

Effect of Work Life Balance on Health Problem and Employee Attrition: A Study of Statistical Analysis

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Abstract:

The research explores how work-life balance affects employee health problems with attrition on organizational aspects. The research used quantitative methodology for analyzing data from 200 employees who work across multiple industries at different organizational levels. The quantitative assessment of the study employed three validated scales that included Work-Life Balance, Health Problems, and Employee attrition. SPSS software used for statistical analysis. The findings demonstrate a appropriate correlation between WLB and employee attrition, indicating that robust WLB practices decrease the likelihood of employee turnover. The results underscore the necessity for organizations to adopt and optimize work-life policies, highlighting mutual benefits for employees and employers in terms of enhanced performance, satisfaction, and organizational commitment. The study concludes with recommendations for future research on the long-term impact of WLB policies, their cultural implications, and strategies for policy optimization across different industries and national contexts.

Keywords: Work life balance, Health, Attration, Retention, employee health problem

Introduction

The fast-changing work environment in which we live has now widened the array of challenges and opportunities posed by globalization, market expansion, and technological revolution (Arunima & Pooja, 2009; Capobianco, 2023). These rapid changes have transformed different business sectors worldwide, particularly the banking sector, which

may easily be denoted as the quickest developing and most potent force in the global economy. Banks, as dynamic institutions, constitute the foundation of economic development in societies. They help in the fostering of business operations, making it much more easier for financial systems, and aiding the full development of society. In the developing countries, the banking segment is indispensable for quick economic transformation that helps societies shift from poverty to middle income, thus significantly contributing to national growth and development¹⁷⁸ (Rashel et al., 2019).

Blending the working life with private life is an important element of current worker and individual life, it denotes the ratio between professional duties and other developmental activities. The concept has attracted a lot of attention because of changing expectations by workplace as influenced by technology and global market (Greenhaus & Allen, 2011). In contrast to work-life balance, which is looking for the congruence between work and non-work, work-interference non-work balance can have horrific outcomes from stress, anxiety, burnout to the mental health of a person (Guest, 2002). Work-life balance, often recognized as the quality of the balance between work and leisure time, positively or negatively affects a person's mental health. Here, too, there is calming of stress levels which, in turn, prepares for building up of positive emotional capital to ensure one gets the new feeling of being fulfilled (Haar et al., 2014). Fayaz .and Gulzar, (2025) The findings emphasize the strong positive impact of both emotional and instrumental family support on work-life balance. Self-efficacy and grit play essential roles as mediators, individually and through serial mediation, strengthening women employees' ability to effectively manage both work and personal responsibilities. This study highlights the critical role of these psychological factors in shaping the connection between family support and work-life balance.

However, work life balance can be described as a type of work life interface involving the various social roles fulfilled in occupations and in other life roles as rated by the individuals in the sample as being satisfactory peaceful, nonviolent and that can to great extent contribute to effectiveness in both private and work areas (Rantanen, et al.; 2011) In more complex definitions, the following have also been pointed out: the observed difference between balance and conflict that can be considered as two rather different

variables. There are likewise existing kinds of feelings as there can also be felt both of them together (Bell, et al.; 2012) and the presence of several context where the conflict/balance occurs as its properties and features, such as time, behavior, participation, satisfaction (Greenhaus, J. H., & Beutell, N. J. (1985); Netemeyer, et al.; (1996)); direction of conflict: work–life conflict occurs wherever there is a clash between paid work and other domains of life one set of roles intrudes upon the other, and the term life–work conflict comes into play when. Again, nonprofessional roles intrude on professional roles (Frone, et al.; 1992) the outcomes of work. As the relationship between job and life that can be either beneficial or detrimental (Rantanen, et al.; 2011) ,Grzywacz, J. G., & Marks, N. F. (2000).

