

**IMPACT OF WORK-LIFE BALANCE ON EMPLOYEE RETENTION AND
ORGANISATIONAL PERFORMANCE**

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Abstract

This study has worked to determine the impact of work-life balance on the employee performance. This study has explored a particular case, which is the hotel sector of Delhi; the case of the employees of the hotel sectors of Delhi has been determined in-depth and this determination, the explored literature, and past studies have evidenced that the work-life balance has a significant influence on employee performance as well as on employee retention. The following study investigates the association between work-life balance policies and employee retention and how they enhance organizational performance in the hotels in Delhi. To achieve the targeted aim, the study objectives have worked on the following goals: To examine the effective work-life balance policy practices by hotels; to evaluate the significance of employee retention in the hotel sector. To determine the work-life balance that influences employee retention and organizational performance. To provide recommendations on how the Hotel sector in Delhi can enhance their practices to improve employee retention and productivity.

This study used the primary quantitative, an 80-sample size, these 80 were the employees of the hotel and contributed their perception with the context of the organisational performance. In the context of the employees of Delhi, it has been noted that work-life balance is significantly related to employee retention and organisational performance. Satisfied employees benefit the hotel's staff by maintaining retention and could allow being more productive and work harder to provide superior and effective services. Additionally, a hotel's profit depends on a high level of efficient customer service to increase bookings and foster loyalty. This study has evaluated that there are a few factors that have been identified, which promote the organisational performance through that work-life balance. Therefore, it has been noted that the hotels in Delhi, in particular in the hotel sectors the employees are being promoted via offering balanced work life.

1 Thesis Declaration Page

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1 CHAPTER ONE: INTRODUCTION

1.1 Introduction

The following chapter has explored the overview of a study, which is based on the investigation of the strategies in order to maintain work life balance and retaining employees. In this regard, this study has concentrated on hotels in Delhi. Furthermore, this chapter contains the study's background, discusses the problem statement, which has embraced the motivation behind the conduction of the study. Along with that, this chapter has promoted the explanation of the research's aim and objective and, also, it consists of research questions. This section also presents the rationale and significance of the investigation. Along with that, in last structure of the whole study has been elaborated.

1.2 Background of the Study

Employee retention is defined as potential and ability of a company, which helps them to keep its employees, and this ability allows business firms to leave the company voluntarily or involuntarily (Kurdi and Alshurideh, 2020). It is considered a measure of how many employees can stay longer with the company over a certain period. According to Rombaut and Guerry (2020), the manager plays a significant role in retaining employees for the long way and helps the employee to set their long goals at the same location. At the same time, it has been noted that the defective part of the manager can also lead to a high turnover rate as High turnover rates can be costly in terms of recruitment, training, and lost productivity; therefore, to keep employees for a long time, companies have found frequently involved in creating plans to enhance employee retention. These plans usually include essential actions, like providing attractive compensation benefits packages, establishing pathways for career advancement, fostering a constructive workplace atmosphere, and advocating for work-life balance. Lee and Joseph Sirgy (2019) also indicated that these strategies prove helpful for companies to attract and retain talented employees and ultimately lead to better organisational performance.

All factors have an individual role in employee retention. However, work-life balance tends to help the employee the most. In this manner, Adamson, Muhr and Beauregard (2022) have determined that work-life balance is the equilibrium between a person's professional and personal

life. This research has further added that it is an ability to manage responsibilities and activities related to work, such as meeting deadlines, attending meetings, and responding to emails, while also having time for personal activities and responsibilities, such as spending time with family and friends, pursuing hobbies, and maintaining emotional health and well-being. Moreover, achieving a good work-life balance is essential to prevent burnout, stress, and physical and mental health problems (Sharkey and Caska, 2020). It also benefits organisations as it can lead to increased productivity, better employee morale, and higher retention rates. Strategies for achieving a good work-life balance include setting boundaries, prioritising tasks, delegating responsibilities, and taking time for self-care. On the other hand, efforts from the employment side are also mandatory, as saying employee personal life priority can rupture the balance of work life.

Apart from that, work-life balance is crucial for the overall performance of the business firm; company performance refers to the extent to which a firm in order to pursue the goals of an organisation. In this context, Gawankar, Gunasekaran and Kamble (2020) have said that it measures how well a corporation functions in terms of efficiency, effectiveness, productivity, and profitability. In promoting work-life balance, the Performance of firms can be measured by various indicators such as financial performance, customer satisfaction, employee engagement, innovation, and market share. As per Maslow's hierarchy of needs, a theory of motivation involves stating five categories of human needs: physiological safety, love and belonging, self-esteem and self-actualisation. These categories need to be satisfied. This satisfaction helps employees to spend their time in a sector. Maslow has set the needs at the pyramid as per the needs of employees while considering the category represented by Maslow's theory. Notwithstanding, the requests at the highest point of the pyramid are trying to fulfill through work alone. As of now, way of life choices and having recreation time become critical. This makes sense of why the possibility of a balance between fun and serious activities is still moderately new since you should initially deal with all workers' central necessities before representatives have the opportunity, energy, or need to contemplate appearance or self-actualisation. Therefore, work-life balance is an important factor which allows employees to be a part of any organisation for a long time.

1.3 Research Problem

For the management of an organisation, providing reasons to their employees for staying for a long time in an organisation is crucial. Despite a growing awareness of the significance of work-life balance in the hospitality industry, limited research exists on how work-life balance policies can impact the retention and performance of employees in Delhi's hotels. The hospitality sector has the most outstanding industry turnover rates, according to the Job Openings and Labour Turnover Report (JOLTS) from the Bureau of Labour Statistics (BLS). According to recent data, the industry providing lodging and food services saw an 86.3% turnover rate in 2021 in Delhi. Fostering a friendly, supportive company culture is one of the best things you can do for employee retention and attracting new talent.

The high employee turnover rate in the hotel industry is a significant issue that impacts company performance and productivity. This problem is compounded by the challenging working conditions and long hours in the hotel industry, which can lead to employee burnout and dissatisfaction. Therefore, the proposed research aims to address the research gap by examining the relationship between work-life balance policies, employee retention, and performance in hotels in Delhi

1.4 Research Aim and Objective

The following study investigates the association between work-life balance policies and employee retention and how they enhance organisational performance in the service sector by; hotels in Delhi. To achieve the targeted aim, the researcher has worked on the following objectives, which are given below.

- To examine the effective work-life balance policy practices by hotels.
- To evaluate the significance of employee retention in the hotel sector.
- To determine the work-life balance that influences employee retention and organisational performance.
- To provide recommendations on how the Hotel sector in Delhi can enhance their practices to improve employee retention and influence productivity.

1.5 Research Questions

The main focus of the research is to answer the following questions and to address the identified problems in the study:

1.6 Research Questions

The research questions are as under:

- Does work-life balance impact employee retention for hotels in Delhi?
- Does work-life balance impact organisational performance for hotels in Delhi?

1.7 Research Rationale

This study seeks to address a critical matter in the hotel service sector of Delhi, which is the impact of work-life balance policies on employee retention and organisational performance. Although numerous studies including, Gawankar et al. (2020); Kurdi and Alshurideh (2020), have been conducted; however, a few gaps have been identified in the past studies, which are expected to be fulfilled in this study. These gaps, particularly in the service sector, are highly competitive, and hotels must ensure they can attract and retain skilled employees to remain competitive and profitable. In this regard, the research aims to evaluate the primary work-life balance policies implemented by hotels in Delhi and assess their significance in retaining employees and enhancing organisational performance.

Moreover, the study seeks to explore how work-life balance policies can positively influence employee retention and improve the performance of companies in the service sector. The study will provide recommendations for hotels in Delhi to improve their practices and enhance employee retention, ultimately leading to increased productivity. It would be significant for the study as it aims to provide insights into a specific work-life balance policy used by hotels in Delhi and their effectiveness in improving employee retention and organisational performance. Thereby, the findings of this study can be used by hotels in Delhi and other service sector firms to improve their practices and enhance their competitiveness. Additionally, the analysis can contribute to developing policies that promote work-life balance and employee retention in the service sector.

1.8 Significance of the Study

The study aims to contribute to a better understanding of the importance of maintaining a balance of work and life in the hotel industry, particularly in Delhi, one of the largest hotel markets in India. The study's findings can help hotels in Delhi design and implement effective work-life balance policies to improve employee retention rates and enhance their overall performance. Similarly, the study provided theoretical contributions to the existing literature on the research topic and explained relevant policies and their impact on employee retention and maintaining company performance.

