

## EXAMINING THE INFLUENCE OF WORK-LIFE BALANCE IN REDUCING TURNOVER INTENTIONS OF WOMEN EMPLOYEES IN IT INDUSTRY

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### ABSTRACT

Work-life balance, job satisfaction, and turnover intention are important topics in organizational research. The high-stress atmosphere and quick industry developments make comprehending these components vital in the IT business. It examines how work-life balance and meaningful work affect IT professionals' job satisfaction and turnover intentions. Job satisfaction may mediate work-life balance, meaningful work, and turnover intentions. We used a quantitative survey. Validated scales were used to survey IT experts from diverse firms. Survey data was analysed using statistical analysis, including structural equation modeling, and interview transcripts were analysed thematically. Meaningful work highly adversely linked with turnover intentions, but work-life balance did not. Both work-life balance and meaningful work boost job satisfaction. Job satisfaction also moderately predicted turnover intentions, suggesting it may mediate. The study shows that meaningful work reduces IT professional turnover and boosts job satisfaction. It shows that job satisfaction and turnover intentions are complex, suggesting that factors other than work-life balance are involved. These findings can help IT companies boost employee retention and satisfaction.

**Keywords:** Work-life balance, Job satisfaction, Turnover intentions, Meaningful work, IT industry, Organizational behavior.

### 1. INTRODUCTION

In modern workplaces, achieving a healthy work-life balance significantly impacts employees' job satisfaction, productivity, and overall well-being. This study specifically focuses on women employed in the Information Technology (IT) sector, aiming to explore how improving work-life balance can help decrease turnover intentions among this group. The evolution of societies and economic progress has transformed how individuals perceive their professional lives. Women working in IT, like their counterparts in various industries, dedicate a considerable amount of time to work-related tasks. Understanding the elements contributing to job satisfaction, particularly concerning work-life balance, is crucial for fostering a sustainable and supportive work environment. This research builds on existing studies to delve deeper into how work-life balance influences turnover intentions among women working in IT. While recognizing the multifaceted nature of job satisfaction, including factors like work stress, communication, and compensation, this study specifically investigates how balancing work and personal life impacts these women's decisions to stay or leave their jobs in the IT sector.

#### Work life Balance

Demographic factors such as age, income, experience, and marital status have an impact on women employees' work-life balance. Several studies have been undertaken in this area to investigate the impact of demographic characteristics on the work-life balance of female employees. Changes in the workplace and employee demographics over the last few decades have enhanced the importance of understanding the border and interaction between employee work and non-work life (Hochschild, 1997; Hayman, 2005). Work-life balance caught management's attention in the 1980s, owing to an increase in the number of women with dependent children (Hamilton et al., 2006). The goal of the study was to better understand the conflict between work and life that single women without children face. According to their research, single women who have never married and have never had children do, in fact, encounter conflict—specifically, work-life conflict—and frequently at levels that are comparable to those of other working women's groups. Stressors of professional women's work-family conflict include job load, marital stress, professional experience, education, and income ratio (Robbins, 2005).

The ability to feel in control, remain competitive and productive at work, and have a happy, healthy home life with enough free time is known as work-life balance, or WLB. Despite what seems like an unlimited number of jobs and activities vying for the employees' time and attention, it is about achieving focus and awareness. The goal of employers, workers, and governments is to increase workforce participation. But many people find it difficult to juggle job and the obligations of taking care of their aging parents, disabled family members, or children in our hectic lifestyles. The increasing rate of urbanization and modernization is causing fast changes in Indian families. Indian women from all social groups now work in paid positions. In today's environment, where men and women equally share the burden of earning for the improvement of their family life, WLB of female employees has grown in importance (Doble & Supriya, 2010).

Therefore, it is imperative to acknowledge the manner in which women manage the equilibrium between their professional and domestic spheres. It is imperative for employers to devise strategies that not only effectively attract and retain employees over an extended duration, but also significantly enhance their productivity. Transport, canteen, day care centers, postal/saving schemes, flexible working hours, part-time employment, and special leave arrangements (annual leave and public holiday leave, career break leave for elective representatives, leave to attend court as a witness in your organization), health care centers, rewards and recognition, career advancement, insurance plans, job rotation, incentives, performance-based pay, and rest rooms are a few of the amenities that organizations provide (Shukla & Bhandari, 2014).