One of the negative repercussions of a poor work-life balance is deteriorating physical and mental health. Low work-life balance may lead to poor health due to stress and poor time management (Van Steenbergen, E. F., & Ellemers, N. (2009)). Conflicting demands of occupational work and personal roles cause stress because they undermine the individual's balance with his or her surroundings (Lazarus, R. S., & Folkman, S. (1984)). Long-term stress causes physiological processes that damage certain sections of the body or systems, increasing physical ailments and diseases. According to the job demand-resources theory (Demerouti; 2018) employee stress and poor health are caused by an imbalance between high job demands and low job resources. The job demand-resources theory (Demerouti; 2018) suggests that employee stress and health issues arise from an imbalance between high job demands and poor job resources. To cope with high levels of stress, individuals may engage in undesirable activities like smoking or eating sweets or salty snacks (Hill, et al.; 2022). Poor time management might result from a lack of time or motivation to engage in healthy activities or avoid bad behaviours.

Attrition refers to the process, either voluntary or involuntary, by which employees come to leave an organization. It results from numerous factors such as dissatisfaction with the job, better career opportunities, or personal reasons (Hom, Lee, Shaw, & Hausknecht, 2017). High rates of turnover are a matter of concern to the organizations since all these transfers involve high recruitment expenditure, loss of knowledge and morale among

employees (Maertz & Griffeth, 2004). To formulate strategies that will retain talent and thus enhance organizational stability, employees' motivation for leaving an organization should be understood. High attrition may have a serious effect on organizations. It involves additional expenses in replacement in recruitment and training of employees (Maertz & Griffeth, 2004). Attrition can have a disruptive impact on the dynamics of working teams, leading to a drop in productivity, innovation, and morale (Kovjanic, Schuh, & Jonas, 2012). Finally, those employees who remain in the ranks after a significant turnover event may be burned out and quick to depart if they are not proactively managed (Lee & Mitchell, 1994).

Organization can consider several strategies to minimize employee turnover. Research shows that improving onboarding processes, offering attractive remuneration packages, and promoting inclusivity reduce turnover rates. It is also essential to focus on developing competent leaders, who value employee engagement and career advancement (Podsakoff et al., 1996). Furthermore, a strong organizational culture, emphasis on work-life balance, and providing well-defined career advancement paths are considered some of the key strategies for retention improvement (Workday, 2023; Targus, 2023).

Based on the existing research gap, the study is structured around two key objectives, each focusing on a critical aspect of work-life balance and its broader organizational impacts. These objectives are as follows:

- The work life balance effect the Health Problems
- The work life balance effect the Employee Attrition

Literature Review

Effect of Work life Balance on Health Problems

Often, work-life balance was described as a major determinant of mental health, as evidenced in numerous samples. Greenhaus and Beutell (1985) define work-life conflict as a situation where the requirements of work and personal life interfere with each other creating stress besides low level of psychological well being. For example, burnout always leads to fatigue and chronic stress which causes anxiety disorders and depression

(Demerouti et al., 2001). On the other hand, balance is productive for the emotional health of the massager of an individual and offsets burnout (Haar et al., 2014).

According to the low work–life balance, the following negative results are observed: deterioration of the physical and mental health. Due to the cross sectional nature of the study there are probably two reasons that explain the low work–life balance to contribute to worsening health: problems of stress and time (Van Steenbergen, & Ellemers ; 2009). Incompatible demands of professional and personal duties can cause stress by disrupting the balance between people and their surroundings (Lazarus, R. S., & Folkman, S.; 1984). In turn, long-term stress results in the physiologic processes causing or indirectly contributing to the injury/ damage to certain organs or body structures and in turn leads to promotion of physical disorders and diseases. According to the job demand of theory and available (Demerouti; 2018), stress and adverse health effect of the employees due to the lack of balance between high job demands and low job resources, as well as the relationship between age and workplace burnout. Also, it may be further marked by efforts made to lower the high level of strain including the exercising of health hazardous activities like tobacco smoking or taking sweets or salty foodstuffs (Hill, et al.; 2022). Lack of time management may be a result of time constraints for absence of doing healthy or abstaining from unhealthy behavior.

