



A Literature Review on The Effects of Work-Life Balance on The Turnover Tendency of Employees

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Abstract

The increasing emphasis on work-life balance in daily life has led more individuals to seek a relative equilibrium between their professional and personal lives. Traditional management approaches have struggled to meet the increasingly diverse needs of employees, and work-life balance has been shown to significantly influence employee turnover intentions. This paper begins by providing an overview of past research, defining work-life balance and turnover intentions, and summarizing previous studies. It further analyzes factors affecting work-life balance, such as work, family, and individual factors. Subsequently, it explores the relationship between work-life balance and employee turnover intentions, finding that a good work-life balance can significantly reduce employees' likelihood of leaving their jobs. The paper suggests strategies and measures that organizations can adopt to promote work-life balance, enhance employee well-being, reduce turnover intentions, and ultimately improve organizational performance. Finally, it outlines future research directions, emphasizing the need for in-depth investigations into the effects of work-life balance on different demographic groups and industries, and proposing more targeted measures and recommendations. In conclusion, this study aims to delve into the mechanisms through which work-life balance affects employee turnover intentions, intending to discover new management strategies to effectively reduce turnover. By comprehensively considering factors such as individual psychology, family support, and work environment, the research will reveal the nuanced and profound connections between work-life balance and turnover intentions, providing practical and actionable advice for organizations.

Keywords: Work-Life Balance, Turnover Intention, Employee Happiness, Job Satisfaction, Organizational Performance

Research Background

In today's competitive work environment, employee turnover has become a challenge for many organizations. Employee disruption will lead to the loss of human resources and increase the cost of recruiting and training new employees (Shibru, 2022). At the same time, it affects the productivity, competitiveness, and profitability of the organization (Vasantham & Aithal, 2022). Therefore, it is very important for the development of an organization to

study the influencing factors of employee dimission and how to reduce the employee's dimission tendency.

With the development of the economy, the pace of life is accelerating, the work pressure on employees is increasing, and the issue of work-life balance is also increasing. Work-life balance is considered to be a state in which employees can achieve a balance between work and life, which is not only related to the physical and mental health of employees but also directly affects the work performance of employees and the development of organizations (Kumari & Verma, 2022c).

In this context, researchers began to focus on the relationship between work-life balance and employees' propensity to leave. Previous studies have shown that employees with a higher level of work-life balance tend to be more satisfied with their work and life and more loyal to the organization, thus reducing the likelihood of turnover. Conversely, employees with poor work-life balance tend to feel overstressed and have increased work-life conflict, leading to an increased propensity to leave (Silaban & Margaretha, 2021).

This review will systematically review the current progress and results of relevant research, explore the mechanism of work-life balance affecting employees' turnover intention, and look forward to the future research direction and development trend.

Research Significance

Theoretical Significance

Exploring the influence of work-life balance on employee turnover tendency can provide a new perspective and understanding of organizational behaviour theory. Traditional theories often regard employees' job performance and organizational commitment as the main factors affecting employees' turnover intention, but ignore the important influence of work-life balance on employees' behaviour. The introduction of work-life balance theory is helpful to deeply understand the behaviour pattern of employees in the workplace and provides a new perspective and theoretical support for explaining employees' dimission behaviour. Therefore, by studying the impact of work-life balance on employees' turnover intention, we can enrich and improve the theory of organizational behaviour and make it more comprehensive to explain employee behaviour.

Practical Significance

The in-depth study on the influence of work-life balance on employees' turnover tendency helps improve the level of human resource management and employees' work quality. Work-life balance is an important guarantee for the health and well-being of employees, helping to reduce work stress and improve job satisfaction and quality of life. For enterprises, this means higher employee performance and lower turnover rate, which reduces the cost of employment and improves the competitiveness of enterprises. By understanding the impact mechanism of work-life balance on employees' turnover intention, enterprises can formulate corresponding policies to better balance work and life, improve employees' happiness and reduce employees' turnover intention.

