

IMPACT OF WORK-LIFE BALANCE ON TURNOVER INTENTIONS AMONG WOMEN EMPLOYEES IN THE DELHI-NCR REGION

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Abstract:

For every organisation to succeed, it must recognise that success depends on its capacity to attract, acquire, motivate, & retain personnel. Organizations must be adaptable in today's changing environment to develop their workforce and enjoy dedication & devotion of their employees. Considering this, much effort has been spent researching the elements that inspire people in an organisation. Employee work-life balance is one of most critical elements influencing employee motivation and organisational performance. This study looks on impact of work life balance on turnover intention among women employees of BPO industry in Delhi NCR. The results reveal that both work-life balance and job satisfaction have negative impacts on turnover intention, it is wise enough for this particular organization to implement more new practices relevant to work-life balance as well as to job satisfaction of the executive-level employees to retain the best talent in the organization for a longer period of time.

Keywords: Worklife balance, turnover intention, job satisfaction etc.

INTRODUCTION

A healthy work-life balance significantly reduces turnover intentions among women employees. When women feel they can effectively manage both their professional and personal lives, they experience less stress, higher job satisfaction, and increased commitment to their organization, leading them to be less likely to seek new employment opportunities.

The BPO sector has adopted a worldwide corporate environment with global standards, reducing national and geographical distinctions. Over the last several years, this nation has seen a considerable growth in the hires of highly skilled workers by domestic and foreign multinational corporations that serve clients in United States, the Kingdom of England, & other European nations. The low cost of educated and English-speaking human resources, as well as advanced and developed global communications technologies such as voice-over IP (VOIP), email, and internet, have enabled global companies to cut costs by building outsourced knowledge-worker operations in India.

The methods by which labourers are managed, the type of possibilities they receive, the scope for advancement, challenges, facilities, & BPO work culture in other locations are comparable to Delhi NCR. Therefore, BPOs located in Delhi NCR significantly disclose the overall character of the Indian BPO business. Along these lines, it is anticipated that research on women BPO employees in India, with a particular emphasis on women representatives in Delhi NCR-based BPOs, will be beneficial in understanding work practises, work culture, & work environment of Indian professional women in BPOs. Globalization and expansion of the BPO industry have altered position of Indian women in global workforce. Women in country are more career-oriented & self-confident due to BPO work. They are gaining financial independence, more prominent opportunities, better freedom, and a higher standard of living.

Work-life balance is a complex issue in India's BPO sector, with many employees facing challenges due to long hours, shift work, and pressure to meet targets. While some BPO companies offer benefits like flexibility and wellness programs, many employees struggle to maintain a healthy balance. The nature of BPO work, including round-the-clock customer support, can lead to long shifts and long work hours, making it difficult to manage personal life. A performance-driven environment can create a culture of pressure and stress, which affects mental and physical health of employees. Some BPO companies may lack flexibility in work arrangements, making it challenging for employees to balance work & personal commitments. Without adequate support systems such as childcare, counselling or employee assistance programmes, employees may struggle to cope with work-related stress & manage their personal lives.

This study looks on impact of work life balance on turnover intention among women employees of BPO industry in Delhi NCR. The study investigates nature of female employees in BPOs in country in general, and in Delhi NCR, one of India's major BPO centres, in particular. The study investigates the nature of women's contribution to BPO sector, since despite several obstacles, women's involvement has increased in recent years. This structured sector offers the least gender biased jobs & work environments, but in fact, there is gender-based division of labour. Through its employment, the IT sector significantly contributes to women's empowerment. As stated at International Women's Conference in Nairobi in 1995, empowerment is the transfer of social power & control over resources in favour of women. Therefore, empowerment entails self-government, self-sufficiency, self-maintenance, and economic independence gained via information, knowledge, and essential skills (Sharma, 2013).

Women's participation and effort in this field are now crucial. This study looks at rise of BPO industry in India and how it affects female employees. Even though the survey accepts India as a whole to evaluate the primary questions addressed in study, special attention is given to the BPO business in Delhi NCR, because Delhi NCR has a typical character of the Indian BPO sector in terms of organisations and labour. The inquiry broadens to cover globalisation, which promotes the growth of BPOs worldwide, particularly in emerging markets like India.

