

**IMPACT OF WORK-LIFE BALANCE ON EMPLOYEE  
TURNOVER INTENTIONS AND DETERMINING THE FACTORS  
CAUSING JOB DISSATISFACTION**

**DISSERTATION**

Submitted in partial fulfillment of the requirement of

**BACHELOR OF ARTS (HONS.) IN PSYCHOLOGY**

By

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## APPROVAL SHEET

This dissertation titled ‘Impact of Work-Life Balance on Employee Turnover Intentions and Determining the Factors Causing Job Dissatisfaction’ by Dhvani Modi is recommended for the degree of Bachelors of Arts (Hons.) in Psychology.

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## STUDENT DECLARATION

I, **Dhwani Modi**, hereby declare that this written submission represents my ideas in my own words and where others' ideas or words have been included, I have adequately cited and referenced the original sources. I also declare that I have adhered to all principles of academic honesty and integrity and have not misrepresented or fabricated or falsified any idea/data/fact/source in my submission. I understand that any violation of the above will be cause for disciplinary action by the PANDIT DEENDAYAL ENERGY UNIVERSITY and can also evoke penal action from the sources which have thus not been appropriately cited or from whom proper permission has not been taken when needed.

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## **ABSTRACT**

This study examines the relationship between Work-Life Balance and employee turnover intentions. Specifically, the study utilizes three variables from the Hayman Scale: Work Interference with Personal Life, Personal Life Interference with Work, and Work and Personal Life Enhancement, to measure WLB and their impact on turnover intentions. The study employed regression analysis and ANOVA to test the research hypotheses.

The findings of this study indicate that Work-Life Balance has a significant impact on employee turnover intentions. Work Interference with Personal Life was found to have a weak positive linear relationship with turnover intentions, indicating that employees who perceive work interference with their personal life have intentions to leave their organization. Secondly, the results reveal that Personal Life Interference with Work has a moderate positive linear relationship with turnover intentions, which implies that the more personal life interference occurs with work by employees, the higher their likelihood of intending to leave their organization. Lastly, the results indicate that Work and Personal Life Enhancement has a significant negative linear relationship with turnover intentions, suggesting that the more employees experience a sense of enrichment from work-life balance initiatives, the less likely they are to leave their organization.

This study contributes to the existing literature on work-life balance and employee turnover intentions by providing insights into the impact of specific dimensions of Work-Life Balance on employee turnover intentions. The findings offer practical implications

for organizations to improve their Work-Life Balance initiatives and ultimately reduce employee turnover intentions.

*Keywords:* work-life balance, turnover intentions, employee retention, employee well-being, work interference with personal life (WIPL), personal life interference with work (PLIW), work and personal life enhancement (WPLE), regression analysis, ANOVA.

## TABLE OF CONTENTS

<b>ACKNOWLEDGEMENT .....</b>	<b>i</b>
<b>ABSTRACT .....</b>	<b>ii</b>
<b>LIST OF TABLES .....</b>	<b>vi</b>
<b>LIST OF FIGURES .....</b>	<b>vii</b>
<b>ABBREVIATIONS AND SYMBOLS .....</b>	<b>viii</b>
<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
1.1 Background of the Study .....	2
1.2 Statement of the Problem .....	8
1.3 Objectives of the Study .....	9
1.4 Hypotheses of the Study .....	10
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>11</b>
2.1 Literature Review .....	12
2.2 Theoretical Review .....	16
<b>CHAPTER THREE: RESEARCH DESIGN .....</b>	<b>22</b>
3.1 Variables of the study .....	23
3.2 Sample .....	23
3.2.1 Research population .....	23
3.2.2 Sampling Technique .....	23
3.2.3 Sample .....	24
3.3 Tools/ Measures for data collection .....	26
3.3.1 Demographics .....	27



3.3.2 Hayman (2005) .....	27
3.3.3 Turnover Intention Scale (TIS-6) .....	28
3.3.5 Job Dissatisfaction Factors .....	29
3.4 Procedure .....	29
3.5 Data Analysis .....	31
<b>CHAPTER FOUR: RESULTS AND DISCUSSION .....</b>	<b>32</b>
4.1 Descriptive Statistics .....	33
4.2 Regression and ANOVA .....	35
4.2.1 Impact of WIPL on Turnover Intentions .....	36
4.2.2 Impact of PLIW on Turnover Intentions .....	39
4.2.3 Impact of WPLE on Turnover Intentions .....	42
4.2.4 Job Dissatisfaction Factors .....	44
Limitations of the study .....	46
<b>CHAPTER FIVE: CONCLUSION .....</b>	<b>47</b>
<b>REFERENCES .....</b>	<b>50</b>
<b>APPENDICES .....</b>	<b>53</b>
<b>Appendix A: Print version of the questionnaire used .....</b>	<b>54</b>
<b>Appendix B: Plagiarism Report .....</b>	<b>60</b>

## LIST OF TABLES

Table 3.1 Demographic Characteristics .....	25
Table 4.1 Descriptive statistics .....	34
Table 4.2 Regression Statistics scores of WIPL and TI .....	37
Table 4.3 ANOVA scores of WIPL and TI .....	37
Table 4.4 Coefficients between WIPL and TI .....	38
Table 4.5 Regression Statistics scores of PLIW and TI .....	40
Table 4.6 ANOVA scores of PLIW and TI .....	41
Table 4.7 Coefficients between PLIW and TI .....	41
Table 4.8 Regression Statistics scores of WPLE and TI .....	43
Table 4.9 ANOVA scores of WPLE and TI .....	43
Table 4.10 Coefficients between WPLE and TI .....	43
Table 4.11 Job Dissatisfaction Factors .....	45

## **LIST OF FIGURES**

Figure 1.1 Work-Life Balance Dimensions .....	4
Figure 1.2 Demographic Variables of the Study .....	6
Figure 1.3 Statement of the problem .....	8
Figure 1.4 Objectives of the Study .....	9
Figure 1.5 Schematic representation of the hypotheses .....	10
Figure 3.1 Flowchart representation of male and female participants .....	24
Figure 3.2 Outline of the Procedure .....	31
Figure 4.1 Graphical representation of WIPL and TI scores .....	39
Figure 4.2 Graphical representation of PLIW and TI scores .....	42
Figure 4.3 Graphical representation of WPLE and TI scores .....	44

## **ABBREVIATIONS AND SYMBOLS**

WLB: Work Life Balance

WPLE: Work Interference with Personal Life

PLIW: Personal Life Interference with Work

WPLE: Work and Personal Life Enhancement

TI: Turnover Intentions

## **CHAPTER ONE : INTRODUCTION**

## **1.1 BACKGROUND OF THE STUDY**

The expression “Work-life balance” originated in the year 1986 and now it’s becoming very common in today’s generation. According to Sturges & Guest (2004), a balance between work life and personal life is becoming a challenge, not only today’s organizations but also for the employees. According to Voydanoff (2005), the ability to manage both work and family responsibilities can help the individuals to participate in both the aspects of life.

Work is an important part of life to earn money. In the older days, men would go to work and women would take care of the household and children. But times have changed now and both men and women work together and prioritize their careers when they are young. We have seen a rise in dual-income families, as well as female single-parent who run the households, and the people who take responsibility for taking care of children as well as elders. This has led to a rise in interest in the way work and family responsibilities are balanced by the individuals (Neal and Hammer, 2007).

It's essential for employees to maintain a healthy work-life balance. Many academic and professional researchers now focus much of their attention to finding a balance between the demands of work and personal life.

Several factors have been found to cause the poor work-life balance in employees. These include working long hours, high workload, hostile job environment, work stress, traveling long hours to the workplace, not being able to spend time with family and friends, low vacation days, etc.

Imbalance in work-life can significantly affect the health of an individual and can lead to stress, and poor mental and physical health. Such factors can further impact a person's overall well-being, such as causing stress, emotional exhaustion, less physical activity, sadness, fatigue, and depression which can eventually lead them toward drug and alcohol abuse (Delecta, 2011).

A healthy work-life balance leads to better physical and mental well-being, increased efficiency and productivity, and increased job satisfaction. However, a poor work-life balance can lead to absenteeism, lower productivity, turnover intentions and turnover, and job dissatisfaction.

It is important to study how personal factors interfere with work-life and similarly, how work-life interferes with personal life. It is found that poor work-life balance that occurs because of work-family conflict can lead to an increase in emotional exhaustion and reduce satisfaction at the job (Karatepe and Tekinkus, 2006). Fisher-McAuley et al. (2003) divided WLB into the following dimensions: "Work Interference with Personal Life (WIPL)"; "Personal Life Interference with Work (PLIW)"; and "Work and Personal Life Enhancement (WPLE)".

WIPL occurs when an employee has difficulty meeting family responsibilities or personal leisure time due to work demands. While PLIW occurs when it becomes difficult for the employee to fulfill his work responsibilities due to family responsibilities (Duxbury, 2004). WPLE describes how work-life and personal life interacts with each other in a positive way which improves satisfaction, performance, and overall well-being of an individual.