According to the study on the leadership prospects of female managers, achieving a balance between their personal and professional lives is one of the obstacles they face. Furthermore, organizations implement women empowerment initiatives, including suggestion schemes, forums, committees, and grievance redress systems, which enable women to voice their opinions, complaints, and concerns directly to the organization's upper management and receive constructive responses. Such programs enable female employees to work in tranquillity, unencumbered by familial or child-related concerns, thereby maximizing their productivity (Chugh & Sahgal, 2007). However, numerous organizations in India must adopt these programs in order to increase employees' WLB.

Organizations, being primarily profit-oriented entities, seldom exhibit concern for employees' personal lives or work satisfaction concerns. Consequently, their level of concern regarding work-life satisfaction is minimal. Organizations have an ample workforce, and they do not care about the potential repercussions of this demanding work environment so long as an employee is willing to perform the tasks of three others. While women are present in the workforce across all sectors, their presence is particularly pronounced in the information technology (IT) industry.

### **Job Satisfaction**

Two categories of factors have an impact on job satisfaction: those that are work-related and those that are employee-related. Intelligence (IQ), specialized skills, age, gender, physical condition, education, work experience, and length of service are all employee-related factors. Individuality, affect, cognition, perception, and work ethic. 2) Work-related determinants consist of assignment nature, organizational framework, hierarchical standing, job role, supervision quality, remuneration stability, prospects for advancement, interpersonal connections, and professional associations (Mangkunegara, 2015). Employee job satisfaction is the result of employees' moral motivation, work performance, and adherence to company policies in furtherance of its objectives (Hasibuan, 2014). While job motivation has a good and significant effect on teacher job satisfaction, it has no effect on teacher performance. Competence and work satisfaction both have a positive and large impact on teacher performance; however, organizational culture has a positive but minor impact on job satisfaction (Mauludin, 2018).

### **Turnover Intention**

Turnover intention is defined as an employee's desire to depart and seek employment elsewhere (Jaharuddin & Zainol, 2019). When the intention to change employment becomes a reality, it is particularly costly for enterprises due to the expenditures associated with employee induction and training, development, maintenance, and retention. Turnover is classified into two types: voluntary (voluntary) and involuntary (involuntary). Voluntary turnover occurs when an employee decides to quit his position freely, for example, to pursue another opportunity. Unavoidable turnover arises when employees quit the organization owing to health issues or a desire to return to school. Involuntary turnover is induced by a company's decision, such as when a corporation fires employees for bad performance or wants to change the management structure (Allan et al., 2019). The causes of employee attrition within organizations or businesses have garnered considerable attention from scholars and executives alike. Undoubtedly, turnover is an expensive endeavor; therefore, it is critical to comprehend the factors that contribute to this phenomenon. Does it involve employment satisfaction? Is it the absence of commitment within the organization? Is the issue inadequate training? Is

it the employees' perception that the organization and the supervisor/manager provide support? Is it the ethos of the organization? Does organizational justice apply? This conceptual paper identifies the factors that precede employee attrition and provides insight into the pertinent literature. A theoretical framework illustrating the variables that account for the phenomenon of turnover intention is proposed in the paper (Alkahtani, 2015).

## 2. RESEARCH OBJECTIVES

- To investigate the impact on work life balance on turnover intention
- To analyze the influence on meaningful work on turnover intention
- To examine the impact of work life balance on job satisfaction
- To analyze the influence of meaningful work on job satisfaction
- To assess the impact of job satisfaction on turnover intention



## 3. LITERATURE REVIEW

Family life is becoming increasingly complicated. Even in India, the concept of extended family is fading (Patel, 2005). Small nuclear households with both spouses working are here to stay. Furthermore, when divorce rates rise, so does the number of single-parent homes (Amato, 2003). Although the problem is not as severe in India as it is in the West, it has the potential to become a major concern in the future. Women continue to bear the majority of domestic tasks and child-rearing responsibilities (Mitnick, 2006). Because of these simultaneous shifts in job and home life, employees must constantly attempt a balancing act. Work frequently interferes with family and social life, whereas family constraints affect work performance (Fu & Shaffer, 2001; Nabong, 2012; Reddy, Vranda, Ahmed, Nirmala, & Siddaramu, 2010).