Work-life balance is not only crucial for employee retention, but it also has a significant impact on the performance of firms. When staff members effectively manage their professional and personal commitments, they generally exhibit greater productivity, enthusiasm, and drive. This can lead to favourable effects on the overall performance of the organisations. Additionally, organisations prioritising work-life balance can allow employees to find an interest in an organisation and improve their reputation in the industry (Oyewobi et al., 2019). A workplace culture that values work-life balance sends a clear message that the company cares about the well-being of its employees and is committed to creating a positive work environment, which can help to attract and retain high-performing employees

1.8.1 Structure of the Study

This research was based on six chapters; all the chapters have represented significant elements, including the introduction chapter, literature review chapter, research methodology chapter, data collection and analysis chapter, discussion chapter and conclusion and recommendations chapter. After introducing the key points in the introduction chapter, the literature re, it discusses past studies on the relevant topic. Further, it examined the methodology and findings of the study. Moreover, the fifth chapter consisted of the recommendations given by the researcher for future researchers. Moreover, the next chapter discussed the research results and findings and highlighted the study's theoretical implications. Furthermore, in the conclusion and recommendations chapter researcher has summarised the main findings and contribution of the study.

1.9 Chapter Summary

To sum up, this research investigates the impact of work-life balance policies on organisational performance and employee retention in the hotels of Delhi, one of the largest hotel markets in India. The proposed study focuses on analysing a critical matter in the hotel service industry of Delhi, which concerns the impact of policies about maintaining stability in the office and personal life and increasing the staff retention and efficacy of firms.

2 CHAPTER TWO: LITERATURE REVIEW

2.1 *Chapter Overview*

Research on the positive effects of a healthy work-life balance on employee retention and business results is summarised in this section. In light of its rising popularity, this literature review on work-life balance has been drafted to help businesses and their staffs achieve more tremendous personal and professional success via nurturing the development of each individual member. This chapter also focuses on the conceptual framework and research hypothesis, introducing a research question and proposing an expected result. This chapter aims to consider the state-of-the-art regarding the topic area, i.e., what is known and the gaps that could be addressed by the research. The identified gaps are intended to be explored in this chapter in, the literature gap. It helps maintain sustainable development in service sectors. In the end, the summary concisely explains this chapter and supporting details.

2.2 *Literature Review*

2.2.1 *Flexibility in Work (Remote/Hybrid)*

Working from home can significantly benefit work-life balance in some situations. As Sokolic et al. (2022) noted, working from home provides several benefits, including avoiding the time and cost of commuting and distractions like office politics. Yet, many businesses displayed terrible attitudes about work-life balance during and after the pandemic (Thomson and Williams, 2020). Assuming, for instance, that employees were now available 24/7 since they were spending less time with friends and family outside the home. When the stakes are high, it can be tempting to work through the night if you have access to all of your business communications from home, such as on a laptop instead of a desktop that you can only access at the office.

While many businesses return to the office, Sokolic et al. (2022) argue that judicious use of messaging and communication platforms is essential for remote and hybrid teams to achieve work-life balance. Schedule-sending emails for 9 am tomorrow instead of 5 pm tonight, for example, can significantly assist remote employees in creating some separation between work and family life.

As indicated by Radonic et al. (2021), a few critical benefits of crossover work are higher efficiency, diminished burnout, and improved open doors for balance between fun and serious activities. Mixture models help yield by offer specialists more breathing space by the way they approach their assignments. The on-going mixture courses of action are largely saw as invaluable to the wellbeing and efficiency of labourers. Half-and-half work, as contended by Radonic et al. (2021), takes into account additional opportunity to be spent by collaborators at work, where they might get to be aware and cooperate. Mixture work, nevertheless, requires more extensive gathering and timetable preparation, for example, figuring out when others are free and in the workplace and how to lead crossover gatherings with part of the crowd on the web.

According to Radonic et al. (2021), some important advantages of crossover work include increased productivity, decreased burnout, and better access to a healthy mix of enjoyable and important tasks. Mixture models increase productivity by giving experts greater leeway in how they approach their tasks. The continuing combination strategies are often viewed as crucial to the productivity and well-being of workers. Half-and-half work, according to Radonic et al. (2021), considers additional time that collaborators may spend at work, where they may learn to be attentive and cooperate. Mixture work, however, need more thorough planning and scheduling, such as determining when others are available and at work.

2.2.2 Working hours

According to Singh et al. (2019), employees who set schedules can better balance their professional and personal responsibilities. According to some research, organisational performance may be enhanced by flexible work hours, while others have found the opposite to be true. Employee retention refers to an organisation's efforts to hold on to workers who have proven valuable to the business through their hard work and dedication and the people the company relies on to get their jobs done. Benefiting economies, firms, and workers, reduced working hours and more flexible active time arrangements, as those utilised during the COVID-19 crisis, can pave the way for a better and healthier work-life balance.

Increased companies are attempting to create settings where productivity is measured not by attendance but by punctuality and output quality. Companies open to change can benefit greatly from employees' increasing desire for work-life balance through telecommuting.

2.2.3 Job Satisfaction

According to research by Lin et al. (2021), service sector employers must commit their workers' personal lives and well-being. Managing employee happiness is as simple as encouraging them to balance their professional and personal lives better. Dissatisfied workers produce subpar results. Numerous thriving businesses count on their employees' exceptional efforts to achieve their goals. Employees must be highly motivated to work toward these organisational goals and keep operating competently. Workers' propensity to feel positive about their work on the job is known as job satisfaction. Job satisfaction is a multifaceted concept that incorporates both individual and organisational factors. According to Lin et al. (2021), a humane touch and a higher emphasis on employee satisfaction and corporate contribution characterise the labour-intensive service sector. Employees' increased productivity and their own sense of intrinsic motivation result from a high level of job satisfaction on the job. Because it encompasses the organisation's rules about the leeway in working hours and the benefit it provides to the employees, job satisfaction is related to work-life balance.

2.2.4 Employee Retention

Retaining employees ensures that current workers stay with a company for the near future. Keeping employees from leaving increases the likelihood that the organisation will grow over time. According to Zin et al. (2021), retaining employees is crucial for any business with long-term goals (such as expanding into new markets). The key to long-term employee retention is figuring out how to entice the most talented workers to join your team in the first place and how to convince them to stay. Top management uses employee retention strategies to encourage their staff to remain with the firm for an extended period, hoping this would benefit the business.

Motivated workers make a difference in their work and the success of their company. Creating a work setting that encourages the growth of employees' intrinsic drive is one way to keep them on board. Employee retention is thought to be affected by factors like pay, opportunities for advancement, and the ability to work flexible hours. Work-life balance has a 4.4% impact on employee retention, as Zin et al. (2021) reported. The research findings have practical implications for management in several areas. One of these is the provision of a suitable workplace and appropriate facilities to boost employee motivation.

2.2.5 Organisational Performance

Organisational performance is subject to employee engagement, commitment, and retention. Bakotić (2016) describes organisational performance as a business entity's or a firm's performance in terms of operational, financial, informational, and human resources, which allows it to retain its market placement and conduct business efficiently in the market, engaging with competitors. Akinyele, Peters and Akinyele (2016) state that employees are integral to an organisation's sustainability and operational excellence and are vital assets providing them with the necessary competitive edge in the global market. Organisational performance has been an extensive study area for researchers who have sought to determine the success factors for eliciting employee engagement and retention. To this end, Wong, Chan and Teh (2020) and Deery and Jago (2015) have studied how employee benefits in the form of work-life benefits can improve employee job performance and engagement. Employee retention is a persistent problem rampant across all organisations. High turnover rates contribute to significant resource loss for organisations in terms of time expended in hiring, training and capital expenses related to human resource management. Jaharuddin and Zainol (2019) have investigated how work-life balance offers a solution where everyone benefits both organisations and employees, which increases employee retention due to higher job satisfaction. Remote/hybrid work, activity sharing, and flexitime can contribute to higher employee contentment, dedication, loyalty, and mutually beneficial responsibility within the organisation.

2.3 Relationship between Variables

2.3.1 Relation between Employee Retention and Flexibility in Work

According to Shockley et al. (2017), when workers are given more leeway in deciding when, where, and how long they put in at the office, they can better balance their professional and personal commitments. It is an excellent tool for reducing the stresses and tensions of attempting to maintain a healthy work-life balance. Employees are productive when given the freedom to set their own hours and work wherever they like. Most workers (79%) said they could remotely maintain or improve their productivity. The gap between employee retention and happiness can be closed by offering more flexible work options. Employees' output can be boosted when they are allowed to work remotely from their homes. Companies have benefited from employee retention in several ways, including lower costs, fewer accidents, and higher quality output.

According to research by Wadhawan et al. (2019), allowing employees some leeway in their work schedules can help them feel more valued and appreciated by their employers, increasing retention rates and reducing absenteeism, conflicts between employees, and stress in the workplace. The ability to shape one's working environment and effect change is correlated with contentment in one's job. Employees given more leeway in their schedules report improved mental well-being and report experiencing less stress as a result.