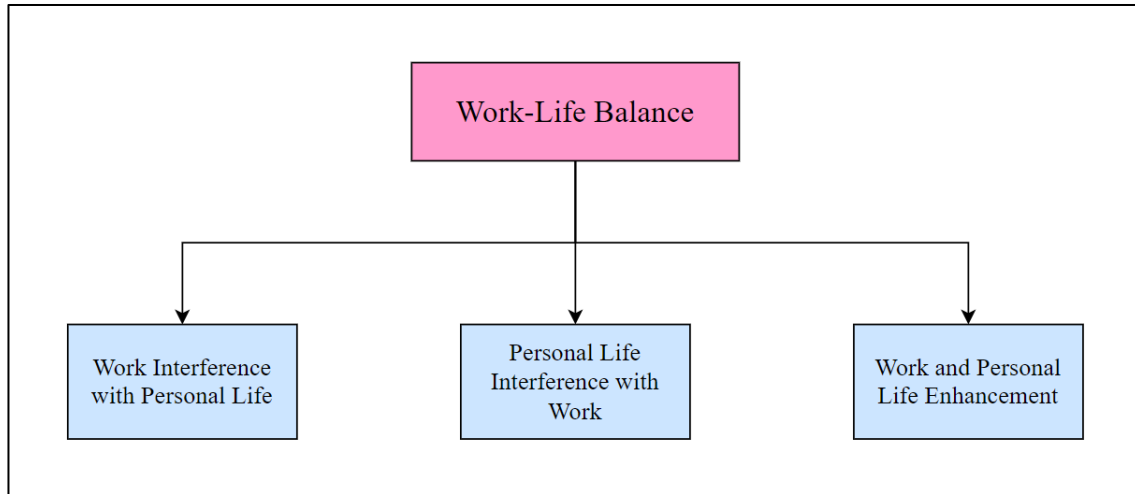


Figure 1.1 Work-Life Balance Dimensions

As we already know, poor work-life balance can cause turnover intention in employees, which means an intent to leave the organization. James Wilkinson (2014) defined turnover as the employees who are going to retire or quit the organization. Turnover intentions can lead to actual turnover where the employee voluntarily leaves their current place of work. According to Hollingsworth (1978), turnover intention is an employee's intention to quit their current organization and find another job in a different organization.

Turnover of employees can be harmful to the organization when experienced employees leave the company and the organization is then forced to recruit another employee in his place. Recruiting new employees takes a lot of energy and time for the company and without a competent employee to fill the position, it may become difficult to achieve company goals.

Employees who intend to quit can also be expensive for the organization. Another factor that was found to affect the organization due to turnover intentions was an



increase in cost when new employees were recruited and trained to replace the previous employees. The cost also increased when organizations had to compensate the current employees who had to take on extra work due to the loss of employees. Hence, this could also increase turnover from the current employees who had to take on a significant work load (Frank, Finnegan, & Taylor, 2004).

Halpern (2005) found that the intention to quit can lead to lower productivity in employees. Low productivity can result in poor work performance from the employee. Employee turnover is caused due to many factors such as a toxic workplace, no room for growth and development, lack of tangible rewards, lack of recognition from managers, being overworked and underpaid, poor job satisfaction, job stress, age, tenure, marital status, etc.

Low turnover intentions are found in employees who practice work-life balance (Wood & de Menezes, 2008). Another research also suggests that organizations that offer work-life balance practices can reduce turnover and increase employee retention. Practices such as flexible schedules and reduced hours significantly impact employee retention, and in turn, reduce turnover (Beauregard and Henry, 2009).

Studies have also found that turnover intentions have a significant correlation with the demographic variables such as age, qualification, and designation. It was also found that these demographic variables have significantly negative correlation with turnover intentions (Gurpreet Randhawa, 2007).

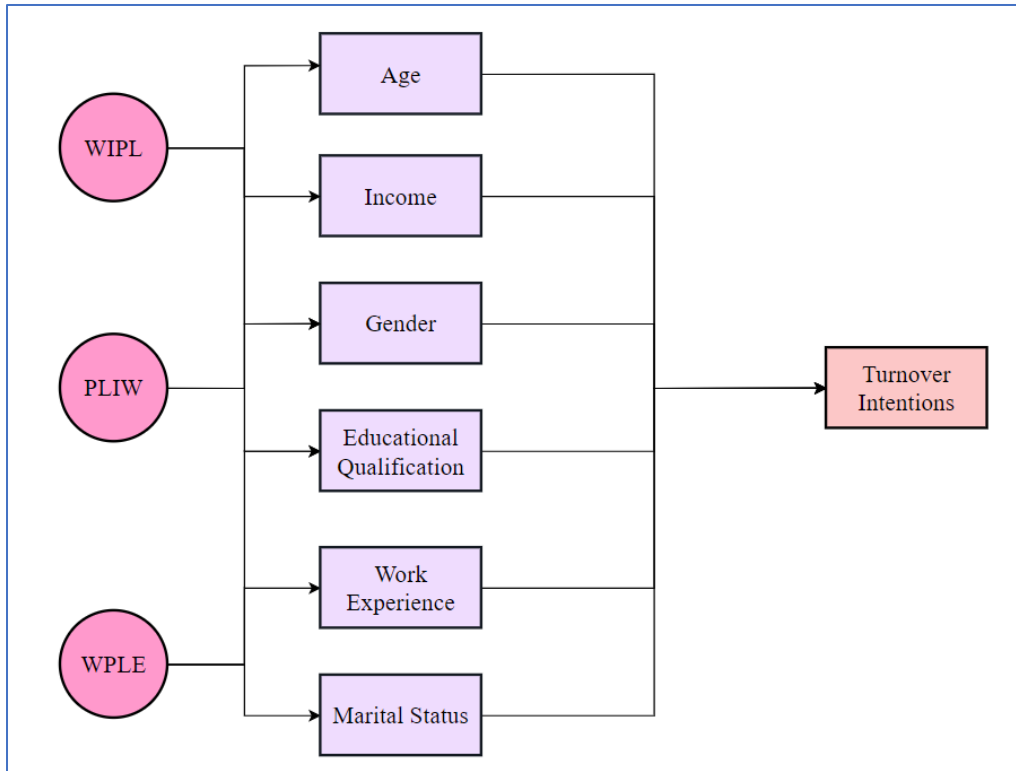


Figure 1.2 Demographic Variables of the Study

Another factor that is important in maintaining a balance between work and life, while also reducing turnover, is job satisfaction. Employees satisfied with their jobs will have overall improved performance, motivation, and mental and physical well-being.

Job satisfaction occurs when the employees are content with their professional life and work. High job satisfaction can make employees experience pleasant moods due to their job. However, job dissatisfaction makes an employee experience negative moods due to their job. Job dissatisfaction decreases their productivity and motivation to work, which affects their performance.

Job dissatisfaction can be caused due to many reasons such as being underpaid, role overload, lack of recognition, role conflict, poor relationships with co-workers and managers, poor management, and role ambiguity. Poor job satisfaction can impact efficiency and performance of the workers. They lack interest in their work, procrastinate or fail to complete the target on time, and experience irritability, stress, and absenteeism.

Several factors can decrease job satisfaction and affect the employee's work-life balance. Thus it is vital to study how work-life balance impacts the turnover intentions of employees and recognize the factors that lead to job dissatisfaction so that organizations can help employees overcome those barriers and work effectively.

## 1.2 STATEMENT OF THE PROBLEM

The present study is intended to measure impact of different variables of Work-Life Balance such as WIPL, PLIW, and WPLE on Turnover Intention among employees working in private organizations. This study also aims to recognize the factor leading to job dissatisfaction in employees.

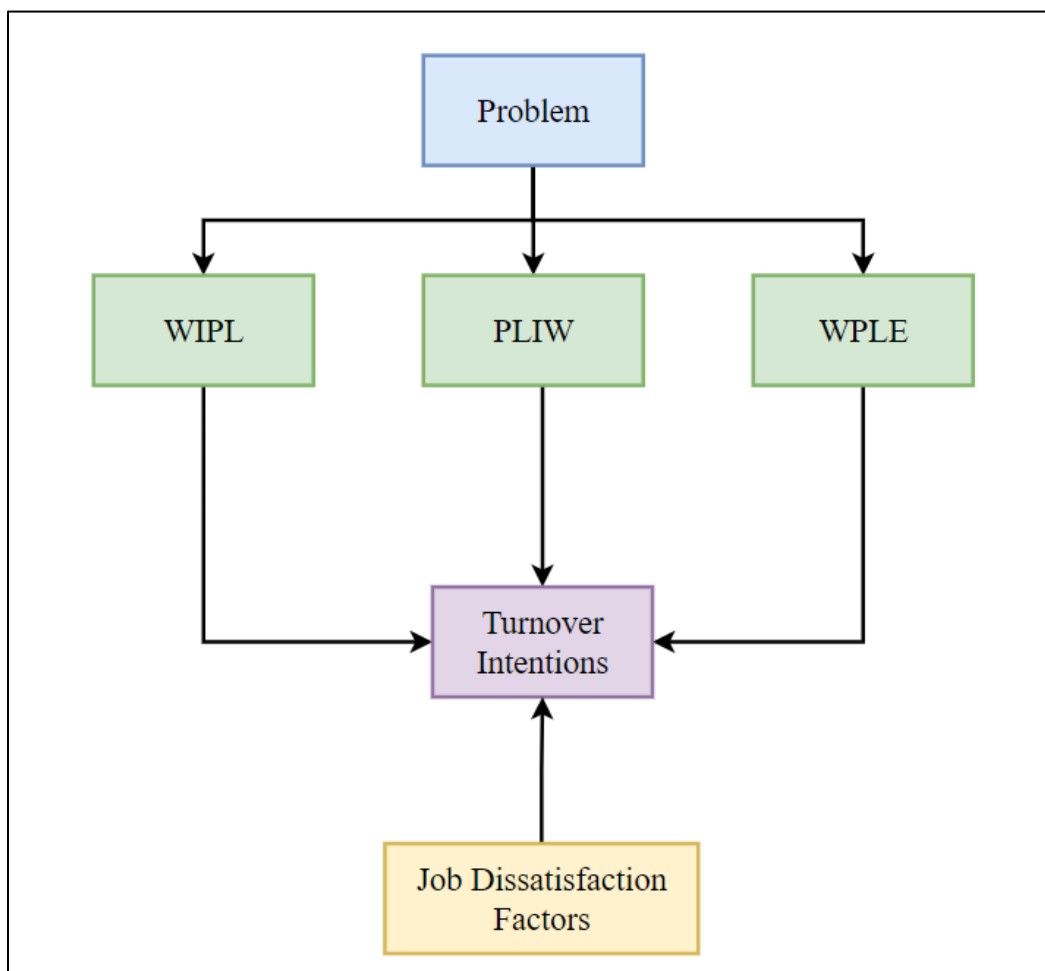


Figure 1.3 Statement of the problem

### 1.3 OBJECTIVES OF THE STUDY

1. To analyze the impact of WIPL on turnover intentions
2. To analyze the impact of PLIW on turnover intentions
3. To analyze the impact of WLPE on turnover intentions

