



To study the association between the variables of work-life balance and employee retention amongst employees in the retail sector

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ABSTRACT

This research aimed to study the association between the variables of work-life balance and employee retention amongst employees in the retail sector. The variables of work-life balance considered in this study are flexible job schedules, long working hours, and job burnout. The survey method has been used to accumulate and gather information, and 85 sets of questionnaires were filled and analyzed by means of the SPSS version 25.0. The technique used to examine the data comprises correlation and regression testing. The correlation analysis exhibited that there was a substantial positive relationship between work-life balance and employee retention. While in regression testing, the mainstream population of the respondents approved that their organization had provided them with an upsetting job burnout level that was troubled by the management. In conclusion, the outcome of this study can contribute to enhancing information and understanding of the important relationship between work-life balance and employee retention, thus making the practitioners be more conscious of the significant variables that could influence retaining employees, particularly the capable and experienced ones in the organization.

Keywords: *Work-life balance; employee retention; flexible work schedule; long working hours; job burnout*

1. INTRODUCTION

Employee retention is one of the concerns faced by almost all business organizations nowadays. The development of technology and communication can also elevate the problems within an organization. Retaining employees is vital to organizations. Retaining the top professional talent is of great importance to organizations as it reduces the recruiting, selection, and onboarding expenses of their replacement upholds steadiness in their areas of proficiency, and supports a culture in which excellence can be rewarded. Research into the retention of talented staff is ongoing and this literature studies the conclusions from such research to put forward strategies for industry consideration. Today, however, the retention of valuable employees is a global challenge. Managers and top-level establishments are continuously facing the problem of retaining employees, and there are pieces of evidence worldwide, that the retention of capable employees has been a serious challenge to managers in the face of an ever-growing high rate of employee turnover.

- i. It is more significant to distinguish the organizational features that make people stick with their organizations than to repeatedly find the organizational characteristics that make them exit. Several factors that have an influence on retention have been recognized by previous research. Work-life balance is one of the features as it has become an important factor for retaining employees or workers. Work-life balance is defined as the ability of employees to meet their organizational and personal obligations as well as other non-work responsibilities and events (Parkers & Langford, 2008). The balance between work and other life fields means that some workers will sacrifice some degree of their work-life to dedicate more time to other areas of life. Employees will sense more dedication to the organization as they get a lot of freedom for both, job and families. Employees favor work-life balance strategies as organizational care positively influences employees' loyalty to their organizations
- ii. This study is important in order to examine the association between the variables of work-life balance and employee retention. It is to recognize the factors that lead employees to stay in the organization as well as the factors that lead employees to leave the organization. The researcher has chosen Delhi to do the research. Therefore, the study is proposed to investigate the relationship between work-life balance and employee retention in retail organizations in Delhi

2. OBJECTIVE

To study the role of work-life balance and its relation to an employee's decision to stay or leave the organization

3. LITERATURE REVIEW

3.1 Work-life Balance

Work-life balance is a term used in both research and popular studies to conceptualize the idea of stability in individuals' lives. The idea of work-life means perceiving that employees have accomplished a realistic, personally satisfying balance amongst the different main factors in their lives, namely family, work, and leisure (Amram, 2004).

The role of work-life balance has a direct relation to an employee's decision to stay or leave the organization (Deery, 2008). Job attitudes such as job satisfaction and commitment, personal reasons such as optimistic and pessimistic feelings, and the role of work-life balance were demonstrated to reduce high turnover rates. Thompson and Prottas (2006), who between organizational provision for family requirements and turnover levels, find a link between informal organizational support and turnover intent. More recent studies scrutinize the way in which Japanese firms implement policies that support work-family balance and find substantial links between the employee support policies in place and the plans of female employee turnover (Yanadoria & Katob, 2010).

3.2 Flexible Work Schedule

Flexible work schedules, frequently referred to as flex-time, are the most common form of flexible work activities (Galinsky E., Bond, T., Sakai, K., Kim, S., & Giuntoli, N., 2008). It consists of proper workplace policies or casual practices that permit employees to make decisions near the start and finish times of their work days, generally around a core set of work hours (Eaton, 2003).

Flexibility is a work procedure whereby employees are permitted to choose the time they start and stop their job work, usually around a group of main hours where each employee must be present (Baltes, B., Briggs, T., Huff, J., & Wright, J., 1999).

This study scrutinized the relationship between employee turnover intent and organization support such as administrator support, flexible work culture, and co-worker care and they concluded that organization backing diminishes employee turnover intent (Thompson & Prottas, 2005).

3.3 Job Sharing

Job sharing is a condition in which two employees share the duties and benefits of a single full-time job. (Gliss, 2000). It means that it denotes a voluntary plan in which employees (usually two), with the consent of their employer, share a single job on a regular basis.

Two people willingly share the tasks of one full-time job, permitting employers to retain appreciated employees who are willing to work part-time (Singh, J., Goolsby, J.R. and Rhoads, G.K., 1994). The association between job satisfaction, commitments, and workloads as discussed by Lee and Cummings (2008) in their logical review of job satisfaction in front-line managers highlights the importance of suppleness in job sharing and the significance of job satisfaction in retaining employees. They also noted that much of the research from their review was conducted well over a decade ago and new research into this topic is looked for to understand more current thoughts on job satisfaction and retention for staff leaders.

3.4 Job Burnout

The perception of job burnout has been used to describe employees' long-lasting and increasing job stress in the workplace (Babakus, E., Yavas, U. and Ashill, N.J., 2009; Halbesleben, 2006; Sand and Miyazaki, 2000). Job burnout denotes the state of psychological straining that an employee experiences because of continuing job stress (Halbesleben, 2006).