2.3.2 Relation between Employee Retention and Working hours

The time spent at work has become a significant factor in motivation and loyalty. Employees experienced increased stress and emotional tiredness from working weekends due to working more hours at the office. Haque et al. (2019) observed that telework programs had several sound effects on firms, including increased productivity and decreased costs, better work-life balance for employees, and higher employee engagement rates. Employees with flexible work schedules can balance their professional and personal obligations better. Many studies have found that allowing workers some leeway in their plans helps them stay with a company. According to Haque et al. (2019), a firm's efforts to retain individuals who have demonstrated exemplary performance and give advantages to the company are enhanced when such employees report a high level of satisfaction with their work and personal lives (i.e., employee retention). Benefiting economies, firms, and workers, reduced working hours and more flexible active time arrangements, as those utilised during the COVID-19 crisis, can pave the way for a better and healthier work-life balance.

2.3.3 Relation between Employee Retention and Job Satisfaction

Lin et al. (2021) state that job satisfaction significantly influences employee loyalty. Maintaining a contented, enthusiastic, and driven workforce improves business and consumer satisfaction. Employees will be less productive if not invested in the company's success. Providing employees with stress management opportunities can boost their job satisfaction and retention. Workplace stress is unavoidable and universal, and employees must discover strategies for personal development while minimising its harmful effects. As Lin et al. (2021) pointed out, stress can be managed and even turned to one's advantage to increase output and flexibility. As a result, service businesses must make employee happiness at work a top priority to retain their staff.

Managing employee happiness is as simple as encouraging them to balance their professional and personal lives better. Dissatisfied workers produce subpar results.

As per this review, representatives with command over their timetables can more readily consolidate their work and individual commitments. Adaptable plans for getting work done may work on authoritative execution, albeit different investigations have shown the inverse. Representative maintenance alludes to an organisation's endeavours to keep on board workers who have demonstrated helpful to the organization through their conciliatory work and devotion, as well as the individuals who are vital for the organization's activity. Decreased working hours and more adaptable plans for getting work done, as utilised during the Coronavirus emergency, can prompt a superior and better balance between fun and serious activities, which benefits economies, organizations, and representatives.

Worker inspiration influences both the nature of their work and the outcome of their association. One technique for keeping representatives on board is to establish a climate at work that encourages the improvement of their natural inspiration. The chance to work adaptable hours, possibilities for development, and compensation are completely respected to influence representative maintenance. Balance between fun and serious activities influences worker maintenance by 4.4% in Delhi, India. The exploration's decisions have applications for the board in a few fields. One of these is offering a reasonable work area and adequate conveniences to increment representative inspiration.

2.3.4 Relation between Employee Retention and Organisational Performance

According to Arasanmi et al. (2019), employee retention affects an organization's performance, productivity, culture, profitability, and customer satisfaction in both good and negative ways. Due to the high costs involved with turnover, staff retention is essential to a company's future success; nevertheless, keeping the wrong people on board may be harmful. Employee loyalty is strongly influenced by the performance of the company... It harms the efficiency and effectiveness of the company. For employee retention, strategies must create a positive workplace in which people want to stay, and this, in turn, boosts business output. A healthy work-life balance in today's competitive corporate environment is crucial since it increases morale, loyalty, and productivity among workers. As stated by Arasanmi et al. (2019), many thriving businesses rely on their employees' dedication and hard work to achieve their goals and succeed.

Productivity is the capacity to generate quality service. The higher the morale and commitment of workers, the more productive their organisation will be.

2.3.5 Theoretical Framework

It is worth noting that work-life balance is pivotal to job satisfaction and, thus, to employee retention. If any of these elements are negatively impacted, they will contribute to a negative outcome for the organisation regarding its performance and productivity. Based on the Social Exchange Theory (SET), connections are subjective to reciprocity, i.e., the transaction-based relation in social groups where an entity benefits the other in exchange for the awardees' services (Cropanzano et al., 2017). This behaviour reciprocates between the two parties as they indulge in continuous complementation-driven social conversation. For the present research, this implies that the retention and association between employers and employees is a continuously reciprocating process for work-life balance.

SET can describe worker preferences for work-life balance, working hours, flexibility in working conditions, job satisfaction and how these factors impact firm performance. Chernyak-Hai and Rabenu (2018) state that SET also provides insights into how organisational support can entice positive behaviour and creativity in employees. Thus, said theory can be utilised to assess the relationship between work-life balance and employee satisfaction and retention to determine the influence on organisational productivity.

2.4 Conceptual Framework

The conceptual framework for the present research has been devised concerning the theoretical framework established for this research in the proposal and in light of the literature review. The conceptual framework is the basis of hypothesis formulation and has been provided as under:

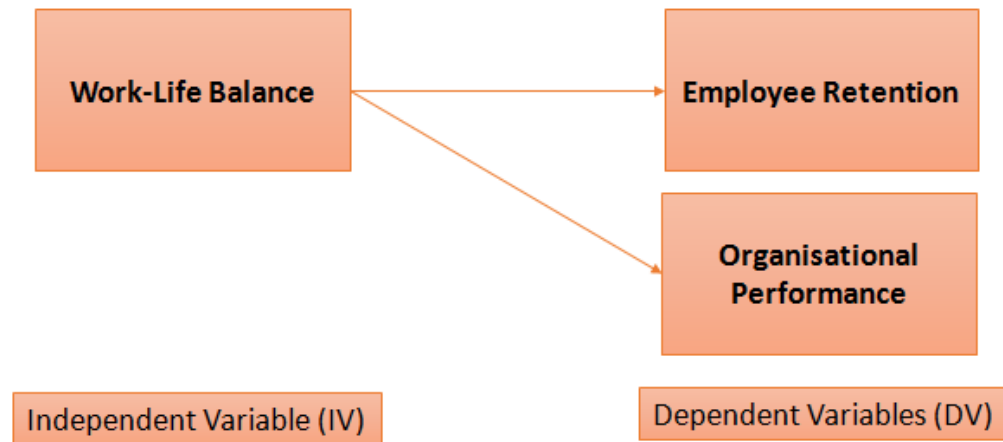


Figure 1. Conceptual Framework

2.5 Research Questions

The research questions are as under:

- Does work-life balance impact employee retention for hotels in Delhi?
- Does work-life balance impact organisational performance for hotels in Delhi?

2.6 Research Hypothesis

The research hypotheses have been developed concerning the conceptual framework above. The research hypotheses for the present work, as established in the proposal, are as under:

- H1:** Work-life balance significantly affects employee retention for hotels in Delhi.
 - ↳ **H₁₀:** Work-life balance has no significant impact on employee retention.
 - ↳ **H_{1a}:** Work-life balance has a significant impact on employee retention.
- H2:** Work-life balance significantly impacts organisational performance for hotels in Delhi.
 - ↳ **H₂₀:** Work-life balance has no significant impact on organisational performance.
 - ↳ **H_{2a}:** Work-life balance has a significant impact on organisational performance.

2.7 Literature Gap

The processes through which work-life balance can affect employee behaviour and organisational performance, according to Sirgy and Lee (2018), are complex and understudied. Numerous researches demonstrate that work-life balance is not always seen to affect employee

engagement and retention, including those by Oyewobi et al. (2019), Wong, Chan and Teh (2019), and others. This, however, does not necessarily indicate that organisational performance is subject to improvement from variables other than work-life balance. The complicated relationship between work-life balance, employee retention, and organisational performance requires thorough study, as this relationship can vary within socio-cultural and socio-economical contexts. These variables are reduced overheads owing to remote/hybrid work (from home) arrangements, productivity improvement during peak working hours, or social interactions. Previous literature has discussed the supposed benefits of work-life balance at great length and studies that examine the gap in assessing the implications of policies that uphold said benefits.

Balance between fun and serious activities components that influence employee conduct and hierarchical execution are complicated and ineffectively comprehended. Balance between serious and fun activities is not generally seen to influence employee retention and commitment. This, in any case, does not suggest that factors other than balance between fun and serious activities could influence how well an association performs. Since the mind boggling connection between balance between serious and fun activities, employee retention, and authoritative execution can contrast contingent upon socio-social and financial settings, this relationship should be completely examined. These elements incorporate diminished above costs because of mixture or remote work courses of action (from home), expanded efficiency during most active times, or social contacts. Past writing has carefully described the supposed benefits of balance between serious and fun activities and studies that glance at the error in assessing the impacts of arrangements that help those benefits.

In the tertiary services industry, notably in the Hotel Services sector, there is a dearth of research on the effects of work-life balance on staff retention and organisational effectiveness. Contemporary research can effectively establish relations between employee retention and related strategies and their impact on organisational performance (Jaharuddin and Zainol, 2019). Yet, work-life balance and its mediating effect are often overlooked and explored at the surficial level. Determining an empirical relation and cause-effect relation of the study variables can assist in addressing the literature gap. According to Sirgy and Lee (2019), studies have frequently examined the subject of the research from an experienced or behavioural viewpoint rather than via strict, real, and impartial scientific data, resulting in both conceptual and empirical gaps in the link

between the three variables. Moreover, literature relating to the research topic is geo-specific, and the trends differ across socioeconomic and socio-cultural environments for each organisation studied (Rafsanjani, Nursyamsi and Pono, 2019). This gives the researcher many opportunities to explore the hotel industries in Delhi from the established research perspective.