WORK LIFE BALANCE

The work-life balance assesses how beneficial work climate is to employees. Remuneration, growth as an individual, fairness, independence work involvement, supervisor and peer support, a safe workplace, opportunities for growth job stress, & educational opportunities are some of factors examined. Several scholars have identified factors that impact employees' work-life satisfaction. Participants in all of these studies believe that a work-life balance can boost employee well being. Work-life balance might be a useful strategy for improving employee wellbeing. Worrall and Cooper observed in 2006 that the absence of WLB result in a 5-to-10% annual GDP loss. As a result, employers must examine this aspect of their employees' life.

Employees also appreciate notion of work-life balance. People face a lot of stress due to their goals and hefty workloads. There is no safety in the workplace. The level of competition is high. Domestically, collaborative couples have given way to solo homes, limiting availability of home-based elder care. The lady of house must combine her domestic and professional commitments. Balance b/w work and personal life is becoming increasingly important for working people. A positive work-life balance will improve their performance, reduce stress, and make their lives more enjoyable.

The industry has seen work-life balance as a vital component in enhancing staff productivity and, consequently, overall efficiency. A high quality of life at work is essential for both employers & workers. It benefits society as a whole. The value of a great balance between work and life may be summarized as follows:

1. **Work-life balance of employees** It improves how employees perceive their job-related life & surroundings, making them more satisfied with their position at work.

2. **Increases self efficacy** A high degree of balance between work and private life provides employees sense that the company values their well-being. As a result, people feel more confident in their ability to perform at work. Their trust in themselves grows.
3. **Increases productivity** Individual output grows when life outside of work improves, as does institutional production. Several studies have demonstrated that workplace quality boosts productivity. Singh and Srivastav, for example, conducted a study in 2012 that revealed a link b/w a company's work-life balance & quantitative characteristics of organizational efficiency. In 2018, Al-Shawabkeh revealed that balancing work & personal life had a statistically significant impact on corporate performance.
4. **Increases jobsatisfaction** Employees that have an excellent level of life atwork are more involved and interested in theirwork resulting in higher levels of happiness at work.
5. **Reduces absences and employee turnover.** Employees experience less anxiety when they have a great quality of life atwork. Workers become more involved in their job and report greater feelings of enjoyment. As a result absenteeism is minimized.
6. **Reduces stress and burnout** Students who maintain ahealthy work-life balance report feeling less stressed. A good wage, a sense of safety in the workplace, improved working conditions, and friendly coworkers are just a few of the numerous factors that might help a person reduce stress atwork. There is a general sense of pleasure. Stress-induced burnout isalso reducing.
7. **Improves physical health ofemployees** When greater emphasis is placed on work-life balance, bad ergonomic practices are reduced, and employees' mental strain decreases. This reduces risk of arterial hypertension, coronary heart disease, and diabetes.
8. **Improves work-life balance.** Making ensuring that workers have enoughtime to be with their family makes them happy. This isespecially true among female employees. A healthy work life balance enables people to find equilibrium in both their professional & private lives, resulting in happiness.
9. **Increases organisational productivity**—Employee happiness and individual productivity increase favorably, influencing the organisation and raising its total productivity.

LITERATURE REVIEW

Doble and Supriya, (2010) researched work life balance in both men & women. They discovered that both genders had an imbalance in their work and family lives. The main difficultiesarefewer flexible hours, an online/work-from-home environment, a stressful scenario caused by a shortage of childcare facilities, and medical situations at home. The writers have concluded that work-life balance isessential for a tranquil existence in which both work & home life may be enhanced.

According to Baral and Bhargava (2011), researchers and business executives have looked at and valued the WLB. WLB employers should be concerned about their employees' family lives as well as their own by providing decent working conditions, care for their employees' health and safety, and job stability. During WorldWar II, there was a worldwide interest inemployee work-life concernsdue to the increase in female employees in all industries, particularly defense. Every employee prioritizes a healthy work-life balance, but no one person can accomplish everything. Demonstrate that the employee is responsible for establishing organizational norms and conditions that will allow the employee to maintain awork-life balance. Different legislation has been enacted to balance work & life, such as limiting working hours to 48 hours perweek & 9 hours per day, providing acceptable working conditions, having sufficient leave arrangements, and providing maternity benefits to pregnant women.

