

IMPACT OF WORK-LIFE BALANCE PROGRAMS ON EMPLOYEE RETENTION: AN EMPIRICAL STUDY

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ABSTRACT

This research looks at how work-life balance programs affect consultancy professionals' retention, job satisfaction, and general well-being in Delhi NCR, India. It looks at how maternity leave laws, wellness initiatives, work arrangements, and health benefits affect staff retention and the work-life balance of service and consultancy professionals. The goal of the study is to comprehend how these initiatives affect overall work-life balance and employee happiness. 275 respondents were chosen using the Yamane formula and census sampling approach. A structured quantitative survey was used to gather the data, and Jamovi was used for multilinear regression and descriptive statistics analysis. For validation, Excel was used. According to the research, work-life balance tactics that are successful greatly enhance employee performance, job satisfaction, and retention. The results provide useful information for creating work-life balance policies in consultancy settings across India and add to the body of knowledge on consultancy workforce management.

Keywords: Customer Loyalty, Work Life Balance, Retention, Employee

INTRODUCTION

When it comes to the fast-paced and competitive business world of today, organizations are beginning to recognize the importance of promoting a healthy work-life balance as a means of retaining excellent staff and increasing the number of satisfied consumers. Work-life balance programs, which are essential strategic tools in human resource management, provide a number of benefits to employees, including flexible work hours, wellness initiatives, policies on maternity leave, and comprehensive healthcare. As a result of their ability to enhance morale, reduce burnout, and promote organizational devotion, programs such as this one have a multiplier impact on the performance of the organisation.

The retention of employees continues to be a challenge for many firms, especially those operating in service sectors such as consulting, information technology, and customer support. High turnover rates have a detrimental influence on a number of aspects, including the dynamics of the team, the costs of training, and the expertise of the institution. Work-life balance programs, which relieve many of the difficulties and discontents that drive people to leave their job, are directly responsible for increased employee retention. This is a direct effect of the presence of these programs. Employees who have a strong feeling of belonging at their place of employment are more committed to remaining with the company and having a positive contribution.

As time goes on, more and more individuals are coming to see the correlation between satisfied staff and loyal consumers. Staff members who are both driven and well-rounded have a good influence on a number

of aspects of the business, including productivity, customer service, and the establishment of long-lasting ties with customers. There is a correlation between an organization's investment in the health and happiness of its employees and an increase in the level of overall employee satisfaction and loyalty. Therefore, measures that promote work-life balance may enhance the experience that customers have from the outside while also contributing to the maintenance of a stable team inside the organisation.

Within the context of consulting firms located in Delhi NCR in India, the objective of this study is to investigate the connection that exists between work-life balance programs and the loyalty of employees. A more sustainable and people-centered business model is the objective of this research, which intends to offer businesses with useful insights by investigating the impact of such efforts on the level of commitment shown by employees and the level of satisfaction experienced by customers. It is not enough for marketing and human resources professionals to be acquainted with these dynamics; leaders in any business that aspires to develop a culture that is caring, productive, and focused on the customer would do well to familiarize themselves with them.

OBJECTIVES

1. To evaluate how work-life balance initiatives affect the retention of IT Services and Consultancy Companies in Delhi NCR, India.
2. To assess how employees loyalty and work-life balance relate to service-oriented businesses.

RESEARCH METHODOLOGY

This study's independent variables include things like health insurance, parental leave, wellness initiatives, and flexible work schedules. The rate of employee retention is the dependent variable. The study's goal is to investigate the association between the different work-life balance efforts (independent variables) and the staff retention rate (dependent variable) in consulting companies' settings. The purpose of the research is to demonstrate how these separate factors work together to affect employee retention in the IT services and consulting companies.