2.8 Chapter Summary

The present chapter concerns a comprehensive review of previous literature regarding the impact of work-life balance on employee retention and organisational performance. The literature review has critically assessed the research topic and the research conducted thus far on the subject. Previous literature has predominantly focused on how individual variables can directly impact organisational performance vis-à-vis their impact on employee commitment and engagement. The present chapter outlines the research hypothesis and the conceptual framework necessary to conduct the research. The conceptual framework devised in this chapter will serve as the basis for the research design and the subsequent data analysis and hypothetical validation that will follow in the coming chapters. The present chapter has discussed each study variable and its perceived relations established in past literature. The implications of said relations and the opportune areas for exploration for the present research have been discussed. Trends to date have been largely observed to follow the organisations' socio-cultural norms and socioeconomic environments. This provides a significant opportunity for the researcher to study said phenomenon in the specified context and explore in a manner that would establish variable interdependencies and the mediating effect of the sub-variable(s) constituting the primary independent variable (work-life balance).

3 CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology applied to attain the present research objectives. The methods have been adopted according to their validity and reliability, as the accuracy and appropriateness of the research depend upon the methodology used. The current research method is developed and justified accordingly after understanding the nature of the research problem. The chapter describes the research techniques and strategies utilised throughout the study, including research philosophy, design, and approach. Furthermore, the design approaches data collection for analysing the impact of the work-life balance on employee retention and organisational performance. Along with that, the chapter has represented ethical considerations and reliable research studies. The research onion has been used for deciding the approach and strategies.

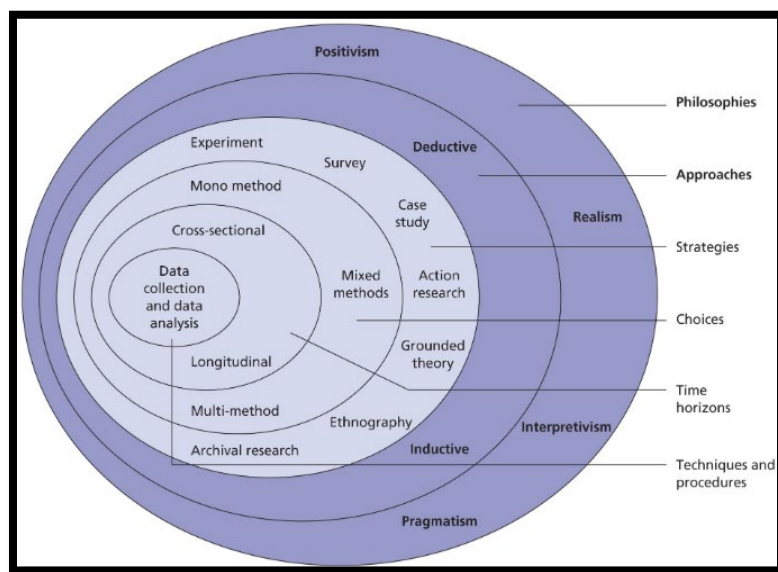


Figure 2research onion

Source: Pandey et al. (2021)

3.2 Research Philosophy

According to Mishra and Alok (2022), research philosophy provides a guideline to the researcher on how to do data sampling and set the research design, which assists in analysing the research quality. Winit-Watjana (2016) states that research philosophy defines the researcher's worldview and attitude for the generation of knowledge and suggests the starting point of the process of the research. However, it can also change or improve over time as it is inherent.

Positivism, pragmatism, and interpretivism are three primary types of research philosophies (Khaldi, 2017). For this study, the positivist research philosophy was adopted as it deals with quantitative data and focuses only on factual information gained through a sampling of data that is authentic and truthful (Dunn and Hayes 2018). As per Prasad (2017), positivism deals with establishing assumptions or hypotheses and collecting numeric data. The hypotheses or assumptions are then examined, tested, and validated for producing effective research. In this study, positivism allowed us to focus on the observations that are verified and valid instead of depending on the scientific knowledge available.

Positivism was adopted over other research philosophies as it allowed to deal with factual and trustworthy knowledge gained through observation (Hasan, 2016). It also allowed to put no differences in the logic of inquiry and assisted in predicting and explaining the phenomenon efficiently (O’Gorman and MacIntosh, 2015). Positivism assisted in following a systematic structure in the study and set laws and rules to produce minimum room for errors that maintained the validity of this study. Moving ahead, the following study has an aim to explore the impact of the work life balance on the employee retention and the organisational performance. In this study with the support of the positivism the researcher has worked on as per the need of the study.

3.3 Research Approach

Research approach, as defined by Zalaghi and Khazaei (2016), is the strategy or process used to carry out the study. It covers everything from general hypotheses to specific techniques for gathering, interpreting, and analysing data. For the purpose of employing the knowledge already known with the intention of coming to beneficial conclusions, making predictions, and creating excellent explanations for the study, there are two main methodologies, namely inductive and deductive (Azungah, 2018). In order to start with the statement of a general rule and go on to a specific conclusion and application, the deductive technique was used for this study to determine the determinants of the work-life balance and its influence on organisational success. As per Stephens, Dunn, and Hayes (2018), deductive reasoning is considered as an approach that follows the path of logic and explores a phenomenon or theory that is known to be valid as per the circumstances given for the specific study.

In this study, deductive approach allowed to develop a new hypothesis and confront it with the observations. Deductive approach also allowed to begin from deducing hypotheses from theory to examining the outcome of the association between dependent and independent instances of the study (Patel, and Patel, 2019). Deductive approach was selected over inductive approach as it provides increased focus and elaboration on the predicted changes, assumption testing, and validation on the theoretical construct of the study (Pandey, 2019). It also allowed to constitute the results based on the clear assumptions and definitions that were extremely beneficial for the assessment of accurate and valid results (Azungah, 2018). Deductive approach is useful for the testing of the hypothesis and drawing useful facts from the empirical results, therefore, it was adopted for this research to produce findings that are influential and significant.

3.4 Research Design

As per the different studies it has been noted that the research design is considered as a backbone of the study which leads the researcher in order to get more and confined data (Mitchell and Jolley, 2012). There are three designs of research that are considered by researchers and are named quantitative, qualitative, and mixed methods (Dannels, 2018). For this study, quantitative research design was selected as it allows to test multiple hypotheses related to the research topic. According to Bahari (2010), quantitative method of research is based on gathering numerical data and using statistical techniques to generate objective or logical findings with rational justification. In this study, quantitative design of research assisted in obtaining precise results which ensured the reliability and validity of this study.

Quantitative design assisted in detecting the reasons behind the occurrence of the discussed phenomenon in the assessed context of the environment (Bloomfield and Fisher, 2019). It also provided a more accurate profile of situations, people, and events (Zyphur and Pierides, 2017). Quantitative design was adopted over other research designs as it provides an effective explanation of the situation and problem in the form of relationships. Quantitative design assisted in the process of the identification of the issues and key variables for the discussed research problem (Creswell and Creswell, 2017). This design unlike the qualitative design of the research was opted due to being helpful in the provision of the frequency of factors along with the extent of their effects (Ghauri, Grønhaug, and Strange, 2020).

3.5 Data Collection Method

According to Pandey (2019), data collection refers to acquiring information from the pertinent sources to address the study topic. There are two methods of collecting the data i.e. primary and secondary. The secondary data collection method utilises secondary sources such as peer-reviewed journals, case studies, books, articles, newspapers, documents, business journals, government censuses, social books, and business magazines for collecting or recording the data (Pandey, 2019). Whereas, the primary data collection method provides a range of instruments such as survey questionnaires, polls, interviews, observation, experiments, and focus groups that gather the detailed response of research participants (Patel, and Patel, 2019). Method of secondary data collection was utilised in this study for exploring past studies. This study included and utilised company reports, annual reports, website sources, company information reports, surveys, financial statements, and other reliable and valid materials. Secondary data collection method allowed to review the studies of different authors and researchers to analyse data for the research objectives with honesty and reliability (Pandey, 2019). It also allowed understanding the views of different authors and identifying critical data gathered from several sources (Johnson and Sylvia, 2018).

Alongside that, subsequent to recognizing the holes from the past investigations, the scientist has chosen the essential information strategies, which drove the specialist to find the solutions of the distinguished holes, and settled the experienced issues. To direct the essential information, the specialist utilized the survey instruments to figure out the examination issues. The explanation of the choice of the poll depends on the way that it has been noticed that it has permitted the specialist to chip away at the assortment of the huge example size which was 100 members to assess the effect of the balance between fun and serious activities on the worker maintenance and the hierarchical exhibition. Close finished survey was utilized in this review.