Levy (2012) investigated data on working moms and their perceived WLB. The findings from the investigation demonstrate that child age is not a significantinfluence in perceived WLB, but child-care support always has a considerableimpact. Furthermore, the authors have emphasized the followingcharacteristic, also known as role conflict, which has a detrimental influence on WLB. Moreover, the study investigates how

women working as full-time & part-time employees affect women & their WLB. The author examined the many factors that influence their work-life balance in various ways. These factors included child-care support, age of the youngest child, educational achievement, working hours, workplace conflict, and workload level. According to Kanthi (2013) article, most respondents reported positivity or confidence in their ability to balance their routine more easily. Several respondents have stated they cannot balance their work because of economic inefficiencies, family difficulties, and a lack of dedication. The study also concludes that long working hours, stress-related job activities, mandatory overtime, non-flexibility in work timing, and leaving timing is not fixed, as well as some other factors, have a partial influence on employees, resulting in absenteeism, employee turnover, low morale, & frustration, which lead to an imbalance of work and life. Happy & healthy employees have a higher turnover rate and are better equipped to make decisions & contribute to organization's goals.

Das and Baruah (2016) Work-life balance has gained attention from individuals, companies, & researchers. Every employee is responsible for office and personal tasks, which are referred to as professional and personal role. Yet, many people fail to fulfil both goals simultaneously, indicating that they cannot manage, and I looked at that time adequately for both tasks. As a result, the people are in a lot of danger. The cause of these confrontations is poor management of the office job, extra work, and unhappiness with a family member. Another benefit of WLB is that it reduces staff turnover, increases employee loyalty to your organization, and increases employee retention. It also reduces employee absenteeism, which leads to an improvement in productivity and work satisfaction. This might be accomplished by allowing employees to work from home to spend more time with their families, allowing for flexible working hours, & so on.

Ganapathi and Kanchana (2017) concentrate on balancing work and life in Chennai's Information Technology Industry. The goals of this study are to learn about the respondents' demographic information, to investigate system of work-life balance among IT sector employees, to identify factors that influence work-life balance of the employees, to analyze WLB benefits, and to make recommendations for improving the level of WLB. The questionnaire approach was used to collect a sample of 100 respondents. According to the findings, 78% of students have increased their working hours. 54% of respondents said they were always stressed due to their heavy workload. Several respondents acknowledged they must carry part of their office job home, even if unwilling. 40% of respondents were unable to finish their task within working hours.

Kulshrestha (2018) attempt to clarify notion of work-life balance for female bank employees, specifically those employed by a private sector bank in Jodhpur. This study aims to identify elements impacting female workers' work life balance & examine difficulty of balancing professional & personal lives. The study also looks at detrimental impact of poor work management on female employees. Work-life balance benefits both business & the employee. The employer benefits because staff turnover is decreased and productivity is increased. Similarly, employee benefits include adequate attention to work and family life, job happiness, employment stability, etc. The causes of work-life imbalance involve working outside of office & outside of working hours, poor working conditions, and a difficult job. Thus, resolving the contradiction between work and life is a difficult task. However, it is necessary.

Kalpna and Malhotra (2019), The article demonstrates a negative link b/w Work-Life Balance & Occupational Stress. The study's findings can help Army personnel comprehend association between WLB and occupational stress. According to survey, increasing work-life balance will automatically lower stress.

According to Alqahtani's (2020) study paper, women experience more conflict over roles than men. Conflict between work & family responsibilities arises when a person's family & job requirements are incompatible, and meeting both is difficult. This results in an unbalanced work-life balance. When a person is unable to leave her family, she experiences negative repercussions at work such as tension, tardiness, health impacts, labour turnover, and so on.

According to Archana (2022), the economic, political, and social structures of society have a significant impact on employment and their link to life beyond workplace. Work is still important today, but it should additionally serve as a source of personal fulfillment. Worklife advantages and initiatives can help you reach both your personal and work goals. Reduces absences and employee turnover. Employees experience less anxiety when they have a great quality of life at work. Workers become more involved in their job & report greater feelings of enjoyment. As a result, absenteeism is minimized.