Research suggests that individuals with poor work-life balance are more likely to experience poor mental and physical health, as well as health diseases and characteristics (Choi, E., & Kim, J.:(2017), Neidlinger, et al.; (2023)). Despite Poland having one of the lowest indices on the WLB scale among European countries (Davis & Tuttle.; (2017)), In study of (Begum, 2024) demonstrate the relationship between work-life balance and mental health since it increases as psychological distress decreases. Study also explained about four themes, with one being that the relationship between work-life balance and managerial mental health is mediated by emotional intelligence (EI). This implies EI can become a very important factor in enhancing well-being in work setting. Peculiarly, the analysis showed that work-life balance did not interact with gender in influencing these relationships; therefore, the work and family balance affects psychological outcomes severally for both sexes. Consequently, these results support the need to incorporate Emotionally speaking for enhancing the Managerial Mental Health and Work-Family

Interface.. The factor of work-life balance becomes a important means for employees growth in today's terrifying competitive market. Hence, based on this, the hypothesis for the study should be framed.

H1: There is a significant effect of Work Life Balance on Health Problem

Effect of Work life Balance on Employee Attrition

WLB has a strong influence on employee attrition; the latter also includes how organizations recruit top talents and how preferred organizations become reputed employers. Work-life balance indeed contributes widely to the pick-up for organizations-that is, if one considers flexibility and well-being much alongside career advancement. Flexible work arrangements such as remote work options and flexible work hours are highlighted as most desirable to candidates; studies have shown that flexible work arrangements can be a compelling reason for consideration when choosing a position (Kossek & Ozeki, 1998; Gajendran & Harrison, 2007). Andrlie, et al; (2024), examin the effect of organizational support on work-life balance as well as work engagement and concludes that work-life balance offers a full mediating effect of the relationship between organizational support and work engagement. It synthesises work to family interface theory and work engagement and fills a gap by examining work engagement as a moderator. It also examin both the accessibility and the utilization of organisational support practices, as well as their likely future usage. Moreover, Kiran et. al, (2024) explore the use of HR analytics in the treatment of attrition and organisational performance, using human capital theory, expectancy theory and the resource-based view. This also raises the use of methodologies including ANN, SEM, and regression over dispersed nations. Leadership behavior and information security can be considered as the major inhibitors of e-HR adoption, which, on the other hand, consists of technology usage and HR practices. One set of outcomes deals with the enhancement of employee satisfaction, career advancement and growth of the organization.

Various studies have shown that employees are increasingly interested in employers that offer support for a balance between their professional and personal lives. Organizations may benefit from attracting skilled workers who value such benefits as paid parental leave, mental health days, and flexible work hours when they introduce policies that

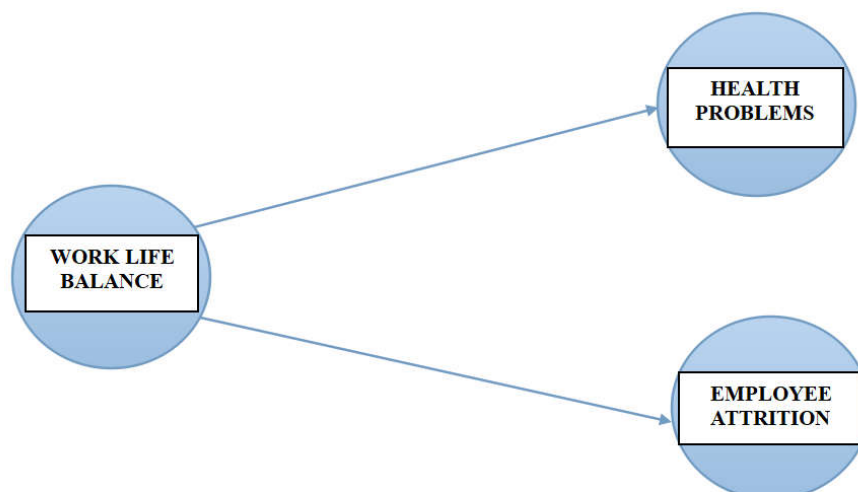
promote work-life balance (Collins, 2007; Allen, 2001). Further, work-life balance initiatives have been seen indicators of a positive organizational culture, which is one of the important factors that contribute towards efficiency in attracting and retaining employees (Hernandez, 2021).