3.6 Data Analysis

According to Judd, McClelland, and Ryan (2011), data analysis in research is the process of evaluating data using logical or analytical reasoning for judicious inspection of each component of the obtained data... In this study, the statistical analysis was carried out to interpret the quantitative data. The techniques of correlation, regression, and frequency analysis in the statistical analysis were utilised as these methods not only present details about the relationship between the

variables but also provide an extension on the analysis which enables the researcher to make predictions (Myers, Well and Lorch, 2010). The technique of regression analysis is useful for determining the influence of independent variables on dependent variables, whereas, frequency analysis reflects the distribution of the responses of participants on each of the questionnaire's statements (McCormick and Salcedo, 2017). The current study utilised the SPSS tool for the analysis of numerical data. SPSS is a software offered by IBM that the researchers utilise to perform advanced computer programs for the statistical analysis (Pandey, 2019). The use of the SPSS platform effectively makes forecasts and predictions by performing various tasks of different natures whether simple or intricate.

3.7 Ethical Considerations

Ethical considerations in research require the researcher's sensitivity about the factors that may harm the participants, which can be physiological, emotional, social, and economic (Hoffmann and Nortjé, 2019). Therefore, confidentiality and anonymity were considered for maintaining the dignity of the research. Proper handling of the data along with proper use of labelling was ensured to maintain the confidentiality of the data collected. The research questions were designed to reduce the chance of bringing harm in any form possible during the data collection process. The privacy factor was also considered to preserve the beliefs, attitudes, opinions and records regarding the research.

3.8 Research Limitations

The current study is limited with a focus only on assessing the domain chosen for research. Moreover, the research measures used posed a limitation to the current study. The research has restrictions on the topics it may examine since certain secondary sources of information were difficult to acquire and required permission from the original author. The researcher was only made aware of the ground truth through the secondary data collecting approach, therefore, the answers that were gathered did not provide a full perspective to the research problem. The secondary data gathering procedure also limited the study's breadth and prevented the researcher from developing fresh concepts that may have raised the study's calibre. Also, the availability of

prior research was constrained, making it difficult to thoroughly analyse the study challenge using a range of secondary sources.

3.9 Chapter Summary

The following chapter has worked on evaluating and selecting the used techniques to identify the research issue. It has selected positivism study along with the deductive research approach, and with the response of the collected research strategy, quantitative design has been selected for the study and the sample size of the study was 80 and via statistical analyses the researcher has aimed to analyse the data via SPSS and run test to analyse the responses of the data was correlation, regression as well as frequency analysis to get the desired outcomes.

4 CHAPTER 4 DATA ANALYSIS AND DISCUSSION

4.1 Chapter overview

The following chapter aims to analyse the collected data since this study has collected data from 80 participants, and the analysed data has been further compared with the past literature review. The collected data from the questionnaire has been analysed with the correlation, regression, reliability, and demographic represented in this chapter. Along with that, the following chapter has worked on the representation of the hypothesis summary.

Reliability analysis

De Oliveira and Rabechini (2019) underscore that the steadfastness of the picked factors has been guaranteed alongside the inner consistency of a variable that has been affirmed. The Cronbach's Alpha standard worth should be more than 0.690 in the reliability examination.

Reliability Statistics		
Construct	Cronbach's Alpha	N of Items
Work-life balance	0.713	5
Employee retention	0.737	4
Organisational performance	0.690	2
Overall Reliability	0.98	11

Table 1 reliability analysis

Source: self-constructed

Thus, the inserted table given above has demonstrated that the work-life balance has a Cronbach's Alpha value of 0.713, which is present in the five items condensed in this focus to pursue the evaluation target. This manner, the Cronbach's alpha standard properties have been taken into account while declaring it as a string variable. The alpha Cronbach's value is 0.737, which is

considered to be a strong variable by the predicted worth in light of the five criteria for employee retention. Moving ahead, it has been seen that another variable's different levels performance is 0.690 because of the elements' dependability, and that this variable is robust since its value is above 0.690. Moving forward, the actual performance is 0.690, which is reliable because it is based on the affirmation of the standard characteristic. This depiction of the entire table, which highlights its overall trustworthiness, has been utilised to enhance this inquiry. The reliability study has revealed that the Cronbach's Alpha totals are 12 and the reliability analysis is as follows: 0.98.

Demographic Analysis

The demographic analysis helps the people figure out the age, orientation, schooling, and experience of the members designated to be a piece of this review. What's more, it has been noticed that the assessment of the association of the information will, in general, assume a valid part which will, in general, be demonstrated useful for the scientist to get the speculative objective of the exploration.

Gender of the participants

		Gender			
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Female	20	20.5	20.5	23.5
	Male	60	75.5	75.0	100.0
	Total	80	100.0	100.0	

Table 2 Gender of Participants

Source: self-constructed

In the set model size for the Delhi employees, it has been seen that 20 were female while 60 were male. In this assessment, the two genders have participated in imparting the observations regarding employee retention, work-life balance, and the various levelled performance.

Age of The Participants

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25 Years	2	2.5	2.5	100.0
	31-35 Years	19	23.75	23.75	68.6
	36-40 Years	25	31.25	31.25	86.3
	Above 40 Years	24	30	30	94.1
	26-30 years	10	12.2	12.2	12.2

Table 3 age of Participants

Source: self-constructed

The table shows the different age groups for exploration, which range from 25 to over 40 years old for Delhi. In particular, 10 members were involved from 26 to 30 years old, and 19 members were involved from 31 to 35 years old. Additionally, 25 participants from a time span of 36 to 40 years were included, and it has been determined that 24 members from that same time span participated in the evaluation. However, only the two directors in this research have been assured. The workers were all under 25.

Education of the participations.

Education					
		Freque ncy	Perce nt	Valid Percent	Cumulative Percent
Valid	(Bachelors)	14	17.5	17.7	27.5
	Diploma	1	1.24	1.25	29.4
	High School	1	1.25	1.25	31.4
	Masters / M.Phil.	55	68.7	68.7	96.1
	PhD	9	11.25	11.25	100.0
	Total	80	100.0	100.0	

Table 4 Education of the Participants

Source: self-constructed

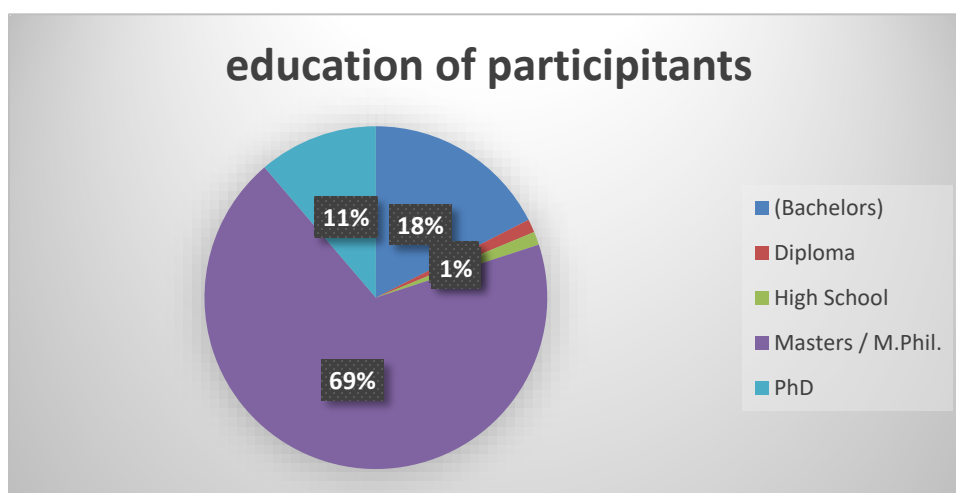


Figure 4 education of the participants

Source: self-constructed

Different degree programmes offered to Delhi members, 14 of whom have four-year college degrees, are mentioned in this analysis. One has completed confirmation, and one has completed secondary school. In addition, 55 of the participants were masters or MPhil graduates. Along with this research, the nine participants were acknowledged as having earned a PhD.