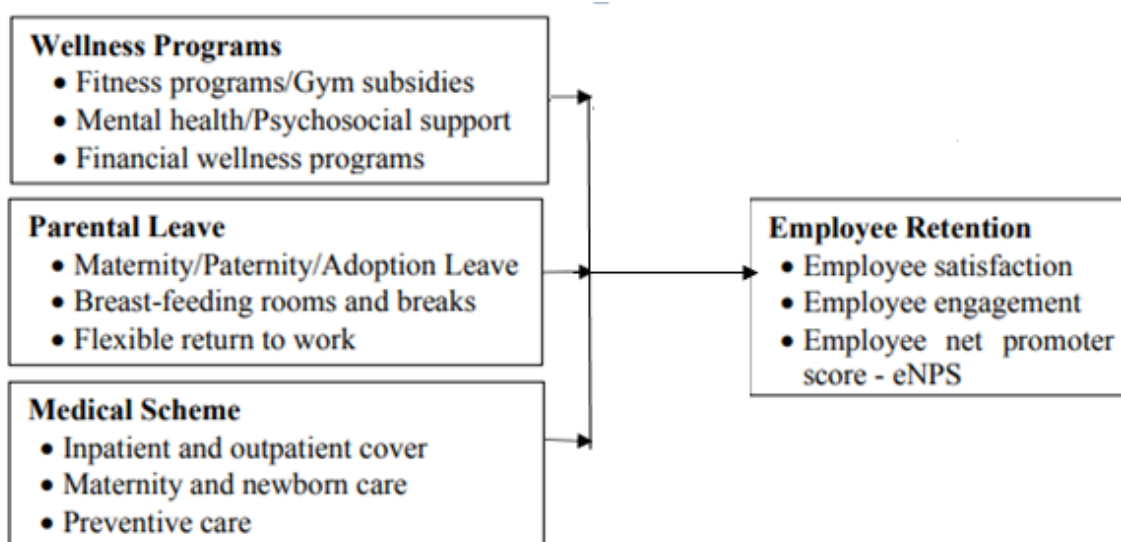


Figure 1:

Conceptual framework

1. Wellness programs include: It is possible for employees to qualify for financial assistance that is intended to encourage physical health. One component of this is the provision of confidential counseling services. Resources for financial education and management include things like trainings that are funded by

the firm as well as linkages to financial institutions, savings and credit cooperatives (Saccos), and other organizations that are comparable.

2. Parental leave includes: It is at this time that parents are given the opportunity to heal, adjust, and develop a bond with their daughter or son. In order to accommodate women who are nursing and are prepared to return to the job, the company offers specialized spaces and breaks for them. Through the implementation of a gradual placement plan, this may assist to make the transition back to work after maternity leave much easier.

3. Medical scheme includes: Inpatient care provides financial assistance to meet the costs associated with hospitalization. A portion of the cost of employees' medical visits to the hospital is covered by outpatient care. After birth, it is vital to provide care for the newborn, but maternity expenditures arise during the whole pregnancy and the process of giving birth. The preventive care that is covered by this plan includes a variety of services, including vaccinations, tests, and exams. It is essential that this be done in order to facilitate the early detection and treatment of chronic diseases, which may provide significant financial challenges for employees.

Staff retention rates are monitored using employee satisfaction ratings from surveys, feedback systems, and exit interviews. "Employee engagement" is the mental and emotional investment employees have in their organisation, which inspires them to work hard and passionately accomplish organizational goals. The eNPS measures the possibility that employees will recommend your company to friends and family. Survey research is essential for capturing a population's opinions, and this study examines how work-life balance initiatives affect staff retention in consulting firms. This strategy allows quick, anonymous, and systematic data collection for quantitative analysis utilizing statistical methods. Using the Yamane approach, we determined that 275 employees would reflect our sample's target demographic. A typical quantitative survey questionnaire was used to collect employee opinions and experiences with work-life balance.

The five questionnaire pieces examined employee retention dynamics based on the research aims. These aims included researching how health insurance, flexible work hours, maternity leave, and wellness programs influenced employee retention. Structured questionnaires are data-centric and unbiased, supporting research goals. Questionnaires eliminate bias, provide anonymity, and gather data from a wider variety, which is essential for case studies. Descriptive statistics and Jamovi data analysis helped the researcher achieve the study's aims. Results were shown using tables, frequencies, and percentages. Regression research helped consulting firms understand how work-life balance affects employee retention. Regression helps determine the greatest model fit, identify key drivers, and measure relationships between independent and dependent variables. Study employed regression model:

$$ER=30+B1X1+B2X2+\beta3X3$$

Where ER - Employee Retention

BO-Intercept or the Correlation constant

β_1 , β_2 , β_3 , β_4 - Coefficients

X1 - Wellness programs

X2 Parental leave

X3- Medical scheme/cover

Pilot study participants were randomly selected and will not be included in the final sample. A pilot study is crucial to ensure that the research instruments' questions are clear and relevant to the study's aims. Such errors or ambiguity may compromise data quality. It also ensures that data collection systems are accurate and trustworthy, so you can measure variables consistently. The rigorous reliability method follows research

protocols to ensure data integrity. The researcher will keep data private, restrict access to approved employees, and use it exclusively for scholarly purposes.