A number of researches have established a direct relationship between job burnout and turnover intentions in various settings (Schaufeli & Bakker, 2004; Singh et al., 1994). A high level of job burnout originates employees to sense depressed and feeling a sense of failure, tiredness, and a loss of motivation, which in turn can direct a number of complications for the organization, including employee turnover, absence, and reduced organizational obligation, morale, job satisfaction, and efficiency (Halbesleben & Buckley, 2004; Singhet al., 1994). Job burnout (including emotional exhaustion and depersonalization) is an important forecaster of turnover intentions for service organizations (Schaufeli & Bakker, 2004).

3.5 Employee Retention

Retention is one of the volunteer moves made by an organization to create an environment in that occupies employees for the long term (Chaminade, B., 2006). Employee retention is a major apprehension for most organizations. The retention of capable employees is a gain to an organization because employees' knowledge and talent are central to a

company's capacity to be economically competitive (Kyndt, E., Dochy, F., Michielsen, M. and Moeyaert, B., 2009).

The most recent development in research into employee retention is the role of gaining a balance between work and life Deery (2008) has offered a framework that presents organizations with a more holistic method of exploring the reasons for low employee retention as well as suggesting ways to improve job satisfaction and organizational responsibility. Social support has to play an important role in mitigating the intention to quit.

4 METHODOLOGY

The research design used is descriptive correlation research, using a non-experimental research method and the structure of the study chosen by the researcher is data collection and analysis (Salkind, 2014). In this research, the researcher emphasizes the association between factors of work-life balance towards employee retention among middle-level management at Retail organizations in Delhi

A theoretical framework on the factors of work-life balance towards employee retention among retail organizations in Delhi is shown below, which is adapted by Deery (2008). The variables are flexible job schedules, job sharing, and job burnout. The dependent variable of this study is employee retention measured by the intent of respondents to quit or stay in the organization.

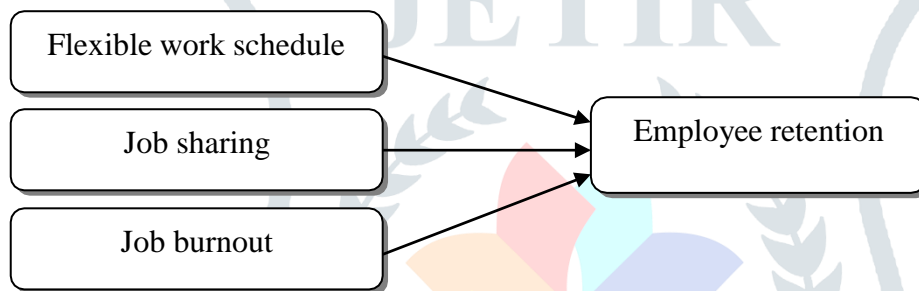


Figure 3.1: Theoretical situation for work-life balance and employee retention

The device used for the data collection was a questionnaire. The population of the study will consist of several retail organizations in Delhi. For this study, the total population will be 150 staff. A simple random sampling method is used for this study. According to Salkind (2014), the simple random sampling technique is the method where each participant in the population has an equal and independent chance of being nominated to be part of the sample and the features of the sample should be very near to that of the population.

5 EMPIRICAL RESULTS

A total of 108 sets of questionnaires were distributed to the respondents among employees in retail organizations in Delhi. The objective is to collect, interpret, and evaluate the data gathered in the research. The return rate is 78.7% and the results of 85 sets of questionnaires were evaluated. There is no rejected questionnaire and the data attained will be investigated with the help of Statistical Package of the Social Sciences (SPSS) software version 25.

The Pearson Correlation Coefficient which is denoted by the letter r is a number between -1.00 and 1.00 and it is used to quantify the degree of association between independent and dependent variables. As a consequence, the higher value of the correlation coefficient shows a more substantial level of relationship between the two variables. The positive value of the correlation coefficient shows a positive relationship and on the other hand, the negative value of the correlation coefficient shows a negative relationship.

In this research, the dependent variable is employee retention and there are three independent variables i.e., flexible job schedule, job sharing, and job burnout. In order to test researchers used Pearson Correlation analysis. The

results are shown as follows:

Table 4.1: Correlation Analysis

Independent Variables	Result (r)
Flexible Job Schedule	0.529
Job Sharing	-0.191
Job Burnout	0.411

Based on the table, Analysis also shows that there is no significant linear correlation between job sharing towards employee retention. The result shows that Pearson Correlation (r = value) is -0.191. This indicates that there is no relationship between job sharing and employee retention among employees in retail organizations in Delhi.

However, there are two independent variables that have a relationship with employee retention among employees in retail organizations in Delhi. which is a Flexible Job Schedule and job burnout. It shows that there is a moderate uphill (positive) significant linear correlation between Flexible Job Schedules, job burnout, and employee retention. The result shows that the Pearson Correlation, $r = 0.529$ and 0.411 respectively. The result indicates that there is a significant relationship between Flexible Job Schedules, job burnout, and employee retention among employees in retail organizations in Delhi.

6 CONCLUSION

Work-life balance and employee retention are growing concerns nowadays since the workplace shifting into a fast-paced work environment as the economy is growing globally. This study proved that there is an association between work-life balance and employee retention. The inattention to the organization's work-life balance amongst the employees could lead to negative results for the employees which directly disturb the organization itself. Thus, it is significant to manage the organization's work-life balance and to retain employees as the employees are the lifeblood of the organization.

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