In addition, work-life balance can offer organizations a competitive edge by minimizing employee turnover and shortages. It will also assist employers in attracting a more diverse workforce since flexible policies can enable those with different life circumstances-such as caregivers and people with disabilities-to apply to and stay in the workforce (Chung & van der Horst, 2018). Therefore, promoting a culture of work-life balance is not simply a retention strategy but a recruitment tool helping organizations identify the best talent in the job market. However, work-life balance has become a critical factor in employee attraction wherein organizations prioritizing flexibility and support for their employees' private lives attract top candidates more successfully. The factor of work-life balance becomes a potent means of attracting potential employees in today's terrifying competitive market. Hence, based on this, the hypothesis for the study should be framed.

H2: There is a significant effect of Work Life Balance on Employee Attrition

Conceptual Model

Figure: 1



Research Methodology

The research methodology for this exploration will be quantitative in nature, which will facilitate the investigation of the relationship between work-life balance, health problems, and attrition. This approach enables a comprehensive and quantifiable determination of the subject area in question.

The target population will be selected at random from employees of different organizational levels and different industries to ensure the representation of all employee levels and industries. This method ensures diversity in the sample population (Sekaran & Bougie, 2016). A minimum of 200 respondents will be targeted for the study.

Data collection involved a standardized questionnaire. The survey has established scales: Carlson et al. (2000)'s Work-Life Balance Scale to measure employees' perceptions of their ability to juggle work and personal life, Sonnentag's health problems Scale (2003) to measure the mental health problems, and Tett and Meyer (1993)'s Employee Turnover Intention Scale to assess the probability of employee attrition. These instruments have been validated across different contexts and are substantiated metrics for the investigation of the variables (Bakker & Demerouti, 2017).

In the quantitative study, SPSS used because it examines the links between work-life balance, job performance, and employees' turnover intention through the simultaneous integration of multiple dependent and independent variables.

Data Analysis

Demographic Analysis

Table 1: Descriptive Analysis

Variable	Category	Frequency (N)	Percentage (%)
Gender	Male	120	60%
	Female	80	40%
Income Range	Below 5 Lakh	50	25%
	6 Lakh to 10 Lakh	60	30%
	11 Lakh to 15 Lakh	40	20%
	Above 16 Lakh	50	25%
Marital Status	Married	120	60%

	Unmarried	80	40%
Age	25 - 30	50	25%
	31 - 45	80	40%
	46 - 50	40	20%
	51 - 55	30	15%

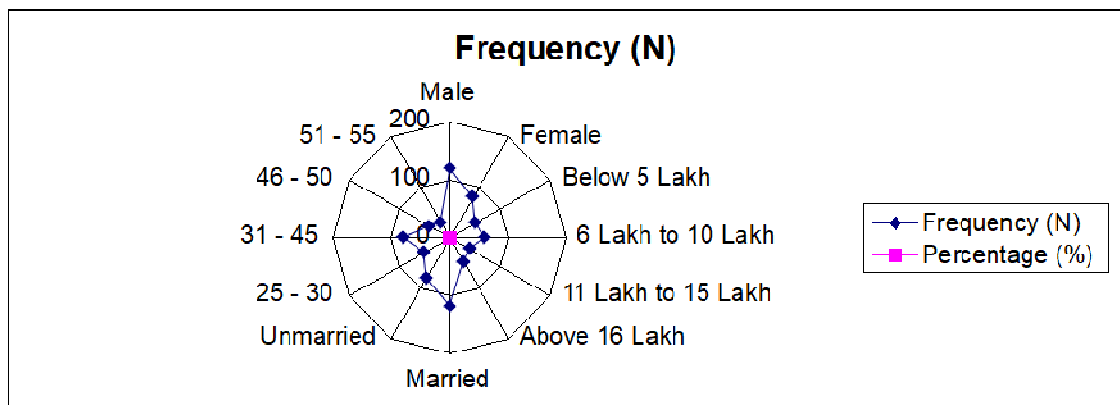
Figure 2: Demographic Analysis

Table 1 and fig 2 define the demographic factors respondent analysis. The survey results allow presenting general information about respondents' profiles. From the gender perspective, it is clear that the majority of the respondents are male, as the total count suggests: 60% of the respondents are male, meaning they are 120 in number; while female respondents make up only 40%, which totals 80 female respondents; however, it means that the respondents' database has more males than females. When it comes to income, the largest number of respondents meet the criteria of 5 Lakh to 10 Lakh with 30% of respondents (60). This is followed by two equally represented categories: This resulted in two groups; Below 5 Lakh, comprising of 50 respondents or 25%; and Above 15 Lakh with the other 50 respondents or 25%. The least populated is the group in the '10 Lakh to 15 Lakh' income category making up 20 percent or 40 respondents.