Designation of the Participants

Designation		Frequency	Per cent	Valid Percent	Cumulative Percent
Assistant Manager		15	18.7	18.7	46.1
Director		2	2.5	2.5	48.7
Manager		13	16.25	16.25	69.7
Senior Manager		30	37.5	37.5	80.3
Supervisor		20	25.7	25	100.0
Total		80	100.0	100.0	

Table 5 job role of the Participants

Source: self-constructed

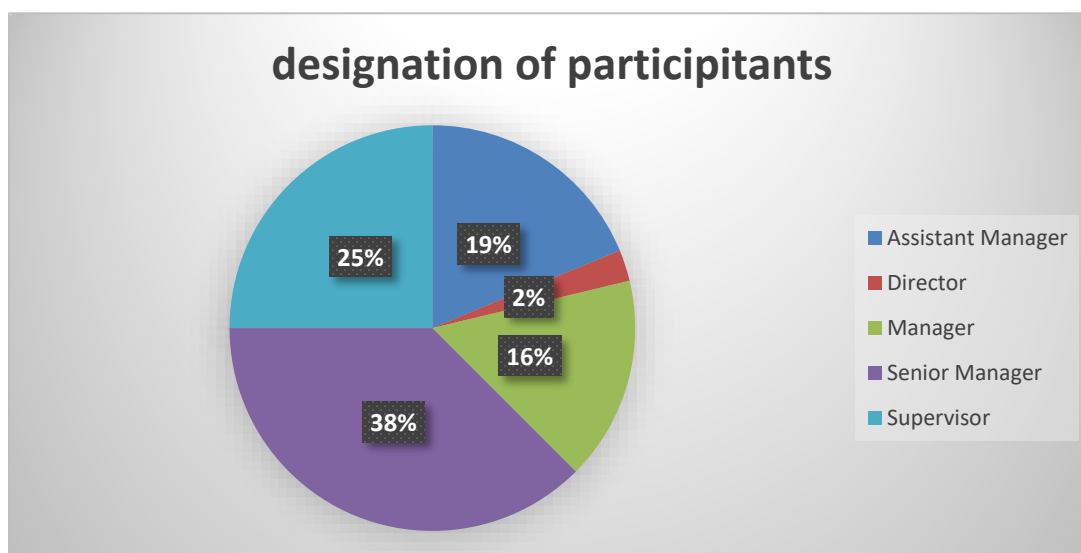


Figure 6 designation of the participants

Source: self-constructed

The elaborate members in this overview from Delhi have a place with the different assignment where 15 were collaborator Chief, 2 were chief, 13 were directors, 30 were ranking directors, and 20 were the manager. Here the all-out members in this study were 80.

Correlation Analysis

As per Van et al. (2018), the correlation analysis is utilised to decide the connection between the factors to gauge the common relationship. The distinguishing proof of the relationship depends on the standard qualities that are 0.05. If the worth is more than the 0.05 it will generally show the significant relation between the factors while when it is not exactly the 0.05 the unimportant relationship has been distinguished.

Correlations

		Work life balance	Employee _retention	Organisational performance
Work life balance	Pearson Correlation	1	.760	.889
	Sig. (2- tailed)		.004	.001
	N	80	80	80
Employee retention	Pearson Correlation	.715	1	.790
	Sig. (2- tailed)	.004		.003
	N	80	80	80
Organisational performance	Pearson Correlation	.887	.790	1
	Sig. (2- tailed)	.005	.024	
	N	80	80	80
	N	80	80	80

Table 1 correlation analysis

Source: Self-made

Table inserted above table has represented the correlation analysis and the relation in between the variables have been shown. These relations have been identified based on the mentioned-on value, the decision was made while considering the that either the value is greater than 0.05 or not, if the value is higher than 0.05 than it is insignificant, if it is than the relation is not significant. Work life balance has the significance relation with the employee retention and organisational performance, since they have a sufficient value which is lower than 0.05 respectively 0.004 and 0.01. That values have allowed the researcher to get that the in the study there are some facts have been come to know, where the interpreted data has the found that impact of the work life balance on the retention of the employee and its influence on the organisational performance. they have the significant relationship. Moving ahead, the correlation analysis has examined the relation of the organisational performance with the work-life balance and employee retention. Similarly, to the relationship of the employee retention with the other variable the relation of the organisational performance has been judge concerning the p-value and same 0.05 values has been idealised.

Organisational performance is the significant relation with the employee retention and the work life balance, since p-value is equal to 0.05, respectively the p-values are 0.005 and 0.024. It is also shed the moderate impact relation in all three variables. It has also been noted that employee retention is found high in the work performance if the work-life balance is promoted and the employees want to serve their precision time at the same organisation for the long time. The other authors have also supported that point, including the following names and the respective years of the publications, Thomason, and Williams, (2020).

These points and the clear aspects have been scatted in the literature review. Similarly, the connection or the relation of the employee retention with the rest of 2 variables have also been examined. In this study, the variables' relationship or the direct relation with the other variables have also been found significant. In the relationship of the employee retention with the work-life balance, the identified value is 0.004 which also indicates the significant relationship. At the same time, employee retention is significantly related to organisational performance, with a 0.003 p-value.

Regression Analysis

Model Summary

In the SPSS, model summary is considered to as a way which is used in summarising the results of the implicated statistical model which has been fitted to the data set. In this way it was analysed that the model summary is involved in proving the information regarding the goodness of the fitted model and the strength of the relationship between the variables in the model (Stephens et al., 2018). Typically, the statistics has the following keys R2, adjusted R squares, standard error of the estimated value. Here to find the relationship before the gaps in groups is expected to be evaluated.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 ^a	.681	.524	.34440

a. Predictors: (Constant), work_life_balance

Table 2 model summary

Source: Self-made

As per the evaluation of the model summary, the gathered information based on the interpreted model summary's values have been noted, while the predictors or the constant was the work life balance. In this way the number of models was 1, R value was .785, R square .681, adjusted R square was .524 on the other hand, std. Error of the Estimate was around .34440. In this way, it was noted that in a certain way the implemented or the tested depended variables was employee retention and organisational performance.

*Anova***ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.354	3	.785	88.416	.000 ^b
	Residual	26.598	48	.554		
	Total	28.952	51			

a. Dependent Variable: Employee_retention, Organisational performance

b. Predictors: (Constant), Work_life_balance

Table 3 Anova

Source: self-made

Table 7 Anova

Source: Self-Constructed

In the Anova, the groups' gap has been noted, including interpretations of the values. The model was regression, residual, in the regression the sum of square was 2.345, df was 3, mean square was .785, F was 88.416 and the sig value was < .001. At the same time, sum squares of residual were 26.598, df was 48, mean square was .554. As per the sum it has been noted that in sig. value is 0.05 which is less than .05 there it has been indicated that the gaps of the groups are acceptable and the variables are able for a further analysis.

Coefficients

Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.640	.951		1.724	.092
1 Work_life_balance	.141	.145	.741	2.979	.004

a. Dependent Variable: employee_retention

Table 4 coefficient

Source: self-made

The created hypotheses must be checked in the regression analysis to see if they may be accepted or not. The p value determines whether a hypothesis is accepted or rejected; if it is less than 0.05, it will be accepted. If not, it may be difficult to conclude that the specific variable and the independent variable have a meaningful relationship. It has been observed that the p-value of the work-life balance in connection to employee retention is 0.004 in the table that was previously placed. The findings demonstrate how, in the context of Delhi's hotels, staff retention is greatly impacted by work-life balance. H1o is the rejected piece of work in this regard. The rejected work in this respect is H1o, and work-life balance has little to no impact on employee retention. Contrarily, H1a Work-Life Balance, which has a substantial influence on employee retention, was approved based on Delhi's compliance p-value.

Coefficients

Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.637	.950		1.723	.091
1 Work-life balance	.134	.145	.678	2.567	.005

Table 5 coefficient

Source: self-made

a. Dependent Variable: Organisational performance

The created hypotheses must be checked in the regression analysis to ascertain whether they may be accepted. The p-value determines whether a hypothesis is accepted or rejected; if it is less than 0.05, it will be accepted; if not, it will be difficult to conclude that the given variable has a significant relationship with the independent variable. It has been observed that the p-value of the work-life balance in connection to organisational performance is 0.005 in the previously placed table. While having b value .134, Std. error is .145 and t value is 2.567. The outcome demonstrates that work-life balance has a major influence on staff retention in the context of Delhi's hotels. In this way for the develop hypothesis the accepted one is H2a and the rejected one is H2o. The performance of a company is not significantly impacted by work-life balance. As a result, it has been made clear to the Delhi staff that work-life balance has a big influence on organisational success.

Aside from that, work-life balance is pivotal for the general performance of the business firm; organisation performance alludes to the degree to which a firm accomplishes its targets and objectives. In this specific circumstance, Gawankar, Gunasekaran and Kamble (2020) have said that it estimates how well a partnership capability regarding proficiency, viability, efficiency, and productivity. In advancing work-life balance, the Performance of firms can be estimated by

different pointers like monetary performance, consumer loyalty, employee commitment, advancement, and piece of the pie (Gawankar, Gunasekaran and Kamble 2020). According to Maslow's order of requirements, a hypothesis of inspiration includes expressing five classifications of human necessities including physiological well-being, love and having a place, confidence and self-actualisation. These classes should be fulfilled, which assists employees with investing their energy in an area. Maslow has set the requirements at pyramid according to the necessities of employees. Considering the classification addressed by Maslow's hypothesis, the requests at the highest point of the pyramid, be that as it may, are hard to fulfil through business alone. Right now, lifestyle choices and having relaxation time become critical. This assists with making sense of why the possibility of a work-life balance is still moderately new, since you should initially deal with all employees' central necessities before employee have the opportunity, energy, or need to contemplate appearance or self-actualisation. Like this, work-life balance is the enormous element which permits the employees to be a piece of any association for long time.