The Pandu, Balu and Poorani (2013) study was based on demographic information, work environment, job load, feelings about work, family dependents, and absence from work. According to this study, the strongest contributors to WLB conflict are attitudes about work, number of dependents in family, & absence from work. Nevertheless, no association was established between the work environment and the WLB.

Thakur and Geete (2014) examined data from women in the education sector to determine if women can manage their career and family lives. A questionnaire was used to obtain data from 40 women. It was discovered that balancing career and personal lives is the most challenging problem for women. They are dealing with issues in both their professional & personal lives. She is always expected to manage properly at work, and her family expects her to handle everything at home.

According to Vakta (2014), state and federal governments have taken numerous steps to increase the work prospects for women. Several reservation laws have been implemented, such as raising the age restriction for women in government positions. As a result, the contribution of working women to the Indian economy has increased. Nonetheless, this resulted in the WLB problem in women's lives.

Santhana and Gopinath, (2013) identified four characteristics that might skew work-life balance: marital status, job flexibility, work hours, overtime, and additional working hours. In the case of married women, this is more unusual because more work for overtime at the organization would diminish their available time for their children and other dependent family members, such as husbands and in-laws.

Kar and Mishra (2013) mentioned that competitiveness has intensified, increasing demand for products and services. And to fulfil demand, a supply is required, which necessitates manufacturing. As a result, there is a greater need for workers across the board. This increased workload has created a schism between work and life balance.

Yadav & Dabhade (2013) focus on women and their working environments in banks, mainly in the public sector. The article also discusses actions implemented by banks to benefit women. The consequences of specific policies have been investigated. According to the author, work-life balance cannot be achieved. Still, it must be managed by implementing various policies such as changing working hours & providing a decent working environment.

OBJECTIVES OF THE STUDY

- To study impact of worklife balance on job satisfaction of women employees in Delhi-NCR.
- To study impact of work-life balance on turnover intention of women employees in Delhi-NCR.

HYPOTHESIS

- **H₀₁:** Work-life balance had no substantial influence on job satisfaction among female employees in Delhi-NCR.
- **H₀₂:** Work life balance has no substantial influence on women employees' turnover intentions in Delhi-NCR.

RESEARCH METHODOLOGY

For this purpose a total of 307 women employees were selected from three different BPOs i.e. domestic, international and domestic-international through purposive sampling procedure. The study was analytical and descriptive in nature. Multi-method approach of data collection was used. Data collected with the help 5point likert scale questionnaire. After data collection has been tabulated from Excel, mean, average, and various statistical techniques like Cronbach's Alpha, t-test, regression, etc, data analysis has been done with assistance of SPSS 29.1v, SmartPLS4v, & Microsoft Excel.

JOB SATISFACTION

TABLE 1: I FEEL GOOD ABOUT WORKING AT THIS COMPANY

RESPONSES	N	%
Strongly disagree	15	4.91
Somewhat disagree	31	10.32
Disagree	42	13.51
Neutral	67	21.62
Agree	49	15.97
Somewhat agree	67	22.11
Strongly agree	36	11.55
Total	307	100.00

The above categorisation depicts sample distribution of 307 female workers' replies to determine "I feel good about working at this company". The data demonstrates that the majority, i.e., 49.63 percent (15.97% + 22.11% + 11.55%) of employees favor the statement. 28.75 percent (4.91% + 10.32% + 13.51%) of employees disagree with the statement, while 21.62% are neutral. It demonstrates that the majority of employees say that they feel good about working at this company.