To sum up, the study of the impact of work-life balance on employees' turnover tendency is not only of great innovative significance in theory but also of great application significance in

practice. The in-depth study of the relationship between work-life balance and employee turnover tendency can provide new ideas and methods for the development of organizational behavior theory, and provide effective management strategies for enterprises, to achieve a win-win situation for employees and organizations.

Study on Turnover Intention

Development of the Definition of Turnover Intention

In the field of organizational behaviour and human resource management, the definition of turnover tendency has undergone several evolution and development. Initially, the turnover intention was simply interpreted as an employee's willingness or inclination to leave the current organization, which was a precursor of turnover behaviour (March & Simon, 1958). Although different scholars have slightly different definitions of turnover intention, they all point out that turnover intention is an internal psychological state, which represents the willingness and tendency of employees to leave the organization. Lyons (1971) summarized it simply as an individual's intention to leave the organization, that is, a direct and clear expression of resignation. Porter & Steers (1973), on the other hand, regards turnover intention as the next step of employees' behaviour after experiencing dissatisfaction, which indicates that turnover intention is a reaction of employees to job dissatisfaction. Mobley (1977) emphasized that turnover intention is the intention to leave the organization after careful consideration, highlighting the consideration of the deep psychological process of turnover intention. These perspectives all highlight the shift from simple intentions to more complex mental processes and decision-making pathways.

Williams and Hazer (1986), on the other hand, regarded resignation intention as a combination of the disappointment of the current job and the search for other new jobs and emphasized the multiple factors of resignation intention. With the deepening of the research, Tett and Meyer (1993) defined turnover intention as the last stage when an employee is about to leave, which highlighted the importance of studying the situation of an employee before leaving to accurately predict turnover behaviour and reduce employee turnover. Moloney et al. (2017) believe that turnover intention is related to the overall attitude towards the intention of looking for other job opportunities, which further highlights the multidimensional evaluation of turnover intention.

These studies show that turnover intention is not merely a response to current job dissatisfaction, but a complex psychological process involving multifaceted comprehensive evaluation.

Past Research on Turnover Tendency

Scholars' research on turnover intention, mainly focuses on the antecedent variables of turnover intention. Based on past research, here are some of the main factors that can contribute to an employee's propensity to leave:

Job satisfaction: Previous studies have found that job satisfaction has a significant impact on employees' turnover intention. This means that employees who are satisfied with their jobs are less likely to leave the organization. For example, research by Atiq and Usmani (2023) shows that high job satisfaction is associated with low turnover intentions. Ammanah et al. (2022) concluded through research that job satisfaction has a negative and significant impact

on turnover intention, and job satisfaction explains 45% of turnover intention. Other studies have also verified the positive relationship between job satisfaction and employee turnover intention, emphasizing the importance of creating a satisfactory working environment for employee retention (Rohayati et al., 2023; Faridah et al., 2022b; Ernes & Meilani, 2023). Taken together, these findings highlight the critical role of job satisfaction in influencing employee turnover trends, suggesting that organizations should prioritize strategies to improve job satisfaction to reduce attrition.

Career development opportunities: Wicaksono and Soeling (2022d) argue that career development, along with organizational commitment, can help reduce the intention to leave an organization. Velanganni and Subbulakshmi (2022b) further showed through research that employees are expected to work for more than 5 years after receiving training.

Work environment: Professionals in all walks of life are deeply influenced by their work environment, Aydo Gumui and Ozluk's (2022) survey of nurses' views on the working environment showed that 50.6% of them had strong dissatisfaction with the working environment and expressed their intention to leave. Pahlawan and Wahyuni (2022) adopted a quantitative method to investigate 102 employees and concluded that workload and working environment have a positive and significant direct impact on turnover intention. Adverse factors such as poor working conditions and lack of necessary safety measures are affecting employees' intention to quit. In this unfavourable working environment, employees feel more and more dissatisfaction and pressure, and their intention to leave the organization becomes stronger.