4.2 Hypothesis summary

Hypothesis	Value	Result
☐ H1: Work-life balance impacts employee retention for hotels in Delhi.	0.004	
↳ H _{1o} : Work-life balance has no significant impact on employee retention.		Rejected
↳ H _{1a} : Work-life balance has a significant impact on employee retention.		Accepted
☐ Work-life balance impacts organisational performance for hotels in Delhi.	0.005	
↳ H _{2o} : Work-life balance has no significant impact on organisational performance.		Rejected
↳ H _{2a} : Work-life balance has a significant impact on organisational performance.		Accepted

According to Shockley et al. (2017), when workers are offered more space in picking when, where, and how extended they put in at work, they can almost balance their master and individual obligations. It is a phenomenal gadget for decreasing the weights and tensions of maintaining a strong work-life balance. Employees are helpful whenever offered the chance to make their own timetable and work any spot they like. Most workers (79%) said they could stay aware of or work on their effectiveness while working from a good way. The opening between employee retention and euphoria can be closed by offering more versatile work decisions. Employees' outcome can be upheld when they decide to work from a separation from their homes. Associations have benefitted from employee retention, including lower costs, fewer accidents, and improved outcome.

According to explore Wadhawan et al. (2019), allowing employees some room in their work schedules can help them feel more regarded and esteemed by their directors, extend retention

rates, and decrease delinquency, conflicts among employees, and stress in the workplace. The ability to shape one's working environment and effect change is related with bliss in one's work. Employees offered more space in their schedules report working on mental thriving and report experiencing less strain accordingly. It has been observed that the employee work-life balance has a major impact on employee retention and organisational success in the context of Delhi employees. The reviewed literature and other research have further demonstrated that work-life balance has a substantial impact on both employee retention and performance (Sirgy et al., 2018).

As per Arasanmi et al. (2019), employee retention influences an association's presentation, efficiency, culture, benefit, and consumer loyalty in both great and negative ways. Because of the significant expenses engaged with turnover, staff retention is crucial for an organization's future achievement; by the by, keeping some unacceptable individuals on board might be destructive. Employee dedication is unequivocally affected by the exhibition of the organization... It hurts the productivity and viability of the organization. For employee retention, procedures should make a positive work environment in which individuals need to remain, and this, thusly, supports business yield. A solid balance between fun and serious activities in the present cutthroat professional workplace is critical since it builds spirit, reliability, and efficiency among labourers. As expressed by Arasanmi et al. (2019), many flourishing organizations depend on their employees' devotion and difficult work to accomplish their objectives and succeed. Efficiency is the ability to produce quality help. The higher the assurance and responsibility of labourers, the more useful their association will be.

Important balance between serious and fun activities is critical to work fulfilment and, subsequently, to employee retention. On the off chance that any of these components are affected in a bad way, they will add to an adverse result for the association with respect to its exhibition and efficiency. In light of the Social Trade Hypothesis (SET), associations are abstract to correspondence, i.e., the exchange based connection in gatherings where a substance helps the other in return for the awardees' administrations (Cropanzano et al., 2017). This conduct responds between the two gatherings as they enjoy ceaseless complementation-driven social discussion. For the current examination, this suggests that the retention and relationship among managers and employees is a persistently responding process for balance between serious and fun activities.

5 CHAPTER 5 DISCUSSION

5.1 Objective 1: To examine the effective work-life balance policy practices by hotels.

To achieve the first objective, this study is examined and the findings have shown remarkable results while balancing the available literature. Shockley et al. (2017) explained that if an organisation gives leniency to the employees in deciding on their professional timings, they can balance their professional and personal life effectively. Working freedom keeps the employees productive and loyal to the organisation while reducing the tension and stresses to maintain a healthy environment. While the study's results showed that work-life balance in the hotel has provided effective results on employee retention. The work-life balance has a huge difference because the sum of squares shows high variability compared to means square. The results show a significant difference between the employee and the work-life balance policy practices at the hotels. The hotel management has low practices of work-life policies as no employees have been given the freedom that would upskill them to balance their work-life as shown in the findings by the difference of valuable figure. While in the literature, the observation shows that to attain the work-life balance, the hotel management needs to make an unprejudiced communication bridge between the employees and the organisation (Sokolic et al. 2022). This allowed employee retention is an important factor to be considered in the Delhi hotels to increase staff performance and interaction in the field of productive organisation. This means that the hotels are encouraged to apply work-life balance policies effectively to manage employee retention and work-life balance. The work-life balance is less seen in the Delhi hotels; therefore, the performance of the hotels is being affected.

Holding employees guarantees that on-going labourers stay with an organization for the not so distant future. Holding employees back from leaving improves the probability that the association will develop over the long haul. As per Zin et al. (2021), holding employees is significant for any business with long haul objectives, (for example, venturing into new business sectors). The way to long haul employee retention is sorting out some way to allure the most gifted specialists to join your group in any case and how to persuade them to remain. Top administration utilizes employee retention techniques to urge their staff to stay with the firm for a lengthy period, trusting this would help the business.

Persuaded labourers have an effect in their work and the progress of their organization. Making a work setting that empowers the development of employees' inherent drive is one method for keeping them ready. Employee retention is believed to be impacted by factors like compensation, open doors for headway, and the capacity to work adaptable hours. Balance between fun and serious activities 4.4%ly affects employee retention, as Zin et al. (2021) announced. The exploration discoveries have common sense ramifications for the executives in a few regions. One of these is the arrangement of a reasonable work environment and fitting offices to support employee inspiration.

The theoretical perspective has determined that SET can portray labourer inclinations for balance between serious and fun activities, working hours, adaptability in working circumstances, work fulfilment and what these variables mean for firm execution. Chernyak-Hai and Rabenu (2018) express that SET additionally gives bits of knowledge into how authoritative help can captivate positive way of behaving and imagination in employees. In this way, said hypothesis can be used to evaluate the connection between balance between serious and fun activities and employee fulfilment and retention to decide the impact on authoritative efficiency.

According to Shockley et al. (2017), employees may more easily combine their professional and personal duties when given more freedom in deciding when, where, and how long they spend at work. It is a remarkable tool for easing the stress and obligations of maintaining a healthy work-life balance. Employees are more productive when given the freedom to choose their own schedule and place of employment. Most workers (79%) claimed they could remotely maintain or improve their productivity. More flexible work options may close the gap between employee retention and happiness. When employees are given the option to work remotely, their performance can be improved. Employee retention has benefited businesses in various ways, including cheaper costs, fewer accidents, and better outcomes.

5.2 Objective 2: To evaluate the significance of employee retention in the hotel sector

As in the literature, it is shown that satisfaction in job place has a significant effect on the employment and the organisation as well that enhances the employee's loyalty (Lin et al. 2021). The literature also shows that employees will perform productively if they are given free-hand in some roles and investments in the employees is mandatory for the hotel management. The business

and the satisfaction of the employees are only achieved when the workforce is improved through maintaining an enthusiastic and contended environment. On the other hand, the study's findings show that the practices in the Delhi hotels failed to apply the employee retention policies as a significant difference is seen in the findings. While Arasanmi et al. (2019) stated that getting rely on the employee's performance along with their dedication is what gives a business company to get achievements and success. Productive work is only attained when the quality service is considered and that comes from employee retention only. It means that the hotel in Delhi cannot produce opportunities for the employees to create a productive working environment without stress while with job satisfaction. Consistency in applying the policies is rarely observed in hotels essential for employee retention. It also affects the work-life balance and directly impacts the company's productivity and business outcomes.

5.3 Objective 3: To determine the work-life balance that influences employee retention and organisational performance

The past studies have assumed that employee's retention is the most widely recognised approach to ensuring continuous workers stay with an association for the future. Keeping employees away from leaving further develops the likelihood that the affiliation will foster long term. According to Zin et al. (2021), holding employees are basic for any business with long stretch targets, (for instance, entering into new business areas). The best approach to long stretch employee retention is figuring out an acceptable method for enrapturing the most skilled workers to join your gathering regardless and how to convince them to remain. Top organisation uses employee retention procedures to encourage their staff to remain with the firm for a somewhat long period, assuming that this would help the business (Gawankar, Gunasekaran and Kamble 2020). On the other hand, this study has provoked the significance influence of work life balance in organisational performance in hotel of Delhi. That results shows that the work-life balance influences employee retention in the setting for the lodgings of the Delhi hotels. Since most of the employees have night jobs also most of the employees are migrated from different cities so based on the accommodation facility given by hotels in Delhi, they are most likely to retain.

At the same time, the past studies have explored that, Employee retention affects an organisation performance, efficiency, culture, benefit, and consumer loyalty, as expressed by Arasanmi et al.