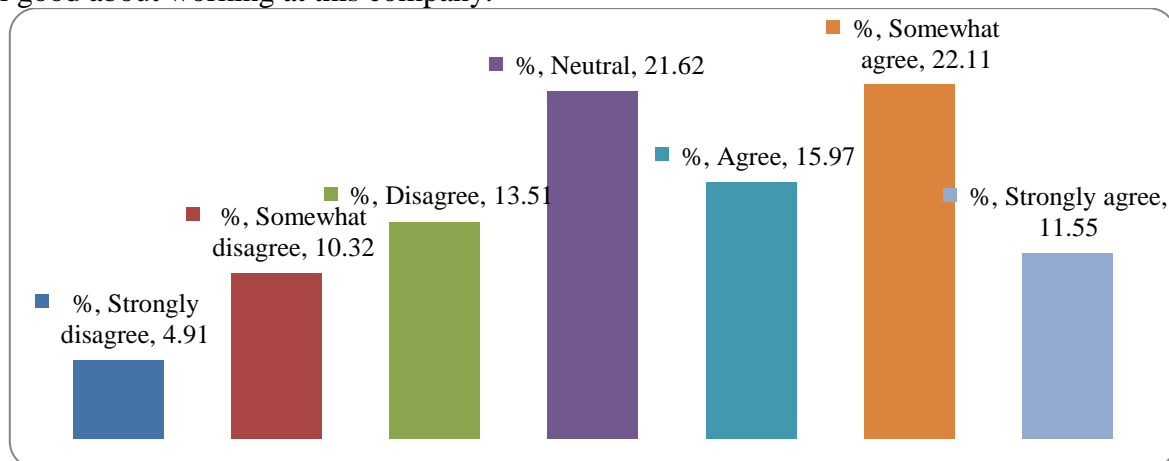


FIGURE 1: % OF RESPONDENTS ON "I FEEL GOOD ABOUT WORKING AT THIS COMPANY"

TABLE 2: I FEEL CLOSE TO THE PEOPLE AT WORK

RESPONSES	N	%
Strongly disagree	17	5.65
Somewhat disagree	34	11.06
Disagree	34	11.06
Neutral	58	18.92
Agree	64	20.88
Somewhat agree	70	22.85

Strongly agree	30	9.58
Total	307	100.00

The above categorisation depicts sample distribution of 307 female workers' replies to determine “I feel close to people at work”. The data demonstrates that majority, i.e., 53.32 percent (20.88% + 22.85%+ 9.58%) of employees favor the statement. 27.76 percent (5.65% + 11.06%+ 11.06%) of employees disagree with the statement, while 18.92% are neutral. It demonstrates that most employees feel close to the people at work.

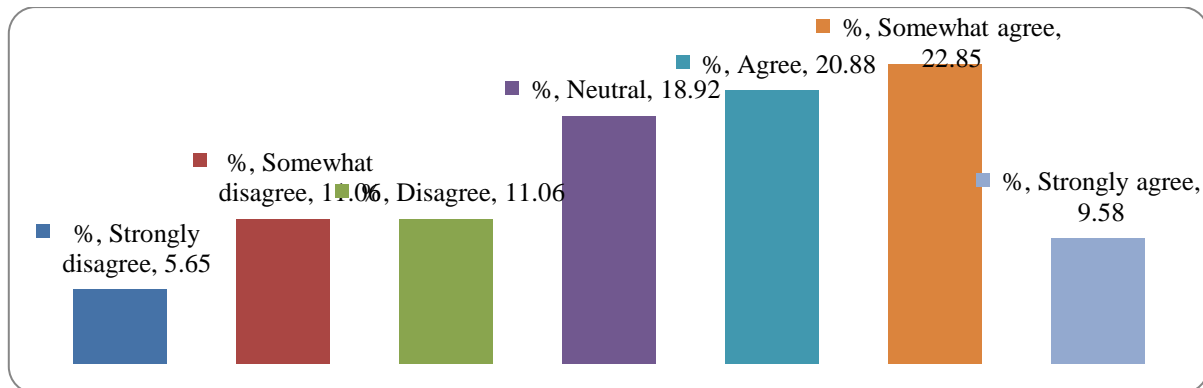


FIGURE 2: % OF RESPONDENTS ON “I FEEL CLOSE TO THE PEOPLE AT WORK”

TABLE 3: I FEEL SECURE ABOUT MY JOB

RESPONSES	N	%
Strongly disagree	16	5.16
Somewhat disagree	33	10.81
Disagree	26	8.35
Neutral	70	22.85
Agree	59	19.16
Somewhat agree	62	20.15
Strongly agree	41	13.51
Total	307	100.00

The above categorisation depicts sample distribution of 307 female workers' replies to determine “I feel secure about my job”. The data demonstrates that majority, i.e., 52.83 percent (19.16% + 20.15%+ 13.51%) of employees favor the statement. 24.32 percent (5.16% + 10.81%+ 8.35%) of employees disagree with the statement, while 22.85% are neutral. It demonstrates that the majority of employees say that they feel secure about their job.