Work-life balance: Scholars have conducted in-depth research on the relationship between work-life balance and turnover intention, and have come up with some important conclusions. They found that when employees can achieve a balance between work and life, they are more inclined to keep their jobs in their current organizations. Dousin et al. (2020) found that the practice of work-life balance would affect nurses' intention to leave the organization. Work-life balance has a significant negative impact on the turnover intention of grass-roots employees and is an important factor affecting the willingness of female employees to stay in the automotive industry (Sriram et al., 2022). In general, employees who find it difficult to balance their work and personal lives may become dissatisfied with their jobs and eager to change jobs.

To sum up, factors such as job satisfaction, career development, working environment and work-life balance are important attachments that affect employees' turnover intention. By paying attention to these factors and taking corresponding measures, organizations and managers can reduce employee turnover tendency and improve employees' loyalty and job stability.

Research on Work-Life Balance

Development of Work-Life Balance Definition

In the 1920s, Henry Ford, one of the pioneers of the automobile industry, pioneered the reduction of working hours and popularized the "nine-to-five" work system. The aim is to give employees more leisure time and promote work-life balance. The concept was gradually adopted by other businesses, and many companies copied the working hour model,

eventually leading the US government to make the 40-hour workweek a law. In that era, the media began to use the term "work-life balance" and began to focus on the issue of time allocation and balance between work and family life.

From the 1970s to the early 1990s, scholars first explored the concept of "work-family conflict," focusing primarily on the relationship between work and family. However, researchers are increasingly realizing that people's non-work time is not limited to family but also includes social participation and personal interests. By the late '90s, they came up with the concept of "work-life balance," which aims to more fully consider the multiple roles employees play in work and life.

Marks and MacDermid (1996) emphasized the concept of role balance in their definition, highlighting the balance and coordination ability of individuals in different life roles. This definition states that the key to achieving work-life balance is an individual's ability to effectively manage relationships between different roles. Duxbury and Higgins (2001) define "work-life balance" as a state in which an individual's needs in the two fields of work and life reach an equal balance. This means that individuals can achieve some form of balance between work and life, ensuring proper satisfaction and attention between work and life demands.

With the deepening of research, scholars began to expand their focus. Byrne (2005) points out that work-life balance involves finding a balance between work responsibilities and personal life commitments. This balance involves effectively managing and allocating time and energy to meet professional and personal obligations. The concept of work-life balance was explored in response to increased stress in the workplace, with individuals trying to strike a balance between work and multiple aspects of life, including work, family, friends, health and self. Hutcheson (2012) emphasized the importance individuals attach to priority order. He believed that work-life balance involves control, a sense of accomplishment and satisfaction in life. In this state, individuals can give more priority to the important things in work and non-work roles and make choices that are in line with the current situation and goals. Kratzer et al. (2013) believe that work-life balance means achieving a harmonious integration of work and personal life, and is seen as a way to solve various problems. De Groof et al. (2017) organically combine the views of previous scholars, who argue that work-life balance refers to the relationship between paid work and personal life, including but not limited to family, covering the ability to effectively manage and prioritize responsibilities and commitments in both areas.

Ashwini and Siddaraju (2020) propose that the concept of work-life balance emphasizes rational thinking in determining the priority of work and personal life, recognizing the importance of the two and their possible conflicts. This concept involves addressing the various needs and demands that individuals face at different life stages, as work-life balance may be interpreted differently for each individual. Kumari and Verma (2022) define work-life balance as achieving a healthy balance between an employee's personal life, physical and mental health, personal commitment, and work responsibilities. Sirgy and Lee (2023) emphasize that work-life balance refers to finding a balance between work-related responsibilities and personal life so that individuals can effectively manage and prioritize both aspects of their lives.