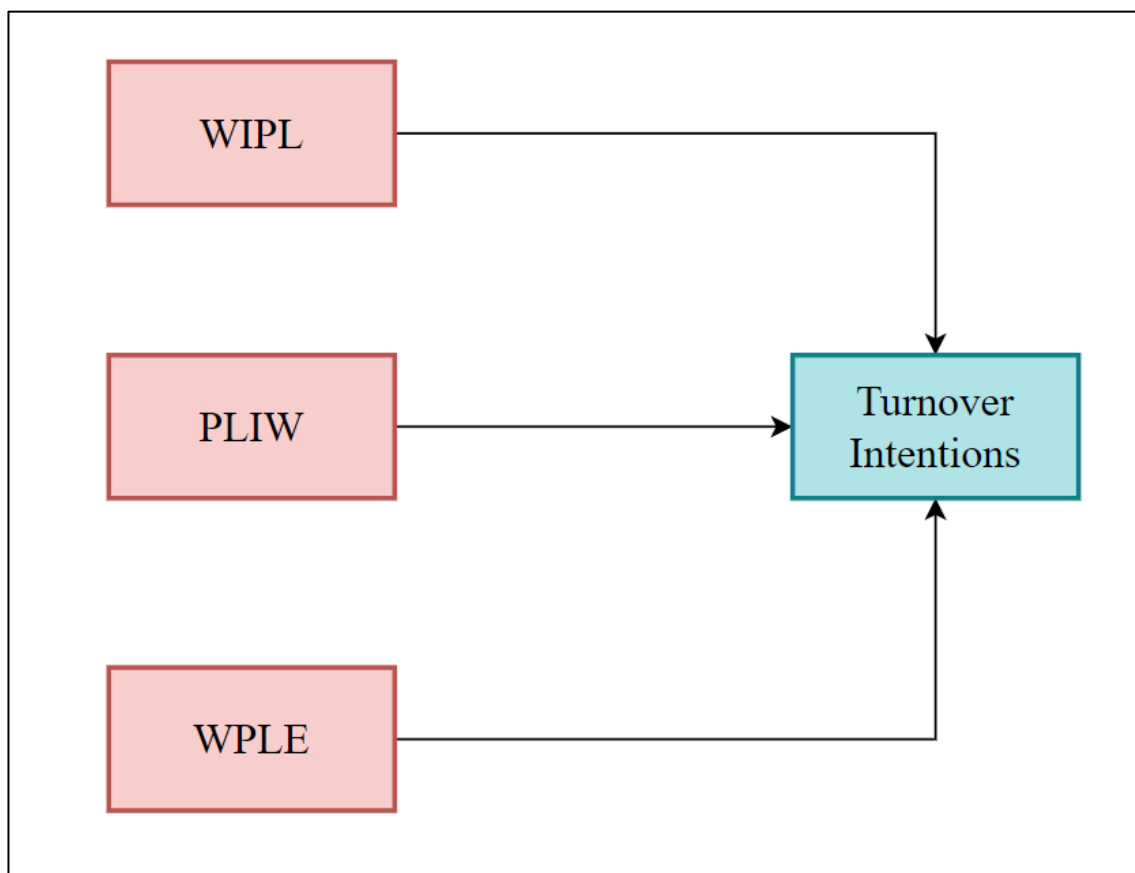


Table 1.4 Objectives of the Study

## 1.4 HYPOTHESES OF THE STUDY

(H01): There is no relationship between WIPL and Turnover Intentions

(H11): There is a positive relationship between WIPL and Turnover Intentions

(H02): There is no relationship between PLIW and Turnover Intentions

(H12): There is a positive relationship between PLIW and Turnover Intentions

(H03): There is no relationship between WPLE and Turnover Intentions

(H13): There is a negative relationship between WPLE and Turnover Intentions

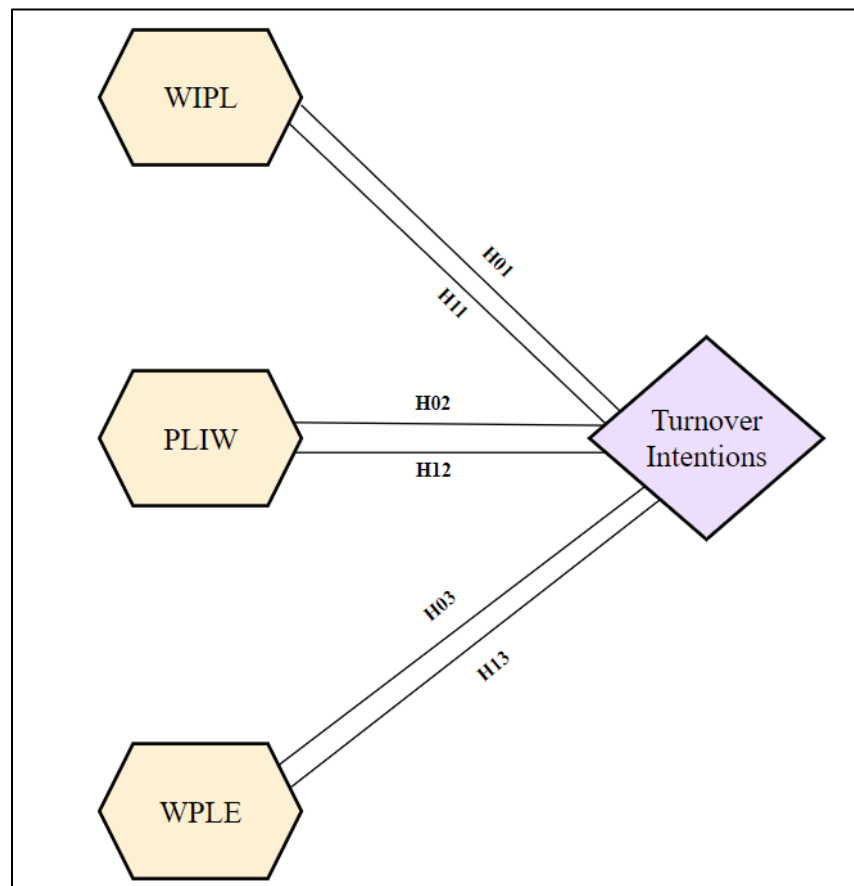


Table 1.5 Schematic representation of the hypotheses

## **CHAPTER TWO : LITERATURE REVIEW**

## **2.1 LITERATURE REVIEW**

Many studies have explained the link between work-life balance and turnover intentions. It is essential to research this topic to determine which factors affect performance of employees, which can cause them to leave the organization voluntarily or involuntarily.

Aslani, F., & Fayyazi, M. (2015) found a significant positive relationship between work-life balance and job satisfaction. And that work-life balance has a significant negative relationship with turnover intention. They also determined that employees experiencing poor work-life balance will not always have the intention to quit unless they have low continuance commitment. This issue cannot be interpreted as being satisfied with the job.

The intention to quit will not always lead to the actual turnover from the employees. This is because it is difficult to find new opportunities to work in the same profession. This can lead to unemployment for long periods of time and the individual will miss out on the salary which he is earning at the current job.

Al Kabir, Md Awal & Tirno, Rabbir. (2018) conducted research to study work-life balance impact on turnover intentions. They found that work-life balance affects employee turnover and turnover intentions significantly. This study was conducted on 232 employees working in multinational corporations. Some factors that affect the work-life balance were long working hours, enforced overtime, traveling, and spending less time with family. An important result was found that there is a positive impact on employee performance if they have a healthy work-life balance.



While poor work-life balance leads to higher employee turnover and turnover intentions.

Isnaton, Siti & Riyanto, Setyo. (2020) did research to study the impact of work life balance on turnover intentions of employees from millennial generation. They found that Work-Life Balance has a strong negative impact on turnover intentions. According to other findings, organisations who make investments to enhance employees' work-life balance also saw a decrease in employee turnover. In conclusion, it is clear that work-life balance benefits both individuals and employers by lowering absenteeism, boosting productivity, and keeping staff on board.

Organizations are concerned that if employees practice work-life balance, they will be coming to work less and take more time off. Organizations want employees to work for long periods of time to get the desired performance. However, in reality, it is the opposite. Employees that are happy in their jobs and in their personal lives will be more encouraged to work harder.