Regarding the participants' marital status, 60 % (n = 120) are married, and 40% (n = 80) are unmarried; therefore, the distribution is moderately balanced between these two groups with a trend towards the married participants. In regards to the age, 40 percent of the respondents are aged 31-45 years, twenty-five percent of the respondents are aged 25-30 years. The lowest and highest age group categories have an equal representation where the respondent's age ranges between 46 and 50 representing 20% of the study.

sample with 40 respondents, the 51-55 age group has the least representation in the study sample of 15% with 30 respondents. The above statistics indicate that the sample is of working age; it has an even distribution of income level and marital status.

Table 2: Measurement of Reliability Analysis

Construct	Number of Items	Cronbach's Alpha	Interpretation
Work-Life Balance	5	0.88	Excellent internal consistency
Health Problems	5	0.85	High internal consistency
Employee Attrition	5	0.82	Strong reliability and cohesive measurement

Table 2 demonstrate the reliability of all constructs i.e. Work-Life Balance, Health Problems, and Employee Attrition. Hence, it justified good to excellent reliability, ensuring the consistency of the items measuring these variables.

One-Way ANOVA

Table 3: Descriptive Statistics

This table shows the descriptive statistics (mean, standard deviation) for each group of Work-Life Balance (Low, Medium, High).

Work-Life Balance	N (Respondents)	Mean (Health Problem)	Std. Deviation (Health Problem)	Mean (Employee Attrition)	Std. Deviation (Employee Attrition)
Low	67	55.4	10.2	3.2	1.1
Medium	67	60.1	9.8	2.8	0.9
High	66	62.5	8.5	2.4	0.8
Total	200	59.3	9.5	2.8	1

Table 3 underlines then correlation between work to family conflict, poor health, and turnover. The results also show that respondents who expressed low work-life balance have the highest mean health problems (55.4) and the greatest variability (SD = 10.2)

meaning poorer health. With middle and high WLB, depression decreases (mean of 60.1 and 62.5), while SD is lower. Similarly, standard of attrition scores reduce from 3.2 (low WLB) to 2.8 (Medium) and 2.4 (High), indicating that effectiveness of work life balance reduces health complainage and encourages employee to stay within the organization.

Table 4: ANOVA for Health Problem

This table shows the results of the One-Way ANOVA for Health Problem

Source of Variation	Sum of Squares	df (degrees of freedom)	Mean Square	F	Sig. (p-value)
Between Groups	250.62	2	125.31	5.23	0.007
Within Groups	4771.92	197	24.22		
Total	5022.54	199			

Table 4 define the p-value is 0.007, which is less than 0.05, we conclude that there is a significant difference in health problem across the different levels of work-life balance (Low ; Medium; High). It suggest that if work life balance is there then employee health is also balance.

Table 5: ANOVA for Employee Attrition

This table shows the results of the One-Way ANOVA for Employee Attrition.

Source of Variation	Sum of Squares	df (degrees of freedom)	Mean Square	F	Sig. (p-value)
Between Groups	8.32	2	4.16	3.45	0.035
Within Groups	237.47	197	1.2		
Total	245.79	199			

Table 5 explain the p-value is 0.035, which is less than 0.05, this conclude that there is a significant difference in variable employee attrition across the different levels of work-life balance.

Table 6: Post-Hoc Test for Health Problem

If the ANOVA is significant, a Post-Hoc Test such as Tukey's HSD can be used to determine which specific groups differ from each other.

Comparison	Mean Difference	Std. Error	Sig. (p-value)
Low vs Medium	-4.7	2.09	0.027
Low vs High	-7.14	2.1	0.001
Medium vs High	-2.44	2.09	0.335

Table 6 explain significant difference between the Low and High groups ($p = 0.001$), and between the Low and Medium groups ($p = 0.027$). However, there is no significant difference between the Medium and High groups ($p = 0.335$).