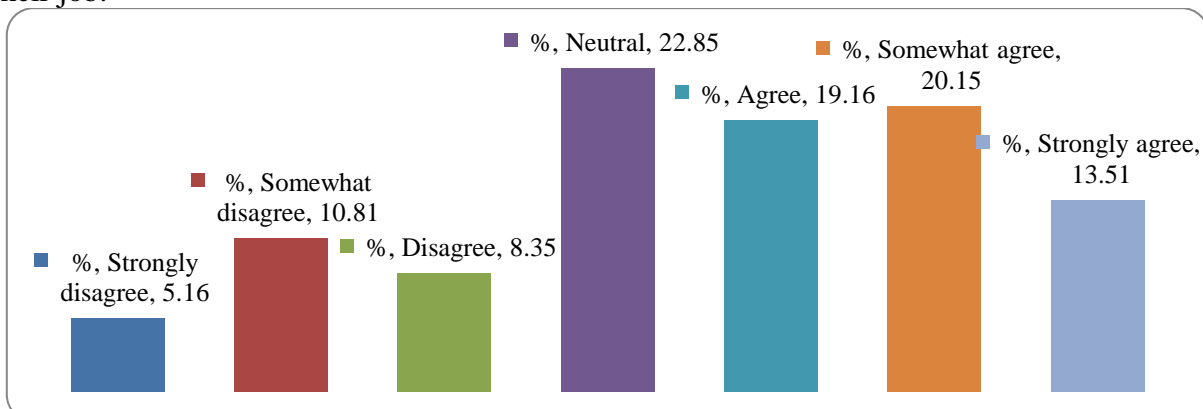


FIGURE 3: % OF RESPONDENTS ON “I FEEL SECURE ABOUT MY JOB”

TABLE 4: I BELIEVE WORK IS GOOD FOR MY PHYSICAL HEALTH

RESPONSES	N	%
Strongly disagree	20	6.63
Somewhat disagree	30	9.58
Disagree	32	10.32
Neutral	58	18.92
Agree	67	21.87
Somewhat agree	69	22.60
Strongly agree	31	10.07
Total	307	100.00

The above categorisation depicts sample distribution of 307 female workers' replies to determine “I believe work is good for my physical health”. The data demonstrates that the majority, i.e., 54.55 percent (21.87% + 22.60% + 10.07%) of employees favor the statement. 26.54 percent (6.63% + 9.58% + 10.32%) of employees disagree with the statement, while 18.92% are neutral. It demonstrates that most employees believe work is suitable for their physical health.

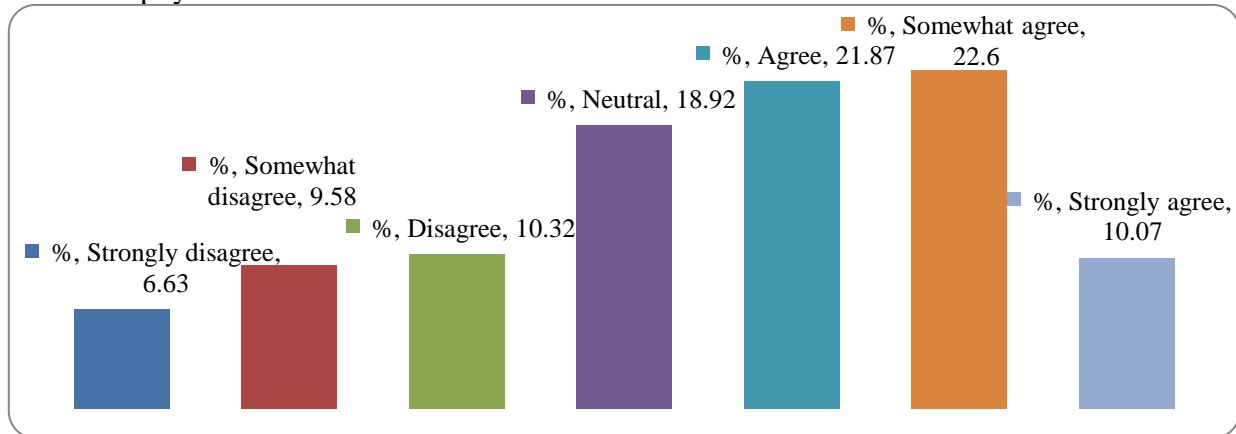


FIGURE 4: % OF RESPONDENTS ON “I BELIEVE WORK IS GOOD FOR MY PHYSICAL HEALTH”