Lestari, Diani & Margaretha, Meily (2021) investigated the work-life balance, intention to leave, and job engagement experiences of Y generation employees. They discovered that the intention to quit is affected by work-life balance by 6.4%. It is identified that Y generation or millennials know the importance of work-life balance. So the organizations are also required to meet their expectations to retain the employees and recruit top talent.

Organizations that understand the importance of work-life balance will experience low turnover rate, increased productivity, performance, and motivation which will have a positive effect on retention rates and overall performance.

Lebang, Febria & Ardiyanti, Niken. (2021) conducted research on how work-life balance and stress affect employees' intentions to leave their jobs, and keeping job satisfaction as a mediator as well. Through the mediation of job satisfaction, their study's findings revealed a positive link between work stress and intentions to quit. This implies that when workplace stress rises, so do intention to quit. It was discovered that the objectives to reduce turnover and work-life balance are unrelated. However, an indirect relationship between the two variables was discovered via the mediation of job satisfaction.

Yean et al. (2022) investigated the factors that contribute to job discontent and how they affect university staff members' counterproductive work behaviours. Role ambiguity, Organisational restrictions, and role overload are important stressors that increase job dissatisfaction according to their findings.

Counterproductive work behavior are those behaviours which are harmful to the organization or other employees, such as theft, sabotage, and bullying (Spector & Fox, 2010). These behaviors can increase the organizational costs, including low productivity, decreased morale, and legal liabilities (Bennett & Robinson, 2000).

Job dissatisfaction can be caused due to factors like poor interpersonal relationships, and unfair treatment in the organization (Weiss, 2002; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

Leadership is an important role in retaining employees. Individuals are more likely to stay with the employers with whom they have a better relationship. Similarly, employees who have internal motivation for their work, will have a better relationship with supervisors.

Lindfelt et al. (2018) studied how psychological empowerment influences the intention to stay, while also studying the impact of supervisor support and job autonomy. The results provided that psychological empowerment has a substantial impact on supervisor support and the intention to stay but not on job autonomy. It was also found that supervisor support has a significant impact on psychological empowerment.

S., T. and S.N., G. (2021) provides knowledge on the connection between work-life balance and other work behaviors. The results of the study highlight the employees' capacity to create a harmony between demands of work and personal life responsibilities. It also supports the finding that personal resources such as coping mechanisms, mindfulness, and emotional intelligence has positive impact on work-life balance.

Importance of familial support, personal and family demands, and other demographic characteristics which influences on work-life balance are also mentioned in the study.

Many employees face challenges in their work place, which includes long periods of work hours, increased job responsibilities and demands, and higher work stress. Work-life balance has thus become an important subject of study for organizations.

Some employees are allowed to work from home, have flexible working hours, increased vacation and leave days, and bonuses and incentives for better work performance.

According to research, maintaining a work-life balance improves job satisfaction and employee retention. (Greenhaus & Beutell, 1985; Kossek, Lautsch, & Eaton, 2006). This can create better mood at work, increased motivation, and less turnover rates.

The process of measuring work-life balance is a complex task because it requires factoring in a wide range of variables that influence an employee's capacity to balance work and personal demands.

We can draw the conclusion that work-life balance is a crucial area of research for organizations and workers. It's critical to identify the variables that influence work-life balance and contributes to turnover intentions. Work-life balance is also influenced by job satisfaction. Organizations that understand these aspects can create interventions and develop new policies to improve the well-being of the employees and in turn, reduce turnover rate.

## **2.2 THEORETICAL REVIEW**

### **Spillover Theory**

The spillover theory states that spillover happens when work responsibilities affect family life. Similarly, it also happens when family demands are impacting the

work life (Pleck, 1995). He added that men suffer spillover from job to family whereas women experience it the other way around.

There is a Positive Spillover and a Negative Spillover. When someone has positive experiences in one area, it leads to fulfilment and success in another area, which is known as positive spillover. (Vijayakumar & Janakiram, 2017). Positive spillover is seen when an individual has a satisfying day at work, which can also lead to better mood at home.

Negative spillover on the other hand, occurs when one experience negative emotions in one domain, which will lead affect the quality of life in another area. For instance, tension and conflict at home may result after a difficult day at work.

Many employees experience negative spillover if they have a bad day at work. This can lead to negative emotions and stress in the personal life. Such an imbalance will lead to low productivity, reduced performance, and increased absenteeism.

Because of this, there may be a work-family conflict where the demands and duties of both job and family life conflict with one another. Work-family conflicts can negatively affect both work and non-work spheres of life, resulting in job dissatisfaction, a general decrease in life satisfaction, and high levels of stress and burnout (Greenhaus & Beutell, 1985; Frone, Russell, & Cooper, 1992).

Organizations can lessen the negative spillover, and increase the positive spill over by creating new policies and investing in organization development. By supporting

work-life balance policies, employees can have an increased satisfaction with work and better moods. Some policies can be implemented to improve and create a healthy balance between work-life, such as flexible job hours, ability to work-from-home, providing health care, insurance policies, etc. This will help employees focus better at work, while also managing other responsibilities from their personal life. This will in turn decrease work-family conflict, and improve job satisfaction and well-being.

### **Enrichment Theory**

Powell & Greenhaus (2006) gave the Enrichment theory, which examined the phenomenon of enrichment processes that creates a link from work-to-family and from family-to-work. This theory states that enrichment between work and family suggests that the abilities gained in one domain such as personal life, can enrich the knowledge and skills required in another domain. This contrasts the work-life conflict as this theory highlights that work and family life enhance each other.

Enrichment is of two types. Life-to-work enrichment happens when the individual applies experiences from personal life to improve the skills and abilities of work life. An individual who has gained communication skills from personal experiences will apply that to the communication skills required in the workplace during presentations and meetings. This can enhance the work-life balance and create positive impact on both work life and personal life.

Work-to-life enrichment enhances the individual's work skills and abilities in the personal life. When skills learned at work can help improve personal hobbies and life skills.

Previous research studies have found a positive impact of enrichment on work and personal life. Work-to-life enrichment can have better life satisfaction, improved mental health, and less work-family conflict (Greenhaus & Powell, 2006; Byron, 2005). Life to work enrichment has shown better work engagement and job satisfaction, and better career success (Bakker, Demerouti, & Euwema, 2005; Wrzesniewski, McCauley, Rozin, & Schwartz, 1997). Organizations can promote enrichment of work and family life by training employees with skills that can be accessed across both domains.

### **Conflict Theory**

Greenhaus & Beutell (1985) theorized the Conflict theory which suggests that demands and responsibilities from work life create additional problems in fulfilling the demands and responsibilities of family life. It suggests that because professional and personal lives have different standards and expectations, they cannot coexist. In other words, according to this view, work and personal lives are at odds with one another. Additionally, this can mean that experiences in one aspect can negatively impact the other.

Many research done on work-family conflict has provided the results that it is more seen in employees, so the focus of this theory was on work interference with family (Kelly et al, 2008). Many research studies have found that work-life

conflict causes bad health (Frone et al, 1997), including high blood pressure and depression (Thomas & Ganster, 1995), cardiac diseases (Haynes, 1984), anxiety and irritability (Hertz, 1986).

The conflict theory is divided into two different kinds of conflict, known as strain-based conflict and time-based conflict. Strain-based conflict happens when experiences in one area of life creates negative moods and emotions that causes spillover into the other domain. It happens when work demands and stress affects the individual's personal relationships. Previous research studies suggests that time-based conflict is experienced by many employees, which can lead to negative consequences in both personal and work domains. Time-based conflict is caused due to work demands that impacts the time and energy needed for personal life responsibilities, such as time needed for family or personal hobbies.

### **Herzberg's Two-Factor Motivation-Hygiene Theory**

The Two-Factor Motivation-Hygiene Theory has determined that there are two kinds of factors in organizations that predicts employees work attitudes and performance level. These are called Motivation & Hygiene Factors (Robbins, 2009). In other words, this theory suggests that the factors that leads to satisfaction and dissatisfaction at work, known as hygiene and motivation factors.

Motivation Factors, also called the Intrinsic Factors, can increase the employees' job satisfaction, and provides opportunities for growth and development. It includes factors such as doing meaningful and challenging work, striving for achievement,



taking up responsibilities, recognition, and advancement. All these factors can lead to job satisfaction.

Hygiene Factors, also called the Extrinsic Factors, prevents job dissatisfaction in employees. It comprises of factors like the working environment, salary, relationship with co-workers, job stability, and organisational policies. These factors lead to extrinsic motivation which are essential for job satisfaction. However, they do not always cause increased motivation.

Work-life balance is a motivation for the majority of employees, according to research, and it is also evident that these two elements can affect workplace satisfaction and dissatisfaction. s

Organizations should incorporate motivational and hygienic considerations into their policies to enhance work-life balance and boost employee satisfaction. Such activities can include giving better opportunities to employees for their growth and development in their professional life, and providing incentives and rewards for good performance. This creates a positive work environment necessary for achieving job satisfaction.

## **CHAPTER THREE : RESEARCH DESIGN**

The aim of this study is to measure the impact of Work-Life Balance on the Turnover Intentions of employees and the factors causing job dissatisfaction. The impact of different variables like Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work and Personal Life enhancement (WPLE) is studied on the turnover intentions of employees.

### **3.1 VARIABLES OF THE STUDY**

The independent variables of the study were WIPL, PLIW, and WPLE.

Dependent variable included Turnover Intentions in employees.