Table 7: Post-Hoc Test for Employee Attrition

Comparison	Mean Difference	Std. Error	Sig. (p-value)
Low vs Medium	0.4	0.15	0.128
Low vs High	0.8	0.16	0.02
Medium vs High	0.4	0.15	0.162

Table 7 examin the significant difference between the Low and High groups ($p = 0.020$). There is no significant difference between the Low and Medium groups ($p = 0.128$) and between the Medium and High groups ($p = 0.162$).

Hence, Health Problems, justified a significant difference across the Work-Life Balance groups (Low, Medium, High). Post-hoc tests reveal that the Low group differs significantly from both the Medium and High groups.

Whereas, Employee Attrition, justified a significant difference among the groups, with significant differences between the Low and High groups, but not between the others.

Multiple Regression Analysis

Conceptual Model : (Predicting Health Problems and Employee Attrition from Work-Life Balance) analysed with the help of this formula mention below:

$$\text{Health Problems} = b_0 + b_1 (\text{Work-Life Balance}) + \epsilon$$

$$\text{Employee Attrition} = b_0 + b_1 (\text{Work-Life Balance}) + \epsilon$$

Where:

- Work-Life Balance: The independent variable (predictor).
- Health Problems and Employee Attrition: The dependent variables (outcomes, modeled separately if using standard regression).
- b_0 : Intercept (value of the dependent variable when the independent variable is 0).
- b_1 : Regression coefficient showing the impact of Work-Life Balance on the dependent variable.
- ϵ : Error term (residuals).

If you analyze both dependent variables simultaneously (using a multivariate regression), the relationships are represented in a system of equations:

$$\text{Health Problems} = b_0 + b_1 (\text{Work-Life Balance}) + \epsilon$$

$$\text{Employee Attrition} = b_0 + b_1 (\text{Work-Life Balance}) + \epsilon$$

Here:

b_1 and b_2 are the separate effects of Work-Life Balance on Health Problems and Employee Attrition, respectively.

Based on this formula mentioned analyses done.

Table 8: Descriptive Statistics for Conceptual Model

Variable	Mean	Standard Deviation	Min	Max
Work-Life Balance	3.65	0.82	1	5
Health Problem	4.02	0.73	1	5
Employee Attrition	2.75	1.03	1	5

Table 8 demonstrate the descriptive statistics for three variables: Employees have a moderate satisfaction with WLB, where the mean was 3.65 and the standard deviation was 0.82 this means that employees have a moderate level towards WLB. Whereas, if WLB is proper then employee free from health problems and enjoy a higher rating where the mean score was 4.02 and the standard deviation was 0.73. On the other hand, Employee Attrition is smaller (mean = 2.75) meaning that while there is some varying

level of intent to leave employee opinions vary in this case ($SD = 1.03$) about satisfaction concerning job retention.

Table 9: Analysis of Correlation Matrix

Variable	Work-Life Balance	Health Problems	Employee Attrition
Work-Life Balance	1	0.65	-0.45
Health Problem	0.65	1	-0.55
Employee Attrition	-0.45	-0.55	1

Table 9 represent the correlation among the variables, Hence, justifies that Work-Life Balance is positively correlated with (dependent variable) Health Problems (0.65) and negatively correlated with (dependent variable) Employee Attrition (-0.45).

Table 10: Measurement of Model Fitting for Multiple Regression Analysis

Construct	R ²	F-statistic	p-value	Intercept	Work-Life Balance Coefficient	p-value for Work-Life Balance
Construct 1 Health Problem	0.42	89.35	<0.001	3.5	0.6	<0.001
Construct 2 Employee Attrition	0.35	53.29	<0.001	4.3	-0.5	<0.001

Table 10 explain the variance in the model of Independent variable on dependent variables Model Part 1: Work-Life Balance explains 42% of the variance in Health Problems. A better work-life balance always keep employee healthy mentally and physically which give growth to oragnization. Hence the hypothesis is accepted i.e. H1: There is a significant effect of Work Life Balance on Health Problem

Model Part 2: Work-Life Balance explains 35% of the variance in Employee Attrition. A better work-life balance is associated with lower employee attrition (less likelihood of leaving the company). Therefore, if employee work life balance is not proper then organization need to face high attrition rate. Hence, Hypothesis is accepted i.e. H2: There is a significant effect of Work Life Balance on Employee Attrition. Therefore, Both

models are statistically significant ($p < 0.001$). Work-Life Balance significantly affects both health problems (positively) and Employee Attrition (negatively).