These changes in definitions highlight an evolving understanding of the concept of work-life balance. From the initial focus on balance and contradiction to the emphasis on balance in physical and mental health and management to more consideration of individual needs and diversity, the concept has been more in-depth and comprehensive in exploration and development in different dimensions.

Past Studies on Work-Life Balance

Through the review of the existing literature on work-life balance, scholars in the past mainly focused on two aspects of research: the influencing factors of work-life balance and its consequences.

Influencing Factors of Work-Life Balance

The influence factors of work-life balance include work, family and personal three main aspects.

Work-life balance is a big concern for organizations. Francesco et al. (2023) found that nurses working in cardiac intensive care units suffer more stress than nurses working in other departments, and high work-related stress and long working hours have a negative impact on an individual's quality of life and affect an individual's work-life balance. Similarly, Besagas and Branzuela (2023) show that the work intensity and work pressure faced by the police have a negative impact on their work-life balance, which in turn affects their quality of life. Flexible work arrangements were found to be positively associated with improved work-life balance (Butarbutar et al., 2022). In addition, Boukhzam (2022) states that flexible working arrangements enable employees to better manage personal and family responsibilities, resulting in a better work-life balance. B. C. Sharma and Nidhi (2023) further demonstrate that flexible work arrangements have the potential to provide employees with greater control and flexibility over work schedules and locations, thereby positively impacting work-life balance.

Research by Afsari and Suhana (2023) points out that family support plays a crucial role in an individual's work-life balance. This support not only provides substantial help, care and resources but also helps employees cope effectively with their personal and professional responsibilities. Studies have shown that higher levels of family support are strongly associated with a better work-life balance. Specifically, instrumental assistance and emotional support provided by family members have the most significant impact on work-life balance, although support from organizations and leaders also helps, the impact of family support is more significant (Akter et al., 2022; Anggrianyah et al., 2022). Maintaining a good work-life balance is essential to avoid conflicts and problems in personal and professional life, especially for working women (Setyorini et al., 2023). Therefore, family support is critical to maintaining a healthy work-life balance and improving overall health and performance.

Research by Žnidaršič and Marič (2018) points out that personal characteristics such as gender, age, and personality traits have an impact on work-life balance. For example, women may face more challenges in balancing work and family responsibilities due to societal expectations. Hamdani and Sekar (2022) demonstrate the importance of personality traits in work-life balance and life satisfaction. Specifically, extroversion, conscientiousness, openness to experience, and emotional balance were identified as personality traits that promote work-

life balance and life satisfaction. In addition, Wahab et al. (2022) found that employees' psychological characteristics, including their personality traits, have a significant impact on work-life balance. These findings suggest that personal characteristics such as personality traits can affect an individual's ability to achieve work-life balance. Good time management and flexibility are also essential for work-life balance. Palma (2021) highlights this point. Personal values also play an important role in work-life balance. The importance of an individual to work and life may vary from person to person. Research by Mÿ et al. (2022) found that employees who prioritize self-enhancing values may experience conflict between work and home, which reduces life satisfaction. Conversely, employees who prioritize protecting their values will experience a greater sense of work-life harmony and higher life satisfaction. These factors interact with each other and together affect an individual's work-life balance. Maintaining a stable work-life balance helps to unify your personal and professional lives.

Consequences of Work-Life Balance

Work-life balance not only reduces employee anxiety and stress but also enhances job satisfaction and promotes work efficiency and quality (Saravanan, 2022). Work-life balance also enhances the connection between employees and their families, giving them enough time to spend with them and promoting family harmony. Maintaining an effective work-life balance improves the overall quality of life of individuals, enabling them to balance work with personal interests and enjoy a richer and more fulfilling life (Nepali, 2018).

Work-life balance can enhance employees' focus on work and improve work efficiency (Gerrie, 2023). In addition, work-life balance also enables employees to plan their work more flexibly and pay attention to the needs of their personal life, thus reducing the turnover rate of employees, as they are more inclined to stay stable and long-term in such organisations (Suganda, 2022; Kaur & Randhawa, 2020; Saragih et al., 2020). After adequate rest and personal time, employees are more motivated to engage in work and improve work efficiency and performance levels (Obinwanne & Kpaji, 2022; Kumari & Verma, 2022b).