Demographic variables comprised of Age, Income, Work Experience, Gender, Educational Qualification, Marital Status, and the number of Family Dependents.

### **3.2 SAMPLE**

#### **3.2.1 Research population**

The research population constituted employees working full-time in a private organization within the age group of 18 to 55.

#### **3.2.2 Sampling Technique**

Non-probability method of sampling called convenience sampling was used. A self-administered survey method was prepared and the online questionnaire form was shared with the participants.

The following inclusion criteria were considered while choosing the sample:

1. The participant must be an employee working full-time at a private organization.

2. The participant must be within the age group of 18 to 55 years.

Figure 3.1 shows total number of male and female respondents in each age group.

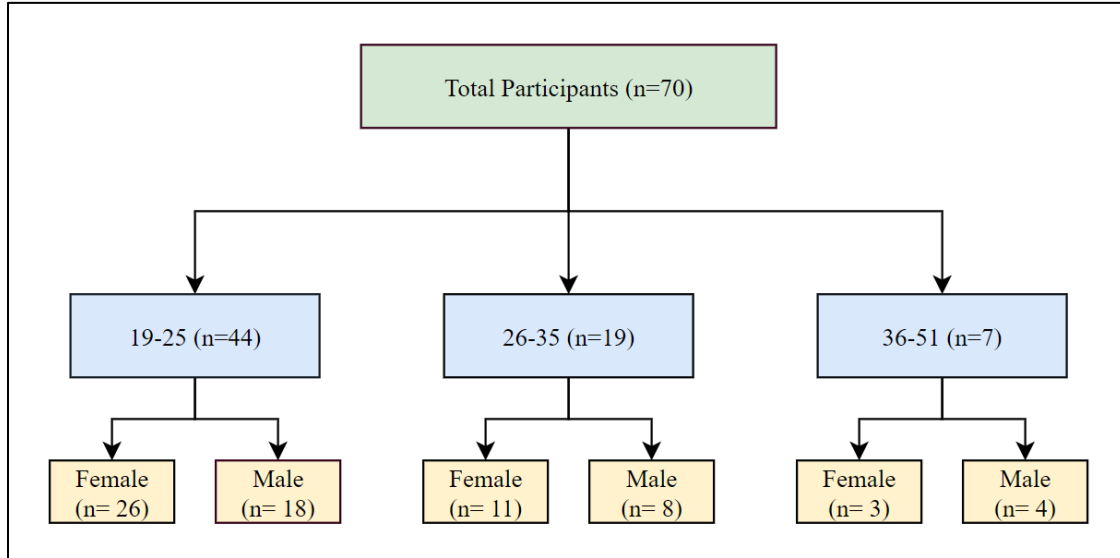


Figure 3.1 Flowchart representation of male and female participants

### 3.2.3 Sample

The final sample size was 70, with 40 females (57.1%) and 30 males (42.9%), within the age group of 19 to 51. The sample represented the population for the demographics Age, Work Experience, Educational Qualification, Gender, Marital Status, Income, and number of Family Dependents. Table 3.1 shows a detailed demographic profile of the sample.

**Table 3.1 Demographic Characteristics**

<b>DEMOGRAPHICS</b>	<b>n</b>	<b>%</b>
Total	70	100
<b>Age (in years)</b>		
19-25	44	62.86
26-35	19	27.14
36-51	7	10
<b>Gender</b>		
Male	30	42.9
Female	40	57.1
<b>Educational Qualification</b>		
High School	6	8.6
Bachelor	39	55.6
Master	23	32.9
Doctorate	2	2.9
<b>Marital Status</b>		
Married	11	15.7
Unmarried	59	84.3
<b>Work Experience</b>		
0-5 years	55	78.6
6-10 years	11	15.7
11-20 years	2	2.9
21-30 years	2	2.8
<b>Income</b>		
below 1 lakh	15	21.4
1-3 lakhs	20	28.6
4-10 lakhs	23	32.9
10-15 lakhs	8	11.4
above 15 lakhs	4	5.7
<b>Number of Family Dependents</b>		
None	43	61.4
1-3	20	28.6
4-6	6	8.6
above 7	1	1.4

Majority of participants, i.e., 62.86%, were 19 to 25 years old. The majority of the participants were unmarried, calculated at 84.3%, while the married participants were 15.7%. The majority of the participants, i.e., 78.6% had 0 to 5 years of work experience. 55.6% of the participants had a Bachelor's degree while 32.9% had a Master's degree as their highest educational qualification. 32.9% of the participants had an income of 4-10 lakhs.

### **3.3 TOOLS / MEASURES FOR DATA COLLECTION**

The technique used to obtain the data was a self-report questionnaire. The Google form that contained the surveys, including the demographic profile, was used to collect responses from participants. The measurement tool which was used was found to be reliable and valid.

The impact of work-life balance on turnover intentions is measured in the present study using two questionnaires. The first survey is designed by Hayman (2005). It evaluates employees' work-life balance and find out scores on the variables of WIPL, PLIW, and WPLE.

The Turnover Intention Scale, also known as TIS-6, is a second survey used to assess employees' intentions to leave or stay with the current company.

In the third category, respondents are given a multiple-choice questions in which they had to list the reasons why they are not satisfied with their jobs, i.e., the factors causing them job dissatisfaction.

The entire questionnaire is attached in the appendices (Appendix A). The tools were created into a Google form to distribute the questionnaire easily for online data collection.

### **3.3.1 Demographics**

Demographic details of the participants asked in the questionnaire included the age of employees ranging from 19 to 51. The gender was reported as Male, Female, or Prefer not to say. The marital status category included 2 items (Married or Unmarried). Educational Qualification consisted of 5 items (High School, Diploma, Undergraduate, Master's, or Doctorate) since the study focuses on employees from various backgrounds. Work experience ranged from 0 to 5, 6 to 10, 11 to 20, and 21 to 30. Income consisted of 5 items (below 1 lakh, 1 to 3 lakh, 4 to 10 lakhs, 10 to 15 lakhs, and above 15 lakhs). The number of Family Dependents was enquired about using a 4-category item (None, 1 to 3, 4 to 6, above 7).

### **3.3.2 Hayman (2005)**

Hayman (2005) created the 15-item questionnaire that is used to assess work-life balance. It was derived from a 19-item scale that Fisher-McAuley et al. (2003) had first created. It is a self-report quiz that measures how much your personal and professional lives conflict. Three subscales of the questionnaire are designated as (a) Work Interference with Personal Life (WIPL), (b) Personal Life Interference with Work (PLIW), and (c) Work / Personal Life Enhancement (WPLE).

The items are rated on a five-point Likert scale ranging from 1 (Never) to 5 (Always). Subjects answered by using a 1 to 5 scale with Always, Often, Sometimes, Rarely, or Never. Scores can range from 15 to 75. Higher points denote poor work-life balance.

Hayman (2005) described the subscales as the following. Construct 1 is WIPL, which measures the impact of work on personal life. Construct 2 is PLIW, which measures the impact of personal life on work. Construct 3 is WPLE, which explains how work and personal life enhance each other.

The subscales were described as follows by Hayman (2005). The first construct, known as WIPL, measures how work affects personal life. PLIW, the second construct, measures how personal life affects work. Construct 3 is WPLE, which illustrates how work and personal life complement one another.

Reliability of these scales was measured independently. WIPL has a reliability of 0.9, PLIW had a reliability of 0.9, and WPLE had a reliability of 0.8 (Agha et al., 2017).

### **3.3.3 Turnover Intention Scale (TIS-6)**

The turnover intention is measured using a shortened, six-item version of the Turnover Intention Scale (TIS-6). The TIS-6 could significantly distinguish between leavers and stayers (actual turnover) and has a reliability of 0.80.

The questionnaire was based on Likert's five-point scale to compile the responses to the questions. Each item is scored on a five-point Likert scale ranging from 1



to 5. Scores can range from minimum 6 to maximum 30. Higher points denote turnover intentions. Reverse scoring was done in questions 2 and 6. The scale used for questions 1, 3, and 4 was 1(Never) to 5 (Always). For question 2, it was from 5 (Not at all) to 1 (To a very great extent). For question 5, the scale was 1 (Highly Unlikely) to 5 (Highly Likely). For question 6, the scale was 5 (Never) to 1 (Always).

#### **3.3.4 Job Dissatisfaction Factors**

Job dissatisfaction was measured using multiple-choice questions to cover a wide range of responses. The participants were asked to choose as many factors as they feel, which are causing them poor job satisfaction. The factors include Role Overload, Organizational Constraints, Poor Relationships with Supervisors, Role Ambiguity, Poor Relationships with Co-workers, Role Conflict, Stressful Work Environment, Stressful Home Environment, Poor Mental Health, Compulsory Overtime, and Lack of Communication between Employees and Supervisors.

### **3.4 PROCEDURE**

The topic for research was identified and selected by the researcher. The recent literature papers were reviewed for the topic selected. Then the hypotheses for the study was determined by the researcher. After this, the research methods and design was selected. The proposal for the dissertation topic was created and approved by the dissertation committee. After which the data collection method was finalized. Then, the researcher created the online Google form which included the questionnaires and demographics information to distribute the surveys.

The data was collected using non-probability sampling technique called convenience sampling design. The employees who matched the study's demography were sent the questionnaire. After the data collection, the data analysis method was selected based on the variables of the study.

The basic format was followed to collect that data in the online questionnaire. The participants were informed about the goal of the study. Then, they were asked to give their consent for participating in the study. Participants were able to leave the study whenever they decide not to continue the study.