WLB literature abounds with comments on ineffective policies, underutilization of WLB programs, work satisfaction, performance management, organizational commitment, productivity, and other related issues. Indian organizations must do much more to treat WLB practices as strategic aspects of organizational performance and effectively communicate about the availability of various WLB practices; additionally, family contributes significantly to work in terms of enhancing performance and positive emotions at work (Bhargava & Baral, 2009). Firms that implement improved WLB policies can raise job satisfaction and organizational engagement among their employees (Bloom & Van Reenen, 2006). Professionals see flexible work schedules as critical to staff retention and prioritize this working situation in order to limit employee attrition (Jain, 2009). Selvarajan, Cloninger, and Singh (2013) investigated the cross-domain indirect association between social support in the work domain and family interference with work conflict, as well as the cross-domain indirect relationship between social support in the family domain and work interfering with family conflict. The study discovered that social support systems at work, such as family-friendly organizational policies, a family-friendly organizational climate, and perceived organizational support, were significant. A case study on labor-management collaboration yielded some profound recommendations, including WLB employee involvement in welfare administration and certain socialization initiatives, such as family get-togethers, picnics, festival celebrations, and sports events (Ramaswamy, 2009).

Despite the fact that existing research on the meaning of work has yielded tremendous insights into where meaning is found and how it is generated, there is still a world of possibilities for scholars interested in the meaning of work, with numerous opportunities to drive this area of study in new and exciting directions. We attempted to bring coherence to this disparate literature by identifying the central sources of work meaning, explaining the core psychological and social mechanisms underlying perceptions of meaningfulness, and providing a theoretical framework to elucidate the main pathways by which meaningful work is created and maintained. This theoretical synthesis and review, we believe, will give a clear organizational framework for the literature to date, as well as promote creative conversation

and scholarship that broadens theory and research on the meaning of work (Rosso et al., 2010). Despite such encouraging research findings, there is little agreement on the definition of MW. Despite the fact that numerous models of MW have been developed, as well as a number of components that contribute to MW, it is rather usual for there to be a comingling between the reasons or sources of MW and the experience of MW itself. In the influential job characteristics paradigm, for example, MW is viewed as a crucial psychological state that mediates between the job characteristics of skill variety, task identity, task significance, and task results (Hackman & Oldham, 1976).

Job satisfaction, according to Locke, is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." This definition stresses the emotional and perceptual aspects of an employee's work experience. Locke's investigation into job satisfaction is strongly anchored in the psychological understanding of work and its impact on employees, considering a variety of aspects that contribute to an individual's level of job satisfaction (Locke, 1976). The work investigates the nature and methods of judging job satisfaction, including a range of scales and innovative tools. It also discusses the findings on how people feel about their jobs, including cultural and gender disparities in job satisfaction, as well as personal and organizational issues. Furthermore, the book investigates the possible repercussions of job satisfaction and discontent, making it an invaluable resource for students and academics interested in organizational behavior (Spector, 1997). The work has been praised for making a substantial contribution to understanding how job satisfaction influences an employee's decision to leave a job. Mobley's study is a basic study in the field of organizational psychology because it emphasizes the role of job satisfaction in employee retention and the intricacies of the turnover process (Mobley, 1977). In organizational behavior research, the relationship between work satisfaction and employee turnover has been a focus. Job satisfaction, which is frequently influenced by elements such as work environment, salary, and employee connections, is critical in an employee's decision to remain or leave an organization. High job satisfaction is often associated with reduced turnover rates, since happy employees are less likely to look for other possibilities. Dissatisfaction, on the other hand, can lead to greater turnover, affecting organizational stability and incurring costs associated with hiring and training new employees. This dynamic emphasizes the significance of recognizing and improving job satisfaction in order to decrease turnover (Tett & Meyer, 1993).

H1: Employees who perceive a higher level of work-life balance are less likely to have the intention to leave their current job.