TABLE 5: ALL MY TALENTS AND SKILLS ARE USED AT WORK

RESPONSES	N	%
Strongly disagree	25	8.11
Somewhat disagree	40	13.02
Disagree	20	6.63
Neutral	61	19.90
Agree	60	19.41
Somewhat agree	65	21.13
Strongly agree	36	11.79
Total	307	100.00

The above categorisation depicts sample distribution of 307 female workers' replies to determine “All my talents & skills are used at work”. The data demonstrates that the majority, i.e., 52.33 percent (19.41% + 21.13% + 11.79%) of employees favor the statement. 27.76 percent (8.11% + 13.02% + 6.63%) of employees disagree with the statement, while 19.90% are neutral. It demonstrates that most employees say all their talents and skills are used at work.

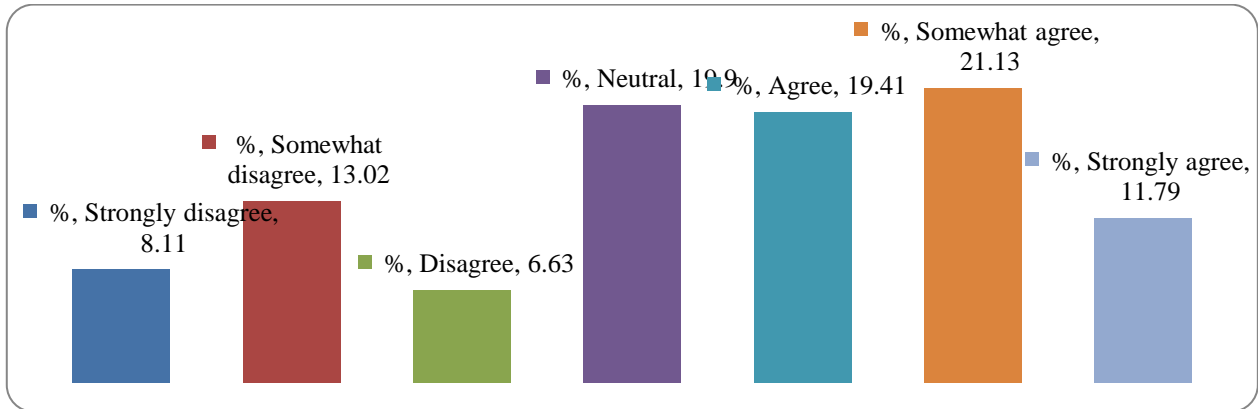


FIGURE 5: % OF RESPONDENTS ON “ALL MY TALENTS AND SKILLS ARE USED AT WORK”

TABLE 6: MY SALARY IS GOOD

RESPONSES	N	%
Strongly disagree	17	5.41
Somewhat disagree	34	11.06
Disagree	25	8.35
Neutral	71	23.10
Agree	56	18.18
Somewhat agree	62	20.39
Strongly agree	42	13.51
Total	307	100.00

The above categorisation depicts sample distribution of 307 female workers' replies to determine “My Salary is good”. The data demonstrates that the majority, i.e., 52.09 percent (18.18% + 20.39%+ 13.51%) of employees favor the statement. 24.82 percent (5.41% + 11.06%+ 8.35%) of employees disagree with the statement, while 23.10% are neutral. It demonstrates that the majority of employees say that their salary is good.