Demographic details was asked before proceeding to the questionnaires. The questionnaires included the Work-Life Balance Questionnaire, Turnover Intentions Questionnaire, and Job Dissatisfaction factors.

The link for the questionnaire was shared directly to the supervisor of the organizations, who forwarded the links to the employees. Other links were sent directly to the employees who were interested in participating in the study. The questionnaire took approximately 5 to 10 minutes to complete.

After the researcher got the respondents, the data was downloaded from the google forms, and compiled in the Microsoft Excel. The responses were coded and scored for the different variables. The hypotheses of the study were tested after performing the data analysis. Figure 3.3 shows the procedure for the research study.

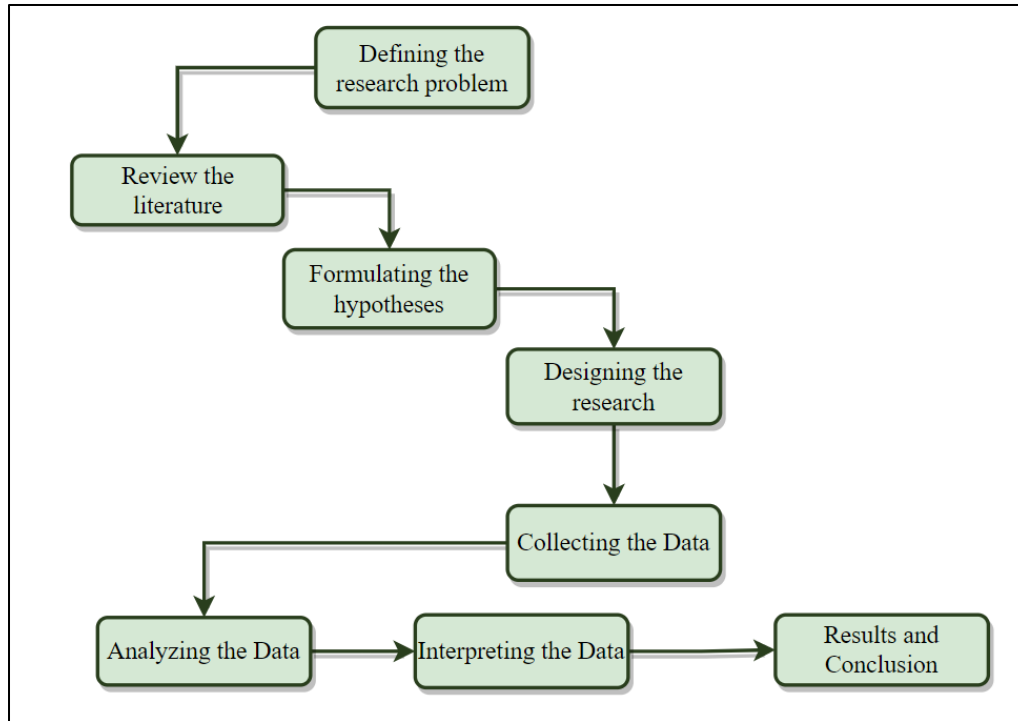


Figure 3.2 Outline of the Procedure

### 3.5 DATA ANALYSIS

The data collected from the participants was downloaded from the google form and organized in Microsoft Excel. The responses were coded from the Likert Scale and the scores were calculated for the variables like WIPL, PIWL, WPLE, and Turnover Intentions. The scores were then used to perform the descriptive statistics of the variables. The data was analyzed by using the statistical methods called Regression and ANOVA. Tables and charts were created to provide a visual representation of the data.

## **CHAPTER FOUR: RESULTS AND DISCUSSION**

The work-life balance of employees was assessed using the questionnaire created by Hayman (2005). It includes three subscales: WIPL, PLIW, and WPLE. Likert scale was used for measurement and the total score of each participants was calculated individually for all variables.

Turnover Intention Scale (TIS-6) was used to access the intentions of employees to quit the organization. The average of the variables WIPL, PLIW, WPLE, and TI was found. After calculating the average, descriptive statistics was calculated.

#### **4.1 DESCRIPTIVE STATISTICS**

The descriptive statistics table shows the summary of the data for the variables WIPL, PLIW, WPLE, and TI.

The mean value in the table shows the average value calculated for each variable. The mean for WIPL is 2.961; 2.47 for PLIW; 3.321 for WPLE; and 2.838 for TI. This scores the average score calculated for each participants in each variable.

The term Standard Error denotes the sampling distribution's mean's standard deviation. Standard error is 0.089 for WIPL; 0.092 for PLIW; 0.097 for WPLE; and 0.065 for TI. This is used to measure the accuracy of the mean. So, the smaller the value of the standard error, the more accurate is the estimate of mean.

Median is the value that appears is in the middle of the dataset. The median for WIPL score is 2.857; 2.5 for PLIW; 3.25 for WPLE; and 2.75 for TI. This means that one half of the participants scored above this value and the other half scored below this value.

	<i>WIPL</i>	<i>PLIW</i>	<i>WPLE</i>	<i>TI</i>
Mean	2.96122449	2.475	3.321428571	2.838095238
Standard Error	0.089406877	0.092295042	0.097476288	0.065410124
Median	2.857142857	2.5	3.25	2.75
Mode	3.285714286	2.5	3.25	2.666666667
Standard Deviation	0.7480316	0.772195721	0.815545138	0.547260362
Sample Variance	0.559551274	0.596286232	0.665113872	0.299493904
Kurtosis	-0.033947836	-0.361280676	0.150832104	0.671893627
Skewness	-0.195893661	0.199751912	0.095825517	0.489775518
Range	3.571428571	3.25	3.75	2.833333333
Minimum	1	1	1.25	1.5
Maximum	4.571428571	4.25	5	4.333333333
Sum	207.2857143	173.25	232.5	198.6666667
Count	70	70	70	70

Table 4.1 Descriptive Statistics

Mode represents the value that appears most frequently in the dataset. The mode for WIPL score is 3.286; 2.5 for PLIW; 3.25 for WPLE; and 2.66 for TI. These are the scores which were most common score found among the participants.

Standard Deviation is determined to calculate the variability or spread of the data around the mean. The standard deviation of WIPL is 0.748, which shows that the scores are fairly strongly clustered around the mean. Sample Variance is used to find the square of the standard deviation.

The peakedness of the distribution is calculated by using Kurtosis. The kurtosis is positive for WPLE and TI, which means that it is a more peaked distribution. The negative kurtosis calculated in WIPL and PLIW indicates a flatter distribution.

The distribution of the symmetry is measured by Skewness. A perfect symmetrical distribution is measured when the skewness is 0. PLIW, WPLE, and TI shows positive skewness, while WIPL shows a negative skewness.

Range is the difference between the maximum and minimum values which is found in the dataset. The range for WPLI is 3.571; 3.25 for PLIW; 3.75 for WPLE; and 2.833 for TI. It means that for the variable WPLI, the highest score is 3.571 greater than the lowest score.

The lowest value scored in the dataset is 1 for the variables WIPL and PLIW. The lowest value scored for variables WPLE is 1.25, and 1.5 for TI. The maximum value in the dataset is 4.571 for WIPL variable, 4.25 for PLIW, 5 for WPLE, and 4.33 for TI.

The sum is the total of all the values in the dataset. The sum of all the WIPL scores is 207.286, PLIW is 173.25, WPLE is 232.5, and 198.66 for TI.

The number of observations in the dataset is 70 for each variable, which were the total number of participants.

## **4.2 REGRESSION AND ANOVA**

The relationship between the variables and the effect of WIPL, PLIW, and WPLE on Turnover Intentions was analyzed using the Regression analysis and ANOVA. Regression was used to determine the linear relationship between two continuous variables. On the basis of the values of the independent variable, it provides a regression equation that predicts the value of the dependent variable. The influence

of the independent variable on the dependent variable was examined using an ANOVA.

For regression analysis, mean score was used was calculated for each employee and then it was used as the input data for calculating the regression statistics. It is important for regression analysis to use the mean scores as it helps ensure that the input data is on a consistent scale.

#### **4.2.1 Impact of WIPL on Turnover Intentions**

WIPL was used as the independent variable and turnover intentions as the dependent variable to determine the impact of WIPL on the employees' intentions to leave. The average scores for WIPL and TI were used.

A weak positive linear relationship between WIPL and Turnover Intentions was discovered using regression analysis. Consequently, Turnover Intentions increase as the WIPL increases. Increase in one variable does not significantly increase the other variable since the link between them is weak.

The range of multiple R values is -1 to 1, with -1 denoting a perfect negative relationship, 0 denoting no relationship, and 1 denoting a perfect positive relationship. This value is found to be 0.3486 which denotes a weak positive relationship. Multiple R value is used to us the strength and direction.

How well the independent variables predict the dependent variable is assessed using the R-square value. The R-squared value is high if there is a substantial correlation between the independent and dependent variables. R Square value of



0.1215 indicates a low significance relationship between the independent and dependent variables.

<i>Regression Statistics</i>	
Multiple R	0.348584607
R Square	0.121511228
Adjusted R Square	0.108592275
Standard Error	0.516692538
Observations	70

Table 4.2 Regression Statistics scores of WIPL and TI

The dependent variable's standard error of 0.5167 shows the discrepancies between predicted and actual values. The result of indicates that the projected values are 0.52 units off from the actual values.

