

WORK–LIFE BALANCE AND EMPLOYEE WELL-BEING: A STUDY ON THE IMPACT OF WORKPLACE POLICIES SUCH AS FLEXIBILITY AND REMOTE WORK ON EMPLOYEE SATISFACTION, PRODUCTIVITY, AND RETENTION WITH REFERENCE TO THE YEAR -2020

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Abstract

The concept of work–life balance has gained significant importance, especially after the global shift in work practices around 2020 due to the COVID-19 pandemic. Organizations worldwide adopted flexible work arrangements and remote work policies to ensure business continuity and employee safety. This study examines the impact of workplace policies such as flexible working hours and remote work on employee satisfaction, productivity, and retention. Using both primary and secondary data, the research analyzes employees' perceptions of work–life balance and overall well-being. The findings indicate that flexibility and remote work positively influence job satisfaction and retention, while productivity outcomes vary depending on organizational support and work environment. The study highlights the importance of supportive workplace policies in promoting employee well-being and sustainable organizational performance.

Keywords

Work–Life Balance, Employee Well-Being, Remote Work, Flexible Work Policies, Job Satisfaction, Productivity, Employee Retention

Introduction

Work–life balance refers to the ability of individuals to effectively manage their professional responsibilities along with personal and family life. Prior to 2020, flexible work arrangements were limited to specific sectors; however, the COVID-19 pandemic accelerated the adoption of remote work and flexible policies across industries. Organizations were compelled to redesign workplace policies to support employees working from home, manage stress, and maintain productivity.

Employee well-being has become a strategic concern for organizations, as it directly impacts performance, motivation, and retention. Flexible working hours, work-from-home options, and hybrid work models have transformed traditional work structures. While these policies offer benefits such as reduced commuting time and better work–life balance, they also present challenges including work overload, isolation, and blurred boundaries between work and personal life. Therefore, it is essential to study the impact of such workplace policies on employee satisfaction, productivity, and retention, particularly in the context of the post-2020 work environment.

Objectives of the Study

The objectives of the study are:

1. To examine the concept of work–life balance and employee well-being.
2. To analyze the impact of flexible work and remote work policies on employee satisfaction.
3. To study the effect of remote work on employee productivity.
4. To evaluate the influence of workplace flexibility on employee retention.
5. To identify challenges faced by employees while working remotely.

Literature Review

Previous studies indicate that work–life balance is a critical determinant of employee satisfaction and organizational commitment. Herzberg’s motivation theory highlights that flexible work policies act as hygiene and motivational factors. Research conducted during and after 2020 suggests that remote work improves employee autonomy and job satisfaction while reducing stress related to commuting. Studies also show that employees with better work–life balance are more productive and less likely to leave their organizations. However, some research points out that lack of supervision, communication gaps, and work–family conflict can negatively impact productivity and mental health. Overall, literature supports the idea that well-designed workplace policies positively influence employee well-being and retention.

Sample Design

- **Target Population:** Employees working in organizations that adopted flexible or remote work policies after 2020.
- **Sampling Technique:** Convenience sampling method.
- **Sample Size:** 100 employees.
- **Sampling Unit:** Individual employees from IT, service, and corporate sectors.

Research Methodology

- **Research Design:** Descriptive research design.
- **Nature of Study:** Analytical and empirical.
- **Data Collection Method:** Survey using structured questionnaires.
- **Tools for Analysis:** Percentage analysis, tables, and simple statistical techniques.

Sources of Data

Primary Data

Primary data was collected through questionnaires administered to employees working under flexible or remote work arrangements. Questions focused on job satisfaction, productivity, stress levels, and intention to stay with the organization.

Secondary Data

Secondary data was collected from textbooks, academic journals, research papers, HR reports, organizational publications, and online articles related to work–life balance and employee well-being.

Analysis & Interpretation of Data

1. Employee Satisfaction

A majority of respondents reported higher job satisfaction due to flexible working hours and work-from-home options.

Interpretation:

Flexibility allows employees to manage personal and professional responsibilities effectively, increasing satisfaction.

2. Impact on Productivity

Most respondents felt that remote work improved productivity due to fewer interruptions, while some reported difficulty in maintaining focus at home.

Interpretation:

Productivity depends on individual work environment and organizational support systems.

3. Employee Retention

A significant percentage of employees stated they were more likely to stay with organizations offering flexible or hybrid work models.

Interpretation:

Workplace flexibility enhances employee loyalty and reduces turnover intentions.

4. Employee Well-Being

Employees reported reduced stress levels due to elimination of commuting and improved time management.

Interpretation:

Remote work policies positively impact mental and physical well-being when balanced effectively.

Scope of the Study

The scope of the study is limited to understanding the impact of flexible work and remote work policies on employee satisfaction, productivity, and retention in the post-2020 period. The study focuses on employees from selected sectors and does not include organizations that follow strictly traditional work models.

Limitations of the Study

1. The study is limited to a small sample size.
2. Responses are based on personal perceptions and may be subjective.
3. Time constraints limited in-depth statistical analysis.
4. The study does not cover all industries or geographical regions.
5. Changing workplace policies may affect future relevance of the findings.

Conclusions

The study concludes that workplace policies such as flexible working hours and remote work have a significant positive impact on employee satisfaction, well-being, and retention, especially after 2020. While productivity generally improves, it is influenced by factors such as home environment, technology support, and management practices. Organizations that adopt employee-centric policies and provide adequate support systems are more

likely to achieve higher productivity and long-term employee commitment. Work–life balance has emerged as a critical factor for sustainable organizational success.

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