RESULT

Table1: Individual wellness program question statistics.

Description	Qn 1	Qn 2	Qn 3	Qn 4	Qn 5	Qn 6
Mean	3.197	3.106	3.682	4.131	3.690	3.471
Standard Error	0.088	0.088	0.081	0.068	0.076	0.077
Median	3.5	3	4	4	4	4
Mode	4	4	5	5	4	4
Standard Deviation	1.449	1.455	1.344	1.121	1.259	1.276

This table presents the descriptive statistics for six wellness program-related questions. The mean scores range from 3.106 to 4.131, indicating varying levels of agreement with the wellness programs. The highest mean score is for Question 4 (4.131), suggesting a positive perception of the wellness initiatives. The mode values show that the most frequent response for most questions is either 4 or 5, which further confirms general agreement with the wellness programs. The standard deviations indicate moderate variability in responses, with Question 4 having the lowest standard deviation (1.121), suggesting more consistent opinions about that wellness program.

Table 2: Individual parental leave question data.

Description	Qn 13	Qn 14	Qn 15	Qn 16	Qn 17	Qn 18
Mean	4.464	4.026	3.639	3.423	3.901	3.803
Standard Error	0.043	0.054	0.077	0.076	0.06	0.068
Median	5	4	4	4	4	4
Mode	5	4	5	4	4	4
Standard Deviation	0.716	0.887	1.274	1.256	0.988	1.125

The data for questions pertaining to parental leave are shown in Table 2. The majority of the questions had mean values between 3.423 and 4.464, which indicates favourable opinions towards parental leave laws. The highest means for questions 13, 14, and 15 show more positive attitudes towards parental leave. Respondents usually agree with the parental leave regulations, as shown by the median and mean values, which often lie between 4 and 5. Question 15 has the biggest standard deviation (1.274), showing higher variety in replies on that element of parental leave. The standard deviations are low.

Table 3: Individual medical scheme question description statistics.

Description	Qn 19	Qn 20	Qn 21	Qn 22	Qn 23	Qn 24
Mean	4.088	3.777	3.945	3.785	3.869	3.810
Standard Error	0.061	0.068	0.06	0.067	0.068	0.068
Median	4	4	4	4	4	4
Mode	4	4	4	4	4	4
Standard Deviation	1.009	1.128	0.995	1.103	1.128	1.126

The descriptive data for the questions pertaining to the medical scheme are shown in this table. The majority of respondents had favourable opinions of the medical plan, with mean scores ranging from 3.777 to 4.088. For the majority of questions, the mode is always 4, indicating that this is the most common answer. The comparatively low standard deviations (around 1.0) for all questions indicate that respondents' views on the medical plan are mostly consistent.

Table 4: Individual employee retention question statistics.

Description	Qn 25	Qn 26	Qn 27
Mean	3.606	3.993	3.953
Standard Error	0.066	0.056	0.058
Median	4	4	4
Mode	4	4	4
Standard Deviation	1.095	0.934	0.954

Statistics for three employee retention-related questions are shown in this table. The respondents had a generally positive opinion of the elements impacting employee retention, as shown by the mean values, which vary from 3.606 to 3.993. A propensity for positive replies is shown by the mean and median scores, which are continuously 4. Overall, there is agreement about the significance of retention variables, despite the standard deviations (which range from 0.934 to 1.095) suggesting substantial variance in answers.

Table 5: The Variables' Correlation.

Variable	Gender	WPs	HWPs	PL	MS	ER
Gender	1					
WPs	0.0747	1				
HWPs	-0.0038	0.7095	1			
PL	-0.0026	0.4719	0.6938	1		
MS	-0.0320	0.5698	0.5728	0.7268	1	
ER	0.1014	0.5720	0.5802	0.5962	0.639	1

The correlations between the study's variables are shown in this table. There is a marginally favourable association between gender and employee retention (0.1014). Better work-life balance initiatives are positively associated with higher employee retention, as evidenced by the moderate to strong correlations found between work programs (WPs), parental leave (PL), medical schemes (MS), and employee retention (ER). The strongest correlation was found between WPs and ER (0.5720). Flexible work arrangements and supportive leave policies are strongly associated, as seen by the substantial correlation (0.6938) between parental leave (PL)