The ANOVA test determines whether there are significant differences between the groups based on the independent variable. It is used to find the F-statistic and a p-value, which further tells us whether significant effect is found on the dependent variable caused by the independent variable.

ANOVA	
<i>F</i>	<i>Significance F</i>
9.40565636	0.003103314

Table 4.3 ANOVA scores of WIPL and TI

The ratio of the mean sum of squares for the residual and regression sources of variation is known as the F statistic. Significance F indicates the p-value that is associated with each F statistic. The null hypothesis, which states that there is no link between the independent and dependent variables, is measured by the p-value.

It is found that the F value is 9.406 and the p-value is 0.003. This suggests that WIPL could significantly impact turnover intentions if the p-value is less than 0.05. The relation between these two variables may not be statistically significant, though, if the p-value is greater than 0.05.

Since the p-value is less than 0.05, it is possible that WIPL has a significant effect on the employees' intentions to leave their current position.

The estimated coefficients for the independent variables identified in the regression analysis are displayed in the regression coefficients table. The coefficient value of 0.255 means that the predicted value of TI increases by 0.255 units for every unit increase in WIPL.

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	2.082909836	0.253866366	8.204749098	9.3081E-12
X Variable 1	0.255024705	0.083154872	3.066864255	0.00310331

Table 4.4 Coefficients between WIPL and TI

The ANOVA table shows that the regression model for this variables has a statistically significant F value of 9.4057 and a p-value of 0.0031. It suggests that

Turnover Intentions is significantly affected by WIPL. Thus, it indicates that H11 is accepted, and H01 is rejected.

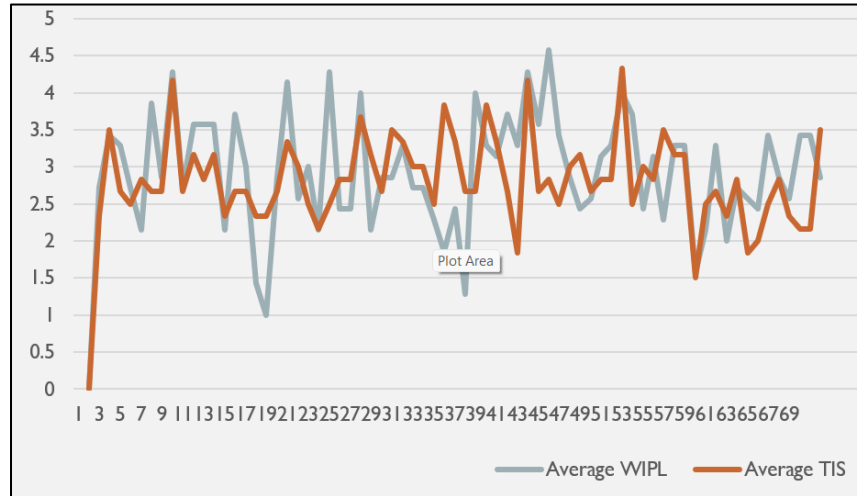


Figure 4.1 Graphical representation of WIPL and TI scores

Figure 4.1 shows the average values calculated for each participants for the variables WIPL and Turnover Intention. The X-axis shows participants scores and the Y- Axis shows respective ordinal data calculated for WIPL and Turonover intentions on the scale of 1 to 5. From the graph, we can analyse that when WIPL scores increase, turnover intentions scores increases, and similarly, when WIPL scores decreases, turnover intention decreases.

#### 4.2.2 Impact of PLIW on Turnover Intentions

PLIW was used as the independent variable and turnover intentions as the dependent variable to determine the impact of PLIW on employee turnover intentions. Average scores or PLIW and TI were used to test the Regression.

PLIW and Turnover Intentions were found to have a moderate positive linear relationship by using regression analysis. As PLIW increases, employee can experience increase in turnover intent as well. The link between the two variables is moderate, thus an increase in one variable could result in a moderate increase in the other.

<i>Regression Statistics</i>	
Multiple R	0.400392943
R Square	0.160314509
Adjusted R Square	0.147966193
Standard Error	0.505152384
Observations	70

Table 4.5 Regression Statistics scores of PLIW and TI

Multiple R value is found to be 0.401 which denotes a moderate positive relationship between PLIW and Turnover Intentions. R Square value is 0.160, and the adjusted R square is 0.148, which is slightly lower than the R square.

It suggests that the model may not be overfitting the data. R Square value of 0.160 shows that the PLIW has low significance on TI. Standard Error of 0.505 means that the projected values are 0.505 units off from the actual values.

The ANOVA test is used to determine the F-statistic and a p-value. Table 4.6 shows the F-statistic and Significant F values.

There is a significant relationship between PLIW and turnover intentions, as shown by the F statistic value of 12.98 and p-value of 0.0006. The intercept value is

2.14 which shows that when the PLIW is zero, then the predicted value of turnover intentions is 2.14.

ANOVA	
<i>F</i>	<i>Significance F</i>
12.9827021	0.000593668

Table 4.6 ANOVA scores of PLIW and TI

According to the coefficient value of 0.284, the predicted value of TI increases by 0.284 units for every unit increase in WIPL. The regression model for these variables implies that the independent variable PLIW has a significant impact on Turnover Intentions. Thus, it indicates that H12 is accepted, and H02 is rejected.

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	2.13578626	0.204052304	10.4668569	8.1874E-16
X Variable 1	0.283761203	0.07875361	3.60315169	0.00059367

Table 4.7 Coefficients between PLIW and TI

Figure 4.2 represents the average values calculated for each participant, for variables PLIW and Turnover Intentions. The X-axis shows participants scores and the Y-Axis shows respective ordinal data calculated for PIWL and Turonover intentions on the scale of 1 to 5. From the graph, we can analyse that when PLIW scores

increase, turnover intentions scores increases, and similarly, when PLIW scores decreases, turnover intention decreases.

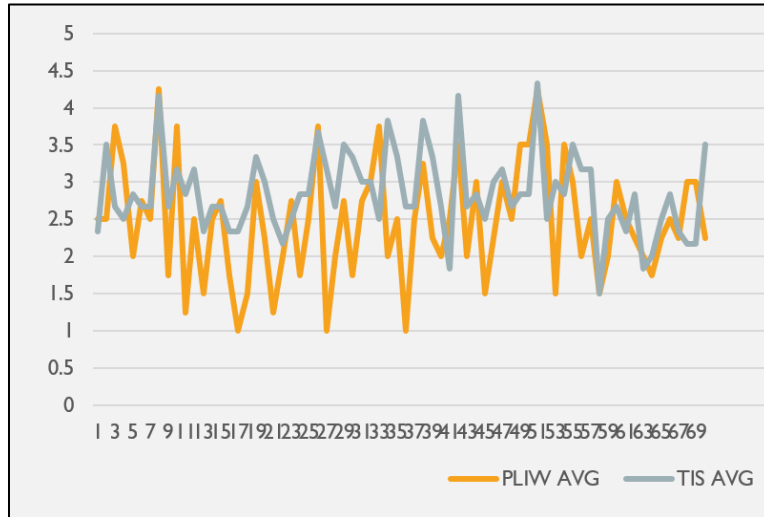


Figure 4.2 Graphical representation of PLIW and TI scores

#### 4.2.3 Impact of WPLE on Turnover Intention

WPLE was used as the independent variable and turnover intentions as the dependent variable to determine the impact of WPLE on the employees' intentions to leave. To test the regression, the variables' average scores were used. WPLE and Turnover Intentions were found to have significant relationship.

WPLE and Turnover Intentions have a moderately positive association, as indicated by the multiple R value of 0.598.

<i>Regression Statistics</i>	
Multiple R	0.59879897
R Square	0.358560207
Adjusted R Square	0.349127269
Standard Error	0.441511512
Observations	70

Table 4.8 Regression Statistics scores of WPLE and TI

The ANOVA table shows the F-value as 38.011 and the p-value as 4.36139E-08. Given that the computed P-value is substantially lower than 0.05, there is a significant relationship between WPLE and Turnover Intentions.

ANOVA	
<i>F</i>	<i>Significance F</i>
38.01150834	4.36139E-08

Table 4.9 ANOVA scores of WPLE and TI

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	4.172697795	0.222807751	18.72779456	1.5167E-28
X Variable 1	-0.401815824	0.065173266	-6.165347382	4.3614E-08

Table 4.10 Coefficients between WPLE and TI

The coefficient for WPLE is found to be -0.4018, which is negative. This indicates that as work and personal life enhancement improves, the turnover intention decreases. This is also supported by the significant p-value of 4.36139E-08. Thus, it indicates that H13 is accepted and H03 is rejected.

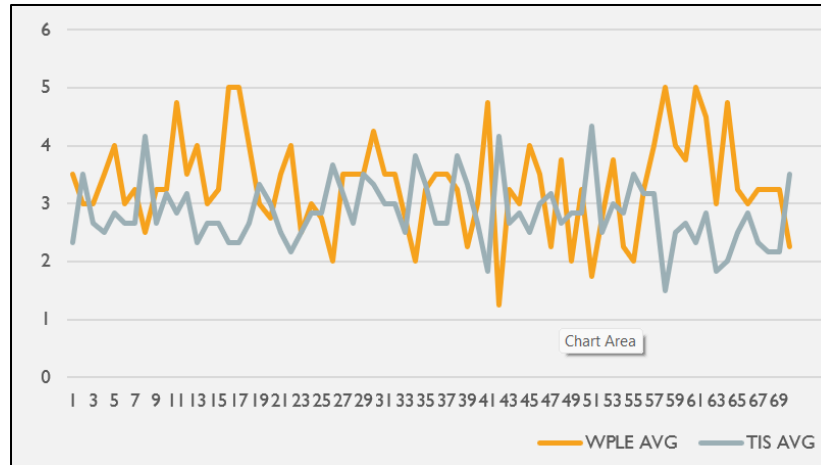


Figure 4.3 Graphical representation of WPLE and TI scores

The above figure represents the average values scored by each participants, calculated for variables WPLE and Turnover Intentions. The X-axis shows participants scores and the Y- Axis shows respective ordinal data calculated for WPLE and Turonover intentions on the scale of 1 to 5. From the graph, we can analyse that when WPLE scores increase, turnover intentions scores decreases.