(2019). Holding work force is pivotal to an organisation's future accomplishment because of the tremendous costs related with turnover, yet keeping some unacceptable employees on board can be negative. Organisation achievement assumes a significant part in deciding employee faithfulness. It adversely affects the productivity and adequacy of the organisation. Employee retention techniques should make a positive workplace in which individuals need to remain, thus, helps business yield. A solid work-life balance in the present cutthroat professional workplace is significant since it lifts everyone's spirits, devotion, and efficiency among workers. As expressed by Arasanmi et al. (2019), many flourishing organisations depend on their employees' commitment and difficult work to accomplish their objectives and succeed. Efficiency is the ability to create quality help. On the other hand, it is observed organisational performance also play a vital role in maintaining work-life-balance since the employees are very keen about their future where they work so if the organisation performance is up to the mark so there are very bright chances that employee work-life-balance will be showed positive result and thus it impact on employee retention.

6 Chapter 6 Conclusion and Recommendations

6.1 Conclusion

To conclude, this research has thoroughly provided the significant information on impact of work-life balance on retention of employees. Also, it asserts how it affects the organisation's performance, for this the quantitative research methodology has been used. This study further linked with the different aims and objectives which highlights the work-life balance of employees along with their retentions and engagement towards their jobs and responsibilities with the working experiences of various hospitality industry in Delhi which is considered the biggest market in India. The work life balance is not only critical for the retention of employees but it also impacts the performances of the entire organisation. Suppose the firm allows the staff members to manage their personal and professional commitments effectively and efficiently. In that case, the employees perform their duties with enthusiasm and passion, generating more productivity in an organisation. In this regard, the company could perform better to achieve its goals and objectives accordingly. This behavior of employee is involved in influencing performance of an organisation which affects its culture and environment positively. Furthermore, the organisation who prioritise the satisfaction and work-life balance of employees are more able to get the demand in the industry as compared to the industries who neglects the personal and professional life of their employees. The environmental culture of a work place based on the message and values that a company offers towards the well-being of physical and mental health of employees along with the work-life balance in which an employee can perform the duties efficiently with having the open-communication platform amongst the management, this technique aids the company to retain the employee engagement and retention for the longest period.

This research has explored the main context as in the writing, it is shown that fulfilment in work put fundamentally affects the business and the association too that improves the employee's reliability (Lin et al. 2021). The writing likewise shows that employees will perform beneficially assuming they are given free hand in certain jobs and interests in the employees is obligatory for the lodging the executives. The business and the fulfilment of the employees are possibly accomplished when the labour force is further developed through keeping an excited and fought climate. Then again, the review's discoveries show that the practices in the Delhi lodgings neglected to apply the employee retention strategies as a huge distinction is found in the

discoveries. While Arasanmi et al. (2019) expressed that being depend on the employee's presentation alongside their devotion gives a business organization to get accomplishments and achievement. Useful work is possibly accomplished when the quality help is thought of and that comes from employee retention as it were. It implies that the lodging in Delhi cannot deliver open doors for the employees to establish a useful workspace without pressure while with work fulfilment. Consistency in applying the strategies is seldom seen in lodgings fundamental for employee retention. It likewise influences the balance between fun and serious activities and straightforwardly influences the organization's efficiency and business results.

It would be important to share information about a particular work-life balance policy employed by Delhi hotels and how well it works to increase staff retention and organisational effectiveness. Therefore, hotels in Delhi and other service sector companies can use the study's findings to improve their procedures and boost their competitiveness. The analysis can also help create policies that support work-life balance and employee retention in the service industry.

On the other hand, it is emphasised that there are circumstances where working from home can significantly improve work-life balance. There are various advantages for employees working from home, including avoiding the time and expense of commuting and distractions like office politics. However, many companies during and after the pandemic showed terrible attitudes towards work-life balance. assuming, for example, that since they were spending less time with friends and family outside the home, employees were now accessible around-the-clock. If an individual can access all of your business communications from home, such as on a laptop rather than a desktop that you can access exclusively at the office, working through the night when the stakes are high may be tempting.

According to this study, employees with control over their schedules can better combine their work and personal obligations. Flexible work schedules may improve organisational performance, although other studies have shown the opposite. Employee retention refers to a company's efforts to keep on board employees who have proven useful to the company via their sacrificial labour and dedication, as well as those who are essential to the company's operation. Reduced working hours and more flexible work schedules, as used during the COVID-19 crisis, can lead to a better and healthier work-life balance, which benefits economies, businesses, and employees.

Employee motivation affects both the quality of their job and the success of their organisation. One strategy for keeping employees on board is to create an environment at work that fosters the development of their intrinsic motivation. The opportunity to work flexible hours, prospects for growth, and salary are all regarded to impact employee retention. Work-life balance affects employee retention by 4.4% in Delhi, India. The research's conclusions have applications for management in several fields. One of these is offering a suitable workspace and sufficient amenities to increase employee motivation.

Work-life balance mechanisms that affect employee behaviour and organisational performance are complex and poorly understood. Work-life balance is not always seen to affect employee retention and engagement. This, however, does not imply that factors other than work-life balance might affect how well an organisation performs. Since the complex relationship between work-life balance, employee retention, and organisational performance can differ depending on socio-cultural and socio-economic contexts, this relationship must be thoroughly studied. These factors include decreased overhead costs due to hybrid or remote work arrangements (from home), increased productivity during busiest times, or social contacts. Previous literature has gone into considerable detail about the alleged advantages of work-life balance and studies that look at the discrepancy in evaluating the effects of policies that support those advantages.

Balance between fun and serious activities components that influence employee conduct and hierarchical execution are complicated and ineffectively comprehended. Balance between serious and fun activities is not generally seen to influence employee retention and commitment. This, in any case, does not suggest that factors other than balance between fun and serious activities could influence how well an association performs. Since the mind boggling connection between balance between serious and fun activities, employee retention, and authoritative execution can contrast contingent upon socio-social and financial settings, this relationship should be completely examined. These elements incorporate diminished above costs because of mixture or remote work courses of action (from home), expanded efficiency during most active times, or social contacts. Past writing has carefully described the supposed benefits of balance between serious and fun activities and studies that glance at the error in assessing the impacts of arrangements that help those benefits.

Employees are essential to an organisation's operational excellence and sustainability and are essential resources that provide them the competitive advantage they need in the global market. Researchers endeavouring to identify the success criteria for evoking employee engagement and retention have extensively studied organisational performances. In the prescribed study, the reliability test shows the reliable values, which is considered as good for the work life balance of employees along with the different variables that are retention, and organisation performance, which helps the employees working in the hotels in Delhi. The study has concluded that all the factors are involved in influencing the performance of an organisation which belongs to work life balance and employee retention.

6.2 Recommendations

Since employees know that there is a support system in place to assist them if necessary, it has been recommended that Delhi's hotels establish a positive and encouraging atmosphere at work to increase employee satisfaction and maintain work-life balance. This safety net helps both the employee and the hotels by preventing issues before they happen.

Employee satisfaction is greatly improved by establishing a horizontal leadership structure where employees are aware of their leaders and where those leaders are also reachable and prepared to address any issues that may occur. Horizontal leadership also entails keeping staff members informed of the hotel's business goals and objectives so they feel invested in assisting in their achievement. Because employees feel like they are contributing to a larger objective, horizontal leadership has the added benefit of encouraging greater coordination and flexibility among the workforce. Being part of a team working together to achieve a common objective fosters collaboration, enhances communication, and fosters creativity, all of which positively impact employee motivation.

The importance of upskilling for operations and hotel staff happiness cannot be overstated. Filling skills shortages across departments, raising staff retention rates, and providing your hotel a competitive edge are just a few advantages of upskilling. Giving employees the ability to grow works in tandem with upskilling to keep them engaged in their work and prevent talent exodus. You can set up a wage structure and position structure, such as junior, senior, lead, etc., that enables them to develop and gives them confidence to advance on the ladder with commitment and effort.

The satisfied employees benefit the hotel's staff to maintain the retention and could allow being more productive and working harder to provide the superior and effective services. Additionally, a hotel's credibility can be embraced via an efficient customer service to increase bookings and foster loyalty.

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7 Appendix

Questionnaire

Gender

- Male
- Female
- Other

Age

- What is your age?

Education

- Graduation
- Masters
- Others_____

Working Experience

- What is your working experience?

Marital Status

- Single
- Married

Work life Balance

Statement	1	2	3	4
I am satisfied with the nature of work assigned by the organisation.				
I am satisfied with the nature of work assigned by the organisation				
My organisation is sympathetic enough when I need time off or have to reschedule work due to family commitments.				
My organisation provides healthy working conditions				
I can get time to relax during working hours				
I spend quality time with my family.				

Employee retention

Statement	1	2	3	4
My job is like a hobby to me				
My job is usually interesting enough to keep me from getting bored				
I feel that I am happier in my work than most other people				
I like my job better than the average worker does				

Organisational Performance

Statement	1	2	3	4
I meet formal organisational performance requirements				
I understand my job performance requirements and standard by organisation.				