Sirgy and Lee (2023) integrated the findings of previous scholars and summarized the impact of work-life balance on multiple aspects of an organization, including organizational identity, loyalty, commitment, personnel mobility, work performance, employee morale and organizational citizenship. It also has an impact on stress levels, burnout, health, overall life satisfaction, and personal well-being. Overall, a good work-life balance is not only beneficial to the physical and mental health and quality of life of individuals but also has a positive impact on the organization, improving the working atmosphere and employee performance.

The Relationship Between Work-Life Balance and Turnover Intention

Work-life balance is closely related to employees' propensity to quit. Studies have shown that a good work-life balance is beneficial to employees' physical and mental health and well-being and affects employees' work attitude, emotional state and willingness to stay (Sirgy & Lee, 2023). Specific studies have also pointed out that work-life balance negatively affects employees' willingness to leave, especially for lower-level employees (Josefine et al., 2021). Only by achieving a better balance between work and life can employees feel relaxed and satisfied at work, thereby avoiding the adverse effects of overwork and stress, reducing the fatigue and fatigue of employees, and thus reducing the willingness to leave. Given sufficient time to care for family, and develop personal interests and leisure activities, employees are

more likely to stay in a work environment that meets their work needs while allowing them sufficient personal time (Septina & Soeharto, 2023). For organizations that can provide policies and measures that support employees' work-life balance, give employees greater flexibility and autonomy to balance work and life, and help increase employee job satisfaction and loyalty (Lahamid et al., 2023), employees are more inclined to stay in such an organization that meets their comprehensive needs.

In summary, work-life balance has a significant negative effect on turnover intention, suggesting that employees with better work-life balance are less likely to tend to quit (Afnisyaa €TMid & Aulia, 2022).

Conclusion

The impact of work-life balance on employee turnover tendency is a topic that has attracted much attention, and this paper discusses this issue in depth by reviewing the existing research. Studies have shown that work-life balance has a significant impact on employees' turnover intention (Mardikaningsih & Arifin, 2022). First, a good work-life balance can improve employees' job satisfaction and quality of life, thereby reducing their turnover tendency (Aman-Ullah et al., 2022). When employees feel a work-life balance, they are more motivated to engage with their work and are more willing to stay in their current jobs (Yasmeen, 2023). Secondly, work-life balance can also reduce employees' work pressure and job burnout, help improve employees' work performance and work engagement, and thus reduce employees' turnover tendency (Stankevi., 2022). In addition, work-life balance can enhance employees' sense of belonging and loyalty to the organization, making them more willing to stay in their current jobs, thus reducing employees' propensity to leave (Lestari et al., 2023).

However, achieving a good work-life balance is not easy and requires the joint efforts of businesses and individuals. Companies can help employees achieve work-life balance by providing flexible working arrangements, supporting family life, and providing employee benefits and health management (Georgewill, 2023). At the same time, employees also need to consciously manage their work and life, arrange time reasonably, and avoid conflicts between work and life. Only the joint efforts of enterprises and employees can achieve a good work-life balance, reduce the turnover tendency of employees, and improve the stability and competitiveness of the organization.

Limitations and Future Research Trends

Many of the studies focused on specific industries, specific regions, or specific types of employees, which limits the generalisation of the findings. Most studies may focus on employees from specific cultural backgrounds, which may limit the applicability of the findings to other cultural contexts.

In future studies, interdisciplinary research can be carried out. Combining knowledge from the fields of psychology, sociology, and management to gain a more comprehensive understanding of the impact of work-life balance on employees' turnover tendency. At the same time, a cross-cultural comparative study was conducted to understand whether there are differences in the impact of work-life balance on employees' turnover intention under different cultural backgrounds.

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