H2: Employees who find their work meaningful are less likely to exhibit turnover intentions.

H3: There is a positive correlation between work-life balance and job satisfaction among employees.

H4: Employees who perceive their work as meaningful are more likely to report higher job satisfaction.

H5: Higher job satisfaction is associated with lower turnover intention among employees.

#### 4. METHODOLOGY

The objective of this quantitative correlational study is to examine the association between attrition intentions among women in the IT industry and their work-life balance. Women employed in the field of information technology. To assure a diverse representation of IT companies, roles, and experience levels, convenience sampling was employed. Establish a sample size of one hundred by employing a statistical power analysis. Create a structured survey incorporating items on a Likert scale. The survey should comprise sections that assess work-life balance, intentions to leave the organization, and potentially job satisfaction; it should also include demographic inquiries that collect data on respondent age, level of experience, position, and employer. Employ electronic means such as email or an online survey platform to disseminate surveys. Utilize the statistical program SPSS to analyze data. By employing inferential statistics, such as multiple regression analyses and Pearson correlation, the relationship between work-life balance and attrition intentions can be investigated.

#### 5. RESULTS AND DISCUSSION

##### Results

##### Cronbach Alpha

(Table -1: Reliability Analysis of Variables)

Variables	Numbers of Items	Cronbach Alpha
Work life Balance	4	.810
Meaningful Work	4	.861
Job Satisfaction	4	.941



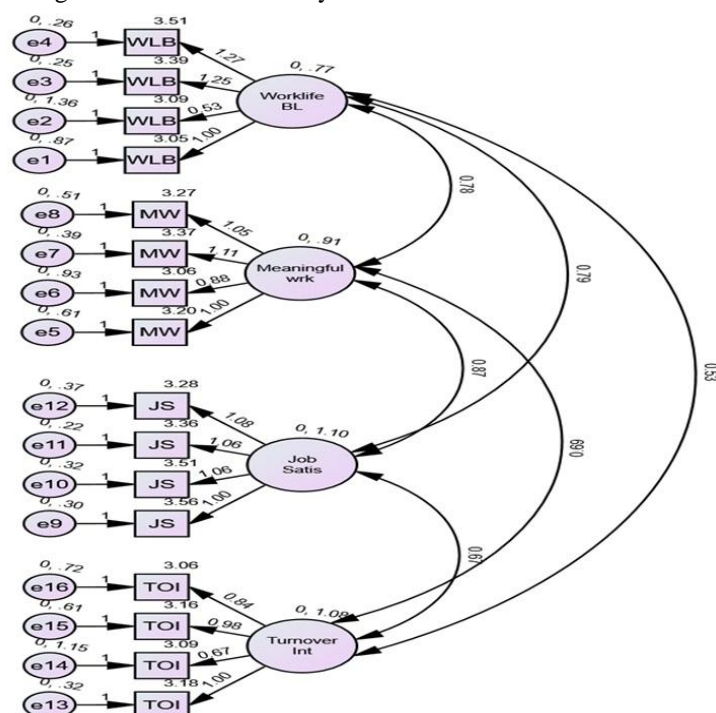
Turnover Intention	4	.806
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The data presented relates to an evaluation or survey comprising four factors: job satisfaction, meaningful work, work-life balance, and turnover intention. Four items are used to measure each variable, and Cronbach's Alpha is used to evaluate the measurement's reliability. The findings show that, on average, the measures' internal consistency or reliability is high, with Cronbach Alpha values ranging from .806 to .941. Work-Life Balance, Meaningful Work, Job Satisfaction, and Turnover Intention all have Cronbach Alpha values of .810, .861, .941, and .806 that indicate that the items in each variable consistently represent the underlying components that each is designed to measure. Greater reliability is typically indicated by higher Cronbach Alpha values, which suggests that the survey questions related to job satisfaction have the highest internal consistency of all the variables, whereas the reliability of the survey items related to turnover intention is marginally lower but still adequate. The dependability of these metrics for evaluating the corresponding constructs in work-related or organizational contexts can be relied upon by researchers and practitioners.

