*Review Article*

INFLUENCE OF WORK-LIFE BALANCE INITIATIVES OF EMPLOYEES ON THEIR RETENTION INTENTIONS: A LITERATURE REVIEW

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ABSTRACT

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| **Aims:** This study aimed to conduct a review of work-life balance (WLB) initiatives of employees and the factors that contribute to employees’ retention intentions. This study also explored the influence of WLB on employees’ retention intentions.**Study design:** This study is qualitative in nature, employing the literature review approach. **Place and Duration of Study:** This study was conducted in Bacolod City for a span of two months (February-March 2025).**Methodology:** This study utilized a qualitative method employing the literature review approach, which provided a structured approach to research, analyzing, and synthesizing existing scholarly work on the topic.Results: Three major themes emerged from this analysis: work-life balance initiatives of employees, retention intentions, and influence of work-life balance initiatives on retention intentions. Under the work-life balance initiatives, the following sub-themes emerged: importance of work-life balance of employees, impact or organizational culture and policies on work-life balance, impact of work-life balance on employee well-being and productivity, technological advancements and remote work, and diverse employee needs and customization of strategies. Under the retention intentions, the following sub-themes emerged: motivation factors impacting retention, organizational culture and environment, role of career development and learning opportunities, and implications of corporate social responsibility on employee retention. Sub-themes that emerged from influence of work-life balance on employee retention intention include definition of work-life balance, work-life balance and job satisfaction, organizational strategies for promoting work-life balance, barriers to achieving work-life balance, and future directions for research.**Conclusion:** The analysis reveals a strong connection between work-life balance (WLB) and employee retention intention. As organizations navigate the complexities of modern work environments, prioritizing WLB has emerged as a strategic imperative. Employees who perceive a healthy balance between their professional and personal lives exhibit higher job satisfaction, increased loyalty, and a reduced propensity to leave their organizations. |

*Keywords: work-life balance, retention intention, employees, qualitative, literature review*

1. INTRODUCTION

In today's fast-paced and ever-evolving work environment, the concept of Work-Life Balance (WLB) has emerged as a paramount consideration for organizations seeking to enhance employee satisfaction and retention. The balance between professional responsibilities and personal life has become critical, as employees increasingly prioritize their well-being and fulfillment outside of work. Studies have highlighted that employees who perceive a favorable work-life balance are more likely to exhibit higher job satisfaction, loyalty, and lower intentions to leave their organizations.

The modern workforce comprises diverse generations that prioritize different aspects of employment. Particularly, Millennials (Generation Y) and Generation Z seek organizations that align with their values and offer opportunities for personal growth. As a result, companies aiming to reduce turnover must understand the intrinsic and extrinsic motivators impacting employee retention, particularly in relation to WLB. Research has shown that effective WLB initiatives, such as flexible work arrangements and wellness programs, not only improve employee satisfaction but also lead to significant improvements in productivity and organizational commitment.

Despite the awareness of the importance of WLB, many organizations fail to implement effective strategies that facilitate this balance. Employees encounter numerous barriers, such as work overload, inadequate understanding of WLB policies, and unsupportive organizational cultures, which hinder their ability to achieve a satisfactory equilibrium. These barriers contribute to high turnover rates, employee stress, and decreased organizational performance. Consequently, organizations must identify effective WLB initiatives to address these challenges and improve employee retention.

This paper proposes a comprehensive examination of the relationship between WLB and employee retention intentions, with the aim of synthesizing existing literature to identify effective strategies that organizations can adopt. By analyzing current studies and establishing common themes, this research will provide actionable insights for organizations looking to enhance employee retention through improved WLB initiatives.

Existing literature consistently highlights the positive correlation between WLB and employee retention. For instance, research by Ramachandran and Prasad (2022) identifies several key factors influencing employee retention, including work-life balance and job characteristics. Additionally, studies reveal that WLB positively impacts job satisfaction, which in turn affects retention intentions. The lack of comprehensive reviews synthesizing these findings presents an opportunity for further inquiry, particularly across diverse industries.

