study's findings will be helpful for individuals working to hold on to Generation Y personnel, and it will also point the way for future studies in this field.

Azim (2024) used a self-administered survey questionnaire to obtain data from private bank workers with more than a year of experience at their company. The number of questionnaires that were distributed was 450, and the responses obtained were 346 insightful, with 76.88% response rate. In order to ensure the validity and reliability of the constructs, the proposed path coefficients were examined using the SmartPLS 4 program in conjunction with PLS-SEM. The study found that private bank employees' engagement and performance are significantly impacted by training and development opportunities and work-life balance. The results also show that employee engagement criteria have an effect on work performance via their mediating function.

Fahlevi (2024) examined how sustainability research and work-life balance (WLB) led to Green Work-Life Balance (GWLb), emphasizing that such concepts benefited business through diminishing the negative effects on their natural environment. In support of the relevance of HR as a critical organisational asset, this study also positioned how HR operations and the sustainability of GHRM practices have evolved recently. Using a poll of 450 operational supervisors from various UK manufacturing organisations, the study assessed the influence of GWLB and GHRM practices on CSP and ER. Results showed that GHRM practices and GWLB programs improved CSP and ER; the study used a self-administered survey and data analysis tools including SPSS 26 and Smart PLS 4.

3. RESEARCH METHODOLOGY

This study's methodology lays out the steps used to systematically investigate the connection between work-life balance and employee retention in Haryana's banking industry. This study used a descriptive research approach to enquire into the ways in which work-life balance is understood and experienced by different bank workers, as well as its effects on job satisfaction and retention. In order to provide a comprehensive account of the topic, this study integrates data from primary and secondary sources. This section presents the demography and sampling procedure, instruments for collecting data, and how the collected data will be analyzed to attain the purpose of the study. Ethical considerations are also elucidated as a means of ensuring that the study's integrity and confidentiality are well preserved.

3.1. Research Design

Using a descriptive study approach, this article shows how work-life balance affects employee retention in Haryana's banking sector. Finding out how bank employees' experiences with working-life balance policies impact their job satisfaction and retention is the key purpose. The research design combines both qualitative and quantitative sources for an overall understanding of the subject. Descriptive research is a preferable one, because this enables the researcher to study and observe the nature of characteristics among the targeted population without manipulating the variables involved.

3.2. Population and Sample

A study that chooses participants from both public and private banks in Haryana, with a focus on 100 bank employees, aims to include employees from diverse job categories with varying experience levels and demographics to have a representative assessment of work-life balance experiences within the banking sector. One non-probability sampling strategy that is used to pick respondents is convenience sampling. This method involves choosing participants based on their availability and willingness to participate in the study.

3.3. Data Collection Methods

Secondary sources were consulted in addition to primary sources for this study. Public and private bank personnel were surveyed using standardised questionnaires to gather primary data. The survey included questions about demographics as well as work-life balance, job happiness, and retention rates to identify

inequalities. Secondary data was sourced from relevant studies, reports, and recent works on work-life balance, employee retention, and employee well-being in the banking sector.

3.4. Research Instrument

A structured questionnaire with closed-ended and open-ended questions was the main tool for gathering data. Closed-ended questions used Likert scale items to measure work-life balance, employee satisfaction, and retention. The questionnaire was prepared in such a way that there was no room for ambiguity, and accuracy was maintained. For its validity and reliability, the instrument was pre-tested on a small sample of bank employees before conducting the full-scale survey.

3.5. Ethical Considerations

Ethical considerations were present in every step of the research process. The study's goals and participants' rights, such as the ability to choose participate or withdraw at any moment, were communicated to them. In order to ensure that individuals' privacy is protected, we kept their identities and responses anonymous and processed the data in an aggregated form, exclusively for academic purposes.

4. DATA ANALYSIS AND INTERPRETATION

A thorough review of the responses made by bank employees regarding work-life balance and its effects on retention and job satisfaction is detailed in the data analysis section. Key considerations in the study include the following: the level of work-life balance in the private and public sectors of the banks; the correlation between work-life balance and employee retention; and the correlation between work-life balance and job satisfaction. This study aims to investigate the hypothesised elements influencing work-life balance in relation to employee satisfaction and retention in the banking sector. It will use ANOVA and Chi-square testing for this purpose. In order to determine whether the hypothesis is feasible and to draw a conclusion from the data obtained, this section analyses the outcomes.

Table 1: Work-life balance level of the respondent

WLB Level	Public sector Banks		Private sector Banks		Total	
	No	%	No	%	No	%
Low	50	50	38	38	38	38
Medium	40	40	50	50	34	34
High	10	10	12	12	28	28
Total	100	100	100	100	100	100