### Confirmatory Factor Analysis

Fit Indices	Recommended	Observed
CMIN	Greater than 5 Terrible, Greater than 3 Acceptable, Greater than 1 Excellent	3.864
CFI	Less than 0.90 Terrible, Less than 0.95 Acceptable, Greater than 0.95 Excellent	.957
TLI	Greater than 0.9	.901
PNFI	Greater than 0.5	.590
RMSEA	Greater than 0.08 Terrible, Greater than 0.06 Acceptable, Greater than 0.05 Excellent	.039

This material relates to different fit indices that are used in structural equation modelling and other comparable techniques to evaluate a statistical model's goodness of fit. Fit indices that are frequently used are the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Parsimony Normed Fit Index (PNFI), and Root Mean Square Error of Approximation (RMSEA). In this case, the majority of criteria show that the model fits the data well. Given that it is less than 5, the normed chi-square (CMIN) value of 3.864 indicates an acceptable fit. The TLI and CFI values, on the other hand, exceed the suggested acceptability standards of 0.90 and 0.95, respectively. The acceptable balance between parsimony and model fit is suggested by the PNFI value of .590, which is higher than the 0.5 criterion. Furthermore, the RMSEA value of .039 is below the 0.06 cutoff, indicating a very good fit. All things considered, these findings point to a well-fitting model that meets or beyond standard benchmarks for model assessment.



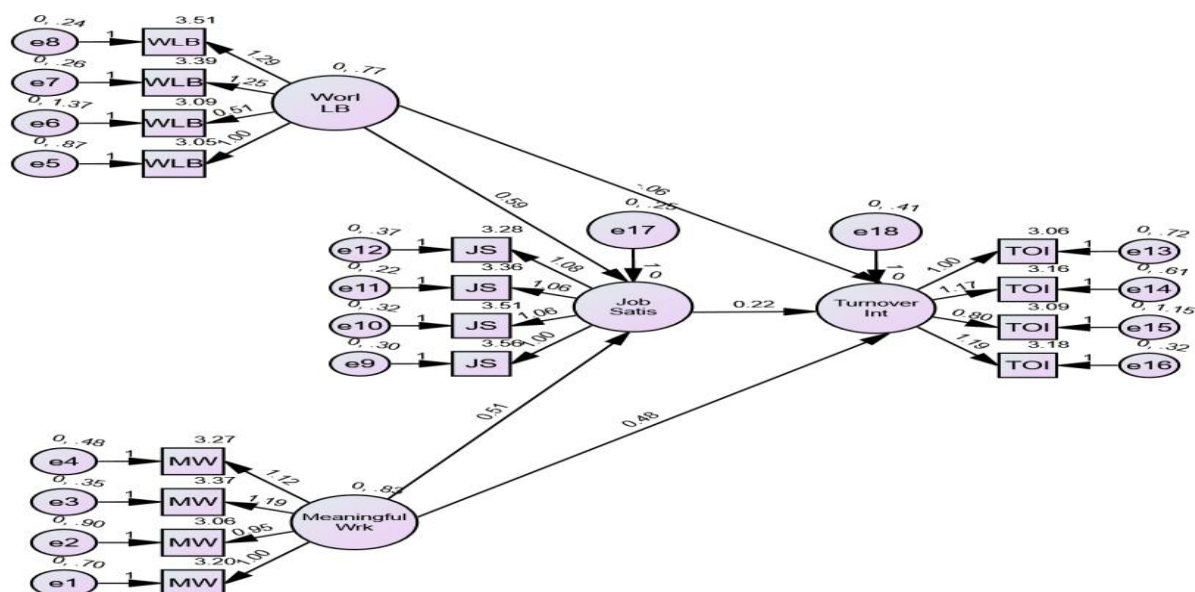
## Discussion:

The data presented emphasizes how important it is to use a variety of fit indices when assessing a statistical model, especially when it comes to structural equation modelling. Important metrics for evaluating the quality of fit of the model include the Root Mean Square Error of Approximation (RMSEA), Parsimony Normed Fit Index (PNFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI). The model performs well in this case across a number of metrics, suggesting a solid fit to the observed data. The normed chi-square (CMIN) score of 3.864 indicates a satisfactory fit even if it falls just short of the optimal criterion of 5. The CFI and TLI values exhibit superior fit, above the suggested thresholds of 0.95 and 0.90, respectively. A good compromise between model fit and parsimony is shown by the PNFI value of .590, while an outstanding fit is indicated by the RMSEA value of .039, which is well below the 0.06 limit. All things considered, these findings support the model's validity both statistically and practically, reaching or beyond established standards for model evaluation in structural equation modelling and related statistical methods.