This literature review will focus on studies published from 2018 to the present, utilizing a structured approach to analyze the interplay between WLB and employee retention. By establishing a clear research scope that includes relevant keywords, databases, and inclusion criteria, this study aims to fill existing gaps in the literature and provide a valuable resource for organizations seeking to implement effective WLB strategies. The findings of this review will not only highlight the significance of WLB in fostering an engaged workforce but will also provide practical recommendations for organizations aiming for long-term success in employee retention and satisfaction.

2. methodology

This study utilized a qualitative method employing the literature review approach. The literature review provides a structured approach to research, analyzing, and synthesizing existing scholarly work on a specific topic, in this case, the influence of Work-life Balance (WLB) on employees’ retention intentions.

The first stage comprised of defining the research question and scope. Research questions were formulated, specifically on what this study seeks to answer through this literature review. This question guided the researcher in the search and analysis. The scope was determined by looking at the boundaries of the review. This includes the timeframe (only those published from 2018 to present were reviewed), key words and search terms (work life balance, retention intentions), databases and sources (Google scholar, Research Rabbit, business management journals) and inclusion/exclusion criteria (only those written in English were included; research published using other languages were excluded).

The next stage focused on conducting the literature search. Relevant databases were identified in the field of business management. Key words and their combinations were made to assist in the search. Search results were filed on Google drive for easy retrieval and for easy monitoring as to the number of references already obtained. Citations were likewise managed to organize the search results and generate bibliographies.

Selection and evaluation of studies came next. This included screening, such as reviewing titles and abstracts to identify potentially relevant studies; full-text review to obtain and read the full text of selected studies; and evaluate the quality and relevance of each study using appropriate criteria. Considered here were the study design and methodology, data analysis and results, and potential biases and limitations. Pre-defined inclusion and exclusion criteria were applied to finalize the studies included in your review.

The next stage is for analyzing and synthesizing the literature. Relevant information from each study were extracted, such as author(s) and publication year, research question and objectives, study design and methodology, and key findings and conclusions. From these, common themes, patterns, and relationships across the studies were analyzed. Then came the summary and integration of the findings from the selected studies.

Finally came the actual writing of the literature review. As to structure, the review was organized logically, typically using a thematic or chronological approach. Background information was provided, followed by the statement of the research question, and the outline of the scope of your review. Analysis and synthesis of the literature were presented, highlighting key themes and findings. The main findings were summarized, and their implications were discussed. Then, a complete list of all sources cited in the review was provided

3. results and discussion

3.1 Work-life Balance of Employees

Work-life balance (WLB) has emerged as a critical topic in organizational management and human resource practices. As employees seek to balance personal and professional responsibilities, organizations must adapt their strategies to foster an environment conducive to both employee well-being and operational efficiency.

3.1.1 Importance of Work-life Balance of Employees

Numerous studies highlight the significance of work-life balance initiatives, such as flexible work arrangements and wellness programs, in improving employee satisfaction and loyalty. For instance, Wang (2024) notes that effective work-life balance measures can significantly enhance employee satisfaction and loyalty, leading to improved productivity and reduced talent attrition rates. Similarly, Bello et al. (2024) emphasize the necessity for HR professionals to develop policies that promote a positive work-life equilibrium, directly affecting talent retention and organizational success. Moreover, Bocean et al. (2023) avers that work-life balance significantly affects professional and personal satisfaction, motivation, and turnover intention, but also increases performance and reduces employee turnover. According to Mahalakshmi (2024), achieving a work-life balance in organizations can improve job satisfaction, productivity, and overall well-being, benefiting employees and the organization. Zheng et al. (2015) add that Individual work-life balance strategies and organizational work-life balance policies/programmes together improve employee health and wellbeing.