Table 6: A Regression Analysis

Multiple R	0.7167
R Square	0.5137
Adjusted R Square	0.5046
Standard Error	0.6441
Observations	274

The independent variables (WPs, PL, MS) and employee retention (ER) have a significant positive association, as shown by the multiple R value of 0.7167. According to the R-squared value of 0.5137, these work-life balance efforts account for around 51.37% of the variation in employee retention. The efficiency of the model in describing the connection is further validated by the adjusted R-squared value of 0.5046, which accounts for the number of predictors in the model.

Table 7: ANOVA analysis

ANOVA	Df	SS	MS	F	SignificanceF
Regression	5	117.4488	23.4898	56.6151	4.91425E-40
Residual	268	111.1940	0.4149		
Total	273	228.6427			

The regression model's statistical significance is shown by the ANOVA table. With a p-value of 4.91425E-40 and an F-value of 56.6151, which is highly significant, the regression model well explains the variance in employee retention. The model's statistical significance and ability to accurately forecast employee retention based on the independent variables are confirmed by the very low p-value.

Table 8: Multilinear regression

Variables	Coefficients	Standard Error	t Stat	P-value
Intercept	0.8170	0.2167	3.7704	0.0002
Gender(M)	0.1847	0.0818	2.2572	0.0248
WPs	0.1918	0.0605	3.1695	0.0017
HWP	0.0923	0.0552	1.6737	0.0954
PL	0.1946	0.0818	2.3793	0.0180
MS	0.3011	0.0627	4.7994	2.6472E-06

The coefficients and statistical significance for every independent variable are shown in Table 8. When all independent variables are zero, the baseline employee retention is represented by the intercept of 0.8170. According to gender (M), which has a positive coefficient (0.1847) and is statistically significant ($p = 0.0248$), male employees are somewhat more likely than female employees to be retained. Retention is positively and significantly impacted by work programs (WPs) (coefficient = 0.1918, $p = 0.0017$). Offering parental leave enhances retention, as shown by the substantial impact of parental leave (PL) (coefficient = 0.1946, $p = 0.0180$). With the greatest coefficient (0.3011, $p < 0.0001$), medical schemes (MS) have the biggest impact, indicating that healthcare benefits greatly improve employee retention.

DISCUSSION

Within the setting of consultancy companies located in Delhi NCR, the purpose of this research was to evaluate the link between work-life balance programs and the retention of health professionals as well as the loyalty of patients that are associated with such facilities. The study that was conducted on work-life balance programs largely focused on three aspects: wellness programs, parental leave, and medical plans. The primary areas of focus were as described above. According to the results, wellness programs, maternity leave, and medical insurance all make a major contribution to a workforce that is more devoted and loyal to their employer. These medical schemes had the most significant positive impact on employee retention, highlighting the significance of comprehensive health benefits in fostering happiness and long-term

devotion among healthcare professionals. Among these, medical schemes had the most significant beneficial effect.

The results of the research also indicate that the retention of consultancy employees has a positive influence on the feelings of satisfaction and loyalty. IT services and consultancy professionals see an increase in their level of involvement and motivation when they are put in a workplace that is supportive, places a priority on their well-being, and makes accommodations for their personal situations. Consultancy organisations have the ability to cultivate a workforce that is more inclusive and resilient if they address gender-specific requirements, improve wellness and medical support services, and provide more medical assistance. In the end, the research comes to the conclusion that effective strategies for work-life balance not only help reduce staff turnover but also create a stable healthcare environment that is capable of delivering consistent, high-quality services. This, in turn, helps to improve the clients trust in service and consultancy organisations and their reputations.

CONCLUSION

According to the findings of the study, activities that encourage a healthy balance between work and personal life are very important for growing employee's loyalty and retaining employees. Wellbeing efforts, comprehensive medical systems, flexible parental leave, and helpful arrangements are some examples of programs that have been shown to significantly improve employee satisfaction, motivation, and loyalty. A personnel that is motivated and supported is directly responsible for improved service quality, which in turn leads to increased employee satisfaction and loyalty. For this reason, businesses that want to maintain their growth and remain ahead of the competition should make maintaining a healthy work-life balance a primary priority in their human resource policies and in the way that they connect with their service users.

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