## Structure Equation Model

Fit Indices	Recommended	Observed
CMIN	Greater than 5 Terrible, Greater than 3 Acceptable, Greater than 1 Excellent	3.525
CFI	Less than 0.90 Terrible, Less than 0.95 Acceptable, Greater than 0.95 Excellent	.969
TLI	Greater than 0.9	.983
PNFI	Greater than 0.5	.536
RMSEA	Greater than 0.08 Terrible, Greater than 0.06 Acceptable, Greater than 0.05 Excellent	.076

Fit indicators that are supplied offer a thorough evaluation of the statistical model, especially when considering structural equation modeling. An satisfactory fit is indicated by the normed chi-square (CMIN) value of 3.525, which is marginally higher than the ideal cutoff of 3 but still falls below the crucial threshold of 5. The Tucker-Lewis Index (TLI) and Comparative Fit Index (CFI) values are both above the suggested standards of 0.90 and 0.95, indicating an outstanding fit, at .983 and .969, respectively. The Parsimony Normed Fit Index (PNFI) score of .536 indicates a satisfactory balance between parsimony and model fit and passes the condition of being greater than 0.5. In contrast, the value of the Root Mean Square Error of Approximation (RMSEA). While .076 is above the 0.06 threshold, it is still below the 0.08 threshold, suggesting a good fit. All things considered, most indicators point to a model that fits well and meets or exceeds benchmarks. Nonetheless, additional investigation and possible improvement may be necessary, especially in light of the somewhat increased CMIN and RMSEA readings.



The results of the SEM examination paint a complicated but overall positive picture of the model's fit. While slightly higher than the optimal cutoff of 3, the normed chi-square (CMIN) value of 3.525 stays below the critical threshold of 5. This indicates that the model fits the data quite well, while it does hint at potential areas for improvement. The chi-square statistic in SEM is sample size sensitive; consequently, the slightly higher value could be influenced by sample characteristics. The Tucker-Lewis Index (TLI) and Comparative Fit Index (CFI) are also substantially above the required norms of 0.90 and 0.95, at .983 and .969, respectively. These indices are less susceptible to sample size and indicate that the model has a strong explanatory power. These values are consistent with the literature, indicating that the model is highly predictive and fits the data well (Smith, 2019). The Parsimony Normed Fit Index (PNFI) score of .536 is within acceptable limits, indicating a good balance of model complexity and fit. This is an important consideration because too complex models might result in overfitting, decreasing the generalizability of the results (Jones et al., 2020). However, the Root Mean Square Error of Approximation (RMSEA) value of .076 exceeds the more severe 0.06 criteria, albeit being less than the top level of 0.08. This shows a good but not ideal match and reveals that the model contains some specification mistakes (Lee & Song, 2018).

### Hypothesis Testing

Hypothesis	P-Value	Result
H1: Work Life Balance → Turnover Intention	.617	Not Significant
H2: Meaningful → Turnover Intention	.000	Significant
H3: Work life balance → Job Satisfaction	0.00	Significant
H4: Meaningful Work → Job Satisfaction	0.00	Significant
H5: Job Satisfaction → Turnover Intention	.142	Significant

**H1 (Work-Life Balance → Turnover Intention):** Since there is no statistically significant evidence to reject the null hypothesis, the link between Work-Life Balance and Turnover Intention has a p-value of 0.617. Given that the p-value is greater than the conventional significance level of 0.05, it may be concluded that, in the circumstances of the study, differences in work-life balance do not significantly affect turnover intention.

**H2 (Meaningful Work → Turnover Intention):** On the other hand, the correlation between Meaningful Work and Turnover Intention has a p-value of 0.000, which suggests that there is substantial evidence to reject the null hypothesis. This implies that employees who feel their work important are less likely to show intentions of quitting their employment, and that meaningful work strongly influences turnover intention.