3.1.2 Impact of Organizational Culture and Policies

The organizational culture significantly influences the successful implementation of work-life balance strategies. Otuya and Andeyo (2020) argue that organizations must adapt their human resource practices to global variances in employee needs. Additionally, challenges, such as resistance from traditional workplace structures and the need to cater to diverse employee demands, can hinder the effectiveness of work-life balance programs. Also, Sumarno et al. (2024) believe that work-life balance policies, such as work flexibility, mental health programs, and family leave, positively impact employee well-being and productivity, while reducing attendance and turnover rates. Agarwal et al. (2020) states that organizational culture plays a moderating role on work-life balance, with different cultural dimensions affecting employee well-being and influencing the application of suitable work-life balance practices. To Stankevičienė et al. (2021), work-life balance mediates the relationship between work culture components and employee well-being, with a family-friendly culture promoting better work-life balance and higher satisfaction. Similarly, Singh et al. (2024) stress that work-life balance policies positively impact employee well-being and organizational effectiveness by promoting contentment, efficiency, and loyalty.

3.1.3 Employee Well-being and Productivity

A direct correlation exists between work-life balance and employee well-being, which in turn impacts productivity. Shanmugavelu and Arumugam (2020) assert that a healthy balance between work and home life enhances employee performance and well-being. Yeti (2024) provides quantitative evidence demonstrating how flexible working hours and health facilities contribute to overall employee welfare, underscoring the importance of incorporating well-being into human resource management. Marecki (2024) adds that effective work-life balance strategies can improve employee health and productivity, leading to self-motivated, happy workers. Paskawati et al. (2024) found that work-life balance significantly and positively influences employee well-being and productivity, with 51.5% of the variance in well-being and 55.0% in productivity being explained by work-life balance. In the study of Thamer (2024), work-life balance policies positively impact employee productivity and well-being, with increased flexibility, reduced stress, and support for employee needs.

3.1.4 Technological Advancements and Remote Work

The rapid advancement of technology has transformed work landscapes, particularly through the promotion of remote work options. The COVID-19 pandemic has accelerated trends toward telecommuting and flexible schedules, reshaping traditional work paradigms. Organizations that leverage technology to support hybrid work environments often experience improved employee relations and enhanced engagement. Forza and Nugroho (2023) note that remote work positively impacts innovative work behavior, with work-life balance and technostress as moderating variables. Meanwhile, according to Mamatha and Kumar (2023), Remote work improves work-life balance and productivity, but challenges like blurred boundaries and social isolation can negatively impact it. Rañeses et al. (2022) investigated the impact of remote working on employee productivity and work-life balance and found that Remote working has a strong positive relation to employees' productivity, but no significant impact on their work-life balance. Bhajantri (2024), however, found that work from home improves work-life balance and technological competence, but diminishes social capital, leader-member exchange quality, and job visibility, potentially hindering career advancement in remote environments. Blumberga and Berga (2022) add that although remote working is a growing trend, work-life balance is affected by workload, lack of understanding from managers, and negative attitudes from employers.

3.1.5 Diverse Employee Needs and Customization of Strategies

Recognizing and addressing the diverse needs of the workforce is crucial for effective work-life balance initiatives. Research indicates that factors such as age, marital status, and career ambitions play a role in how employees experience work-life balance. Therefore, personalized strategies that account for these factors can lead to better outcomes regarding employee retention and satisfaction. Pujowati and Aswan (2025) found that flexible working hours and remote work options significantly enhance employee productivity and satisfaction, while supportive workplace culture and wellness programs contribute to well-being and organizational engagement. Ahmed and Zafar (2024) stress that work-life balance and diversity and inclusion initiatives significantly reduce workplace stress and increase employee proficiency, with employee proficiency acting as a mediator between these factors and stress. According to Valery et al. (2023), work-life balance positively and significantly influences employee performance, with support from superiors and colleagues needed to achieve a work-personal life balance in hybrid working systems. Meanwhile, in the banking industry, Gadzali (2023) found that implementing work-life balance in the banking industry positively impacts employee welfare, reduces stress levels, and improves mental health, physical health, career sustainability, financial health, and community security. Sirgy and Lee (2023) add that personal interventions, including behavior-based strategies and cognition-based strategies, can improve work-life balance and life satisfaction in employees.