General Discussion

This analysis shows how the Work-Life Balance factor is among the most important determinants of the employee and organizational health. The first part shows that Work-Life Balance predicts 42% of Health Problems, and a positive association implies that enhanced work-life balance decreases health problems within the workforce. This course implies the significance of creating a fair working environment for improving employee's well-being and organizational development. Further, the second part establishes that Work-Life Balance has an effect of -0.35 on Employee Attrition suggesting that work life balance is a negative predictor of attrition as improvement on this factor will reduce attrition rates among employees. The above two models are significant at $p < 0.001$ level proving that Work-Life Balance is highly instrumental in controlling ill health issues and preventing employee turnover. These results imply the importance of work-life balance in organisations as a way of increasing the levels of employee satisfaction and retention.

Managerial Implications of Study

1. **Prioritize Work Life Balance Initiatives:** It is therefore important for organizations to respond to these signals by coming up with positive policies that relate to work schedules, work from home among them are allowance for paid vacations. Also, this can decrease the number of health issues among employees resulting in higher productivity and morale.
2. **Health and Wellness Programs:** Additional positive effects of work-life balance could be realized if the organisation invests on other health and wellness activities, such as organized mental health clinic, fitness programmes and stress reduction classes.
3. **Retention Strategies:** As poor work-life balance results in high employee turnover, organizations need to ensure good tenability at workplace and create support structures to reduce turnover. These expectations are available in form of competitive

benefits, organizational culture, and workload issues.

4. **Monitor Work Life Balance Metrics:** It is advised to managers to employ attitudes and opinion mechanisms, such as questionnaires, to scrutinize the extent to which employees enjoy work-life balance and embark on corrections once they detect the extents of imbalance.
5. **Training for Managers:** The workplace culture is an area that is directly managed and influenced by managers. Training them on the signs they have to look out for and fostering an environment for their team can help improve the work-life balance of their staff.

Limitations of Study

1. **Limited Scope of Variables:** Work-Life Balance is the only variable, chosen in the study, which is treated as the independent one. Other factors for example job satisfaction, organizational culture, or compensation may also affect health problems and employee turnover however they did not form part of the model.
2. **Causality Concerns:** There are several significant relationships are evident, the models do not imply causality. For example, workers with above average health or those who are not likely to change jobs should ideally express a more balanced work life balance; the direction of causality again becomes ambiguous.
3. **Generalizability:** Most importance, the findings could vary depending on context or sample, or even be confined to a particular industry. Some of these could be different sector, culture, or geographical location specific.
4. **Unmeasured Moderators:** Other variables like personal gain, protective factors, or organisational resources could mediate the interaction between WLB and the dependent variables, but these were not explored.
5. **Measurement Limitations:** While the constructs like the Work-Life Balance, the number of self-reported health problems, might be subject to various biases, such as social desirability bias or recall bias.
6. **Static Analysis:** The study gives a static picture of the relationships at a particular time only. That is, longitudinal studies would be required to understand how these relationships change based on the country and time.

Conclusion

As evidenced in this research the dimension of Work-Life Balance used has influence on employee health and employee Attrition. It is now possible to pinpoint that WLB affected health of employee in a positive manner, meaning that there was a connection between improved WLB can reduce health issues. This has been attributed to decreased stress level, increased motivation, improved creativity and good time management. On the other hand, the study also reveals a negative relationship between WLB and attrition, which means decrease in the likelihood of employee turnover when employee has a sound WLB. This shows why organizations must enforce work-life policies because not only does it increase productivity on the job but also decreases turnover costs in an organization. Hence, these conclusions indicate that there are no losers when organisations adopt WLB policies, but there are only winners employees and business organisations get a better outcome in terms of performance, increased satisfaction and improved organisational commitment. On the other hand there are possible topic areas that can be investigated in the subsequent studies could include further examination of long-term benefits or consequences of work-life balance, how national industry and culture influence such policies, and, thus, which approach should be taken to optimise such policies.

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