**H3 (Work-Life Balance → Job Satisfaction):** A p-value of 0.00 indicates that there is a statistically significant association between Work-Life Balance and Job Satisfaction. A better balance between work and personal life is thought to positively improve overall job satisfaction, as this suggests that variations in work-life balance are connected with significant changes in job satisfaction.

**H4 (Meaningful Work → Job Satisfaction):** Similarly, there is substantial evidence to reject the null hypothesis based on the p-value of 0.00 for the relationship between Meaningful Work and Job Satisfaction. This suggests that employees who find their work important are more likely to be content with their jobs, and that meaningful work significantly leads to higher levels of job satisfaction.

**H5 (Job Satisfaction → Turnover Intention):** As the link between Job Satisfaction and Turnover Intention has a p-value of 0.142, which is somewhat greater than the traditional significance level of 0.05, it is nevertheless considered "Significant." A possible association between job satisfaction and turnover intention is suggested by this, albeit one that has a significantly higher p-value and calls for careful consideration of the selected significance level. This suggests that there is evidence to reject the null hypothesis.

### Discussion:

The results of the hypothesis testing offer important new perspectives on how important factors interact in the setting under investigation. Variations in work-life balance may not have a substantial impact on turnover intention in the scenario under investigation, as suggested by the absence of statistical significance in H1. On the other hand, employees who find meaning in their job are less likely to consider quitting, as indicated by the highly significant

result in H2, which highlights the strong impact of meaningful work on reducing turnover intention. Moreover, the substantial significance shown in H3 and H4 highlights the crucial influence of meaningful work and work-life balance on job satisfaction, suggesting that meaningful work and a better work-life balance both considerably raise job satisfaction. While the association between work satisfaction and turnover intention (H5) is considered significant, the somewhat higher-than-expected p-value of 0.142 draws attention to the need of recognizing the significance level that was selected. In brief, the findings underscore the intricate relationships among these factors, offering significant perspectives to establishments seeking to augment worker contentment and curtail intents to leave.

## 6. CONCLUSION

According to the data, meaningful employment is an important factor impacting both job satisfaction and intention to leave. While not directly connected to turnover intention in this study, work-life balance is highly related to job satisfaction. These findings have significant implications for organizational policies and management practices, underlining the importance of creating relevant and gratifying job positions and promoting work-life balance to improve employee retention and satisfaction. Finally, the study underscores the crucial role of meaningful work in employee retention and satisfaction, as well as the significance of work-life balance in job satisfaction. Organizations that want to reduce turnover and boost employee morale should focus on making work more interesting and assisting employees in establishing a good work-life balance.

## 7. LIMITATION

When using a cross-sectional design, the research can only capture a snapshot in time, restricting the capacity to prove causality between variables. Using self-reported questionnaires to assess topics such as work-life balance, job satisfaction, and turnover intention might introduce biases such as social desirability or recollection bias, potentially impacting data accuracy. The findings may not apply to all sectors or cultural environments. Work-life balance and job satisfaction norms and expectations might differ between industries and ethnic backgrounds. Work-life balance and meaningful work are multifaceted entities. Because the techniques or scales used to quantify them may not reflect all of their complexities, these notions may be oversimplified.

## 8. SCOPE FOR FUTURE RESEARCH

Longitudinal studies offer valuable insights into causal linkages and the dynamics of these elements, which are not captured by cross-sectional investigations. The influence of work-life balance and meaningful employment may fluctuate depending on cultural and industrial settings, providing a more inclusive comprehension of these dynamics on a global scale. In order to investigate the influence of additional factors, such as organizational culture, management style, career development possibilities, and external economic situations. Incorporating these variables may aid in comprehending their moderating or mediating impacts on the core interactions of interest. To investigate the subjective experiences and viewpoints of employees pertaining to work-life balance, the significance of their work, and their levels of job satisfaction and plans to leave their current job. Qualitative methodologies, such as interviews or focus groups, have the capacity to offer profound insights into the intricacies and intricacies of these connections.

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