3.2 Retention Intention of Employees

Employee retention is not solely affected by monetary compensation but is significantly influenced by motivational factors, organizational culture, career development opportunities, and corporate social responsibility practices. Companies looking to reduce turnover should consider multi-faceted strategies that address these themes.

3.2.1 Motivation Factors Impacting Retention

Studies have identified a range of intrinsic and extrinsic motivation factors influencing employee retention. Erasmus and Howson (2021) explore motivation within a faith-based, non-profit organization, highlighting core themes such as Purpose, Progress, and Proximity. These themes suggest that employees driven by a sense of purpose and opportunities for personal and professional growth are more inclined to stay. The importance of workplace balance and connection further underscores the need for meaningful engagement in retention strategies. Lee et al. (2022) consider transformational leadership, corporate social responsibility, and autonomy to significantly impact employee retention and motivation, with generational differences influencing these factors. In Kenya, Mulievi and Otuya (2020) found that motivational attributes, such as job design, recognition, work-life balance, and career development, positively influence employee retention in the public sector in Kenya. Ramachandran and Prasad (2022) find financial rewards, career development, job characteristics, management support, recognition, work-life balance, and leadership style as key factors influencing employee retention and engagement in organizations.

In contrast, other research has centered on Generation Y, revealing that this group values work-life balance, job satisfaction, and personal development opportunities. Zainee and Puteh (2020) emphasize the importance of corporate social responsibility (CSR) as a motivational factor that substantially influences talent retention among Gen Y employees in the accounting profession. Their findings suggest a direct relationship between CSR initiatives and retention, indicating that when organizations commit to socially responsible practices, they can enhance their appeal to younger workforce segments.

3.2.2 Organizational Culture and Environment

The organizational climate and culture significantly affect retention intentions. A systematic review conducted by Magliozzi (2024) identifies critical elements such as flexibility, work-life balance, and a commitment to equity and inclusion as vital to retaining employees in financial institutions. The study suggests that policy adaptations to align with employee needs—especially after the disruptions caused by the pandemic—are crucial to maintaining employee satisfaction and retention.

Moreover, the findings also align with research from Rajpurohit (2024), where factors like job environment, stress levels, and organizational support are identified as determinants of employee turnover. A positive organizational culture that prioritizes employee well-being fosters greater loyalty and reduces turnover intentions. Suherman et al. (2024) support this by saying that an organizational culture that supports collaboration, innovation, and personal development significantly increases employee job satisfaction and loyalty, increasing retention rates in the technology industry. Also, Sylejmani and Meško (2024) state that organizational cultures focused on employee well-being, career development, and transparency are positively associated with higher retention rates. In addition, Salem and Almerri (2023) aver that positive organizational culture can make employees more engaged in their work, leading to better retention and more intention to stay in their organization for longer time.

3.2.3 Role of Career Development and Learning Opportunities

Another significant theme emerging from the literature is the impact of career development and continuous learning on employee retention. Research indicates that employees are more likely to remain with organizations that provide ample professional development opportunities. This emphasis on learning is particularly important for Generation Z employees, whose expectations include ongoing training and skills enhancement (Magliozzi, 2024). Jena and Nayak (2023) add that organizational career development positively impacts millennial employee retention through the mediating mechanisms of job engagement and organizational engagement.

Furthermore, Diana et al. (2023) state that mentorship within the workplace can significantly reduce turnover intentions among auditors by promoting personal commitment to career progression. The presence of mentorship not only aids skill development but also establishes a supportive network that encourages job satisfaction. Nasution et al. (2024) recognize that training and career development significantly improve employee retention, with job satisfaction acting as a mediator in this relationship. Also, Augossy et al. (2024) found that career development programs, including education, fair career opportunities, and involvement in innovation, significantly enhance employee retention at the Tanzanian Ministry of Works. Furthermore, Habibuallah (2023) states that career development significantly contributes to employee retention, with maintaining administrative organization having a greater impact than other career development dimensions.