#### 4.2.4 Job Dissatisfaction Factors

Finally, the factors causing job dissatisfaction were found. Employees were asked to select the factors causing them poor job satisfaction from the multiple-choice questions.

The factors which caused job satisfaction in maximum number of people was Role Overload. Out of 70 participants, 29 people experienced dissatisfaction in their job due to working multiple roles at the same time.



Table 4.11 shows the representation of the factors and total number of participants who reported them.

Job Dissatisfaction Factors	n
Role Overload	29
Role Ambiguity	24
Role Conflict	25
Organizational Constraints	13
Poor Relationships with Supervisors	6
Poor Relationships with Co-workers	11
Stressful Work Environment	23
Stressful Home Environment	13
Poor Mental Health	19
Compulsory Overtime	10
Lack of Communication between Employees and Supervisors	15

Table 4.11 Job Dissatisfaction factors

The second factors which was reported by 25 people is Role Conflict. It is brought on by conflicts between the several roles that an employee plays in his or her working life. 24 people reported having Role Ambiguity, which may indicate that a worker is unsure of the duties and expectations of the position in the organization. Stressful work environment was reported by 23 people as the factor causing them poor job satisfaction. Hence, it is important to determine which factors affects the employees to figure out what is affecting their performance and efficiency at work.

**Limitations of the study**

This study provided valuable findings to support the research problem. However, there are a few limitations found in the present study. First, the size of the sample obtained was relatively very small. Method of online survey is less reliable to obtain accurate results. Another limitation is that the convenience method of sampling technique is not preferred to get true results.

## **CHAPTER FIVE : CONCLUSION**

Work-Life Balance is a significant aspect for individuals as it allows them to work while also having time to concentrate on other important activities related to spending time with family, taking part in hobbies, socializing with friends, relaxing about work, etc. These aspects are important to live a fulfilled life. To function as a happy and satisfied human being, there should be a healthy balance between work demands and responsibilities and personal life.

This study finds the impact of different variables of WLB on turnover intentions of employees. The variables included WIPL; PLIW; and WPLE. The relationship of these variables with turnover intentions was determined using Regression and ANOVA tests.

Results of the study found that WIPL has an impact on turnover intentions of employees. Through regression analysis, a weak positive relationship was found between WIPL and Turnover Intentions. Which implies that turnover intention increases as the interference of work increases with personal life. But the relationship is weak so it might not significantly cause an impact on intentions to quit in the employees. From ANOVA test, it was found that WIPL significantly affects the turnover intentions of employees. Thus, it can be determined that as work-life creates a disturbance in personal life, it can create intentions in the employee to quit the organization.

PLIW is found to impact the dependent variable, turnover intentions. PLIW has a moderate positive relationship with Turnover Intentions. It means that when Personal Life matters creates a disturbance in work, the intentions to leave the organization

increases in employees. The ANOVA test provides the information that PLIW causes a significant impact in the employees turnover intentions. PLIW has a somewhat slightly more impact on Turnover Intentions compared to WIPL. When personal starts affecting work, people are more prone to have intention to quit the organization.

Lastly, the impact on WPLE on turnover intentions was determined. Regression analysis has found that WPLE has a significant relationship with Turnover Intentions. Negative coefficient suggests that as WPLE increases, Turnover Intention decreases.

The factors causing job dissatisfaction found that maximum number of participants experienced Role Overload, Role Conflict, Role Ambiguity, and Stressful Work Environment. These factors are important in determining what causes poor work satisfaction in employees which can also affect their performance and motivation to work.

In conclusion, this study proves that when work and personal life interferes with each other, it causes turnover intentions in employees. And a healthy balance between work and personal life is necessary to decrease turnover intentions and increase the retention of employees.

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## **APPENDICES**

## **Appendix A: Print version of the questionnaire used**

### **Briefing the research participant**

This data collection is a part of the dissertation study being conducted by Dhwani Modi, a B.A. (Hons.) Psychology student from School of Liberal Studies, Pandit Deendayal Energy University. The research aims to identify the impact of work-life balance on employee turnover intentions and the factors causing job dissatisfaction.

Your participation in this survey is completely voluntary. Your personal information will be kept strictly confidential, and the research findings will not be associated with your name or identity, it will be used for academic purposes only. You may refuse to take part in the research or exit the survey at any time.

Please take note of the following points before proceeding:

1. The respondent's participation will involve agreeing to the below mentioned consent form, and then filling up the questionnaires in this link which will take approximately 5 to 10 minutes at maximum.
2. Participation is voluntary and you are free to withdraw your participation at any point if you so wish without any negative consequences.
3. The respondent's personal data will strictly be kept confidential and the research findings will not be associated with his/her name or identity.
5. The responses are intended to be used for research purposes only.

For any doubts or queries, feel free to contact me at [dhwani.mbb19@sls.pdpu.ac.in](mailto:dhwani.mbb19@sls.pdpu.ac.in)

## **Consent form**

Dear Participant,

You are invited to take part in a research study on the work-life balance and turnover intentions. This study aims to understand the impact of different variables of work and personal life impacts employee turnover intentions and also identify the factors causing job dissatisfaction.

The participation is voluntary, and you are free to accept or decline it or withdraw your participation at any time. This survey will not collect any of your personal information. Your responses are intended to be used for research purposes only and will be kept strictly confidential.

I have read and understood the above information, and agree to voluntarily participate in the above mentioned research study.

## **Demographic details**

**Age** – \_\_\_\_\_

**Gender** – Male/ Female/ Other/ Would not like to mention

**Educational Qualification** – High School/ Diploma/ Bachelors/ Masters/ Doctorate

**Relationship status** – Married/ Unmarried

**Work Experience** – 0 to 5 years/ 6 to 10 years/ 11 to 20 years/ 21 to 30 years/ above 30  
years

**Income** – below 1 lakh/ 1 to 3 lakh/ 4 to 10 lakh/ 11 to 15 lakh/ above 15 lakh

**No. of Family Dependents** – None/ 1 to 3/ 4 to 6/ above 7

## **Hayman (2005) Questionnaire**

**Instructions:** Following are questions on Work-Life Balance. You have to choose on a scale of 1 (Never) to 5 (Always). Choose the option that best represents your current situation the best. There is no right or wrong answer.

### **Construct 1: Work Interference with Personal Life (WIPL)**

- 1) My personal life suffers because of work
- 2) My job makes personal life difficult
- 3) I neglect personal needs because of work
- 4) I put personal life on hold for work
- 5) I miss personal activities because of work
- 6) I struggle to juggle work and non-work
- 7) I am unhappy with the amount of time for non-work activities.

### **Construct 2: Personal Life Interference with Work (PLIW)**

- 1) My personal life drains me of energy for work
- 2) I am too tired to be effective at work
- 3) My work suffers because of my personal life
- 4) It is hard to work because of personal matters.

### **Construct 3: Work Personal Life Enhancement (WPLE)**

- 1) My personal life gives me energy for my job
- 2) My job gives me energy to pursue personal activities
- 3) I have a better mood at work because of personal life
- 4) I have a better mood because of my job.

## TURNOVER INTENTION SCALE (TIS)

**Instructions:** The following section aims to determine the extent to which you intend to stay at the organization. You have to choose on a scale of 1 to 5 based on the endpoints mentioned. There is no correct answer, choose what represents you best.

Please read each question and indicate your response using the scale provided for each question:

DURING THE PAST 9 MONTHS.....

**1. How often have you considered leaving your job?**

Never 1-----2-----3-----4-----5 Always

**2. To what extent is your current job satisfying your personal needs?**

To a very great extent 1-----2-----3-----4-----5 Not at all

**3. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?**

Never 1-----2-----3-----4-----5 Always

**4. How often do you dream about getting another job that will better suit your personal needs?**

Never 1-----2-----3-----4-----5 Always

**5. How likely are you to accept another job at the same compensation level should it be offered to you?**

Highly unlikely 1-----2-----3-----4-----5 Highly likely

**6. How often do you look forward to another day at work?**

Never 1-----2-----3-----4-----5 Always

## **JOB DISSATISFACTION FACTORS**

**Instructions:** The following section aims to identify factors causing you job dissatisfaction. Choose the option(s) that represents your current situation the best. The factors are as follows:

1. Role Ambiguity
2. Role Overload
3. Role Conflict
4. Organizational Constraints
5. Poor Relationships with Supervisors
6. Poor Relationships with Co-workers
7. Stressful Work Environment
8. Stressful Home Environment
9. Poor Mental Health
10. Compulsory Overtime
11. Lack of Communication between Employees and Supervisors.

**Appendix B: Plagiarism Report**

A significant per cent of similarity index is a result of standard material (like definitions, variable names, psychometric tool descriptions) that is reported as is and duly cited to honor the authors work.