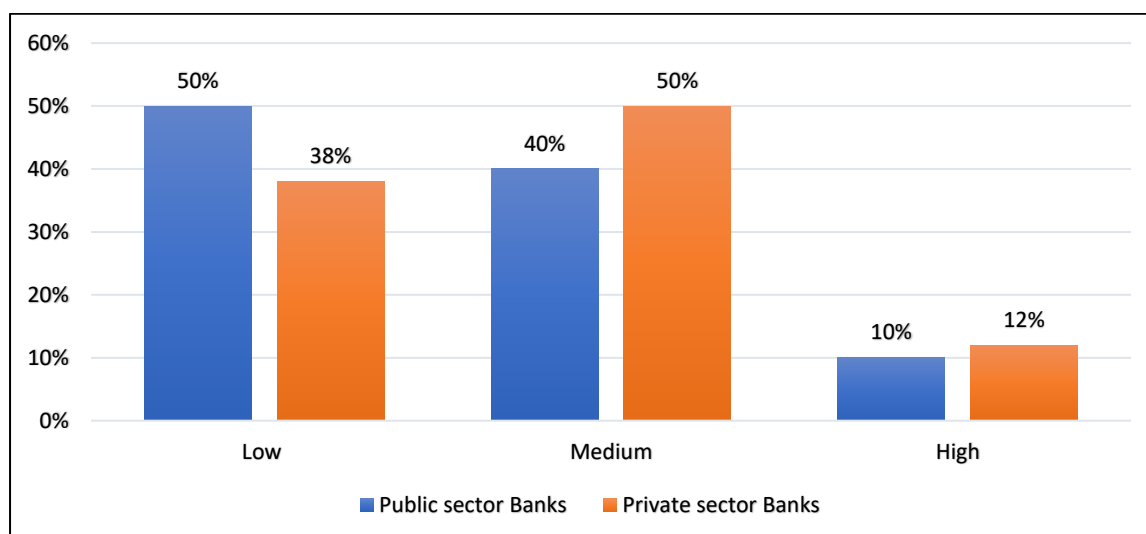


Figure 1: Work-life balance level of the respondent

Table 1 shows WLB ratings for the respondents of both public and private banks. In the public sector, employees were found to have a high work-life balance by 10%, having a medium balance by 40%, and a low balance by 50%. On the other hand, the private sector bank employees were distributed more in favour with 38% finding it low, 50% medium, and 12% had a high rating of WLB.

4.1. Hypothesis Testing (ANOVA)

H0a: There is no significant difference in the level of work-life balance between employees of public and private sector banks.

Table 2: Work-life balance between employees of public and private sector banks

Sources of variation	Sum of squares	Degrees of freedom	Mean square	F	Sig.
Between groups	1.895	3	0.655	0.738	0.530
Within groups	184.98	97	0.867		
Total	186.875	100			

An analysis of variance (ANOVA) was performed to assess the causes of variance within and between groups, and the results are displayed in Table 2. With three degrees of freedom and a total of 1.895 squares between groups, a mean square of 0.655 is determined. Applying the critical value to the computed F-value of 0.738 yields the statistical significance. There is no statistically significant difference between the groups at the traditional alpha level of 0.05, as indicated by the p-value, Sig., of 0.530. With 97 degrees of freedom, however, the sum of squares among groups is 184.98 and the mean square is 0.867. With 100 possible values for β , the total squared value is 186.875. No significant difference between the groups can be inferred from the p-value, which is more than 0.05; thus, the null hypothesis cannot be rejected.

Hob: There is no significant association between work-life balance and employee retention.

Table 3: work-life balance and employee retention

Res	SA	A	D	SD	Total	X ² cal	X ² crit	df	P	Rem
	19	41	30	10	100	86.69	9.40	3	0.04	S

Table 3 Reports the outcome of a vote which was shown to respondents regarding a particular statement or question. From the sample of 100, 10 strongly disagreed SD, 30 disagreed D, 41 agreed A, and 19 strongly agreed SA. The critical Chi-square value is 9.40 with the same degree of freedom as the theoretical Chi-square value, which is 86.69, determined using X² cal with df = 3. The result is considered statistically significant at 0.04 since the p-value is less than 0.05. We reject the null hypothesis because it guarantees that the obtained response distribution is not due to chance and strongly connects the variables. The result would be termed to be significant or S.

4.2. Impact of work-life balance on employee Job Satisfaction

Hoc: There is no significant association between work-life balance and employee job satisfaction.

Table 4: ANOVA for testing Regression of Work-life Balance on Employee job satisfaction

Source	Sum of	df	Mean	R ²	F	Sig.
Regression	5.598	3	2.915	0.701	134.988	0.001
Residual	4.197	97	0.021			
Total	9.901	100				

As indicated by the ANOVA results in Table 4, regression analysis of work-life balance on employee job satisfaction reveals a significant amount of explained variance for the model with an R² value of 0.701, meaning that components of work-life balance account for 70.1% of variation in job satisfaction. The regression model has a very high significance of the predictive relationship between work-life balance and job satisfaction, given the F-statistic as 134.988 and significance level (Sig.) at 0.001. Further, this model is seen to be sound and stable, with good regression sums of squares (5.598) and residual sum of squares (4.197), coupled with a low mean square error (0.021).

5. CONCLUSION

A work-life balance combines paid employment with other important pursuits such as volunteering, returning to school, getting enough sleep, exercising, and spending time with family. When employees

and employers are able to strike a healthy work-life balance, everyone wins. This article highlights the importance of work-life balance as a determinant of employee retention and job satisfaction in the banking industry in Haryana. The results show that work-life balance significantly affects employee happiness and retention rates, even if it does not differ significantly across public and private sector bank employees. It became apparent when the chi-square test found a strong correlation between work-life balance and employee retention. The results of the regression analysis confirmed that work-life balance was a very important factor, accounting for 70.1% of the variance in job satisfaction. These results suggest that banks should prioritise work-life balance initiatives as a means to boost morale, productivity, and retention.

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