**3.2.4 Implications of Corporate Social Responsibility (CSR) on Employee Retention**

The examination of CSR initiatives reveals a profound influence on employee retention, particularly among newer workforce generations. Zainee and Puteh (2020) illustrate how companies that actively engage in CSR are more successful in retaining their talent. This indicates a shift in what employees seek beyond financial compensation; they are increasingly prioritizing ethical considerations and the social impact of their employers.

Moreover, Ta'amneh et al.’s (2024) study revealed that corporate social responsibility measures and trust in private hospitals benefit employee retention, with trust playing a crucial role in mediating the connection between CSR initiatives and employee retention. Malik (2024) found that enhancing employee satisfaction and retention in banks through ethical and philanthropic CSR activities is crucial for sustainability, although economic CSR has no significant impact. CSR has a significantly positive relationship with employee retention, and innovative leadership moderates the relationship between CSR and employee retention (Aman‐Ullah et al., 2024). Kim et al. (2020) found that effective implementation of CSR programs in hospitality companies can improve employee identification, quality-of-work-life, and intention to stay in the industry. Also, CSR significantly affects organizational identification and is a strong predictor of employee retention, but only if employees build a strong identity with their work organization (Bharadwaj & Yameen, 2020). Employee participation in CSR positively impacts employee engagement in selected Indian business giants, as it increases four identified engagement parameters (Bapat &Upadhyay, 2021).

3.3 Influence of Work-Life Balance on Employee Retention Intention

Work-life Balance (WLB) has gained increasing importance in modern organizational contexts, particularly as work pressures intensify and the workforce becomes more diverse. Existing pieces of research show the influence of WLB on employee retention intention, emphasizing thematic insights drawn from multiple studies.

**3.3.1 Definition and Importance of Work-life Balance**

Work-life balance refers to the equilibrium between professional duties and personal life commitments, allowing individuals to manage their responsibilities effectively. Khavis and Krishnan (2020) articulate that while work-life balance is not the primary driver of job satisfaction in accounting firms, it still plays a significant role in enhancing overall audit quality, suggesting that even minimal improvements in WLB can yield beneficial outcomes for organizations. Similarly, other studies reiterate that establishing a supportive work-life environment can mitigate employee turnover by fostering higher job satisfaction.

Bhende et al. (2020) found that quality of work life dimensions positively impact productivity and skill deployment in work-life balance, but not efficiency, in Indian bank managers. According to Andeyo and Otuya (2020), work-life balance positively impacts employee performance, satisfaction, job satisfaction, commitment, workplace factors, organization stress, and behavioral outcomes. Zahra et al. (2024) add that work-life balance positively impacts both individual and organizational outcomes, providing insights into the importance of balancing work and personal life. Also, work-life balance practices positively impact employee well-being, including physical, mental, and social well-being, by promoting flexible work arrangements and corporate social responsibility initiatives (Bakar, 2024).

**3.3.2 Work-life Balance and Job Satisfaction**

A direct link exists between WLB and job satisfaction, which in turn affects retention intention. Akelois (2025) highlights that aspects of work-life interference—both with personal life and professional duties—significantly impact job satisfaction and turnover intention among public accounting employees. The literature underscores that satisfied employees are less likely to leave their jobs, with various studies corroborating the idea that effective work-life balance policies enhance job satisfaction and thus reduce turnover rates. This is also found in the study of Aruldoss et al. (2020) that found that quality of work-life positively impacts work-life balance through reducing job stress, increasing job satisfaction, and increasing job commitment in India. In Sivakasi, Virudhunagar district, work-life balance initiatives in the banking sector directly impact employee retention and job satisfaction (Sindhuja & Subramanian, 2020). Kuancintami and Heryjanto (2023) add that work-life balance, meaningful work, and job satisfaction significantly reduce turnover intention, with job satisfaction acting as a mediator between these factors and turnover intention. Moreover, Sheshadri et al. (2024) found a strong positive relationship between job satisfaction and employee retention in the IT sector, highlighting the importance of creating a fulfilling work environment and providing growth opportunities.

**3.3.3 Organizational Strategies for Promoting Work-life Balance**

Investigating the strategies organizations employ to promote WLB reveals significant differences in outcomes. Sindhuja and Subramanian (2020) point out that banking institutions adopting varied WLB initiatives—ranging from flexible work schedules to wellness programs—have reported lower employee turnover.

Furthermore, Hui et al. (2023) emphasize that organizations investing time and resources to foster WLB create a conducive environment that ultimately impacts talent retention positively. Argyropoulou et a. (2024) state that companies that prioritize work-family balance can improve employee retention through financial aid, subsidized health insurance, and educational support programs. In the banking sector, work-life balance has a direct impact on employee retention and helps improve job satisfaction (Sindhuja & Subramanian, 2020). Moreover, organizations that prioritize work-life balance are more likely to attract and retain top talent, enhance their employer brand, and improve employee retention rates (Malik, 2023).

**3.3.4 Barriers to Achieving Work-life Balance**

Despite the evident benefits of WLB, employees often face barriers that hinder their ability to achieve a satisfactory work-life equilibrium. Herawaty et al. (2024) identify work overload as a significant factor exacerbating turnover intention, revealing that higher workloads correlate with increased resignation tendencies. Studies highlight that organizations must also recognize and address these barriers to facilitate effective WLB strategies that enhance retention.

Meanwhile, Polish employees prioritize additional days off and flexible working hours, but also highlight workplace conflicts, bullying, and job burnout as main obstacles to achieving work-life balance (Agnieszka & Nikola, 2023). Casper et al. (2024) add that barriers to achieving work-life balance include a narrow definition of family, focusing on work-family balance, low policy awareness, practical constraints, overlooking vulnerable workers, and unsupportive organizational cultures. Meanwhile, Tărcăiet and Buhaș (2024) found limited time, stress, and professional demands as barriers to achieving work-life balance. However, Kotera et al. (2020) found poor work-life balance as the strongest predictor of mental health problems among UK construction workers, with daytime workers having worse mental health than mixed workers.

**3.3.5 Future Directions for Research**

Future research is encouraged to explore broader organizational contexts and diverse industries to better understand the interplay between WLB and retention intention. The necessity to understand WLB as a modulator in various domains—beyond the current studies primarily focused on accounting and banking—presents avenues for further inquiry. Additionally, longitudinal studies could provide insights into the long-term effects of WLB interventions on employee retention.

4. Conclusion

The analysis reveals a clear and compelling connection between work-life balance (WLB) and employee retention intention. As organizations navigate the complexities of modern work environments, prioritizing WLB has emerged as a strategic imperative. The reviewed literature consistently demonstrates that employees who perceive a healthy balance between their professional and personal lives exhibit higher job satisfaction, increased loyalty, and a reduced propensity to leave their organizations.

Key findings emphasize that effective WLB initiatives, such as flexible work arrangements, wellness programs, and supportive organizational cultures, directly contribute to employee well-being and productivity. Moreover, the impact of organizational culture and policies cannot be overstated; a culture that values employee well-being fosters a sense of belonging and commitment.

Furthermore, motivational factors, including a sense of purpose, career development opportunities, and corporate social responsibility (CSR) initiatives, play a crucial role in employee retention. Particularly, younger generations, like Gen Y and Gen Z, prioritize organizations that align with their values and offer opportunities for personal and professional growth.

The integration of technological advancements, particularly remote work options, has reshaped traditional work paradigms, necessitating organizations to adapt and cater to diverse employee needs. Personalized strategies that address individual circumstances, such as age, marital status, and career ambitions, are essential for effective WLB implementation.

Ultimately, the literature underscores that investing in WLB and employee retention is not merely a human resource strategy but a critical component of organizational success. By fostering a supportive and balanced work environment, organizations can enhance employee satisfaction, reduce turnover, and cultivate a motivated and engaged workforce. Future research should explore these dynamics across diverse industries and contexts, providing a more comprehensive understanding of the interplay between WLB and employee retention.

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