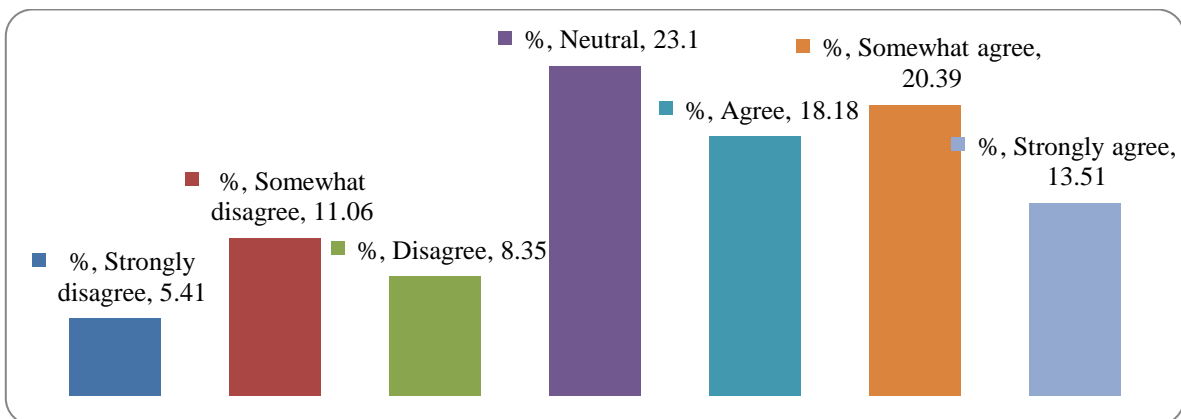


FIGURE 6: % OF RESPONDENTS ON “MY SALARY IS GOOD”

TABLE 7: I GET ALONG WITH MY SUPERVISORS

RESPONSES	N	%
Strongly disagree	20	6.63
Somewhat disagree	39	12.78
Disagree	37	11.79

Neutral	74	24.08
Agree	38	12.53
Somewhat agree	65	21.13
Strongly agree	34	11.06
Total	307	100.00

The above categorisation depicts sample distribution of 307 female workers' replies to determine “I get along with my supervisors”. The data demonstrates that the majority, i.e., 44.72 percent (12.53% + 21.13% + 11.06%) of employees favor the statement. 31.20 percent (6.63% + 12.78% + 11.79%) of employees disagree with the statement, while 24.08% are neutral. It demonstrates that most employees say they get along with their supervisors.

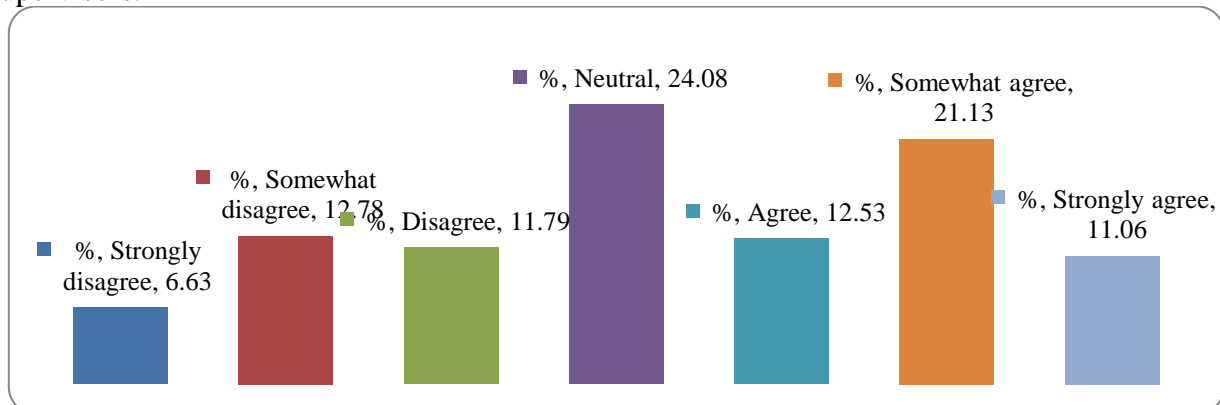


FIGURE 7: % OF RESPONDENTS ON “I GET ALONG WITH MY SUPERVISORS”

TURNOVER INTENTION

TABLE 8: I FREQUENTLY THINK OF QUITTING MY JOB

RESPONSES	N	%
Strongly disagree	24	7.62
Somewhat disagree	39	12.78
Disagree	38	12.53
Neutral	59	19.41
Agree	48	15.72
Somewhat agree	63	20.15
Strongly agree	36	11.79
Total	307	100.00

The above categorisation depicts sample distribution of 307 female workers' replies to determine “I frequently think of quitting my job”. The data demonstrates that the majority, i.e., 47.67 percent (15.72% + 20.15% + 11.79%) of employees favor the statement. 32.92 percent (7.62% + 12.78% + 12.53%) of employees disagree with the statement, while 19.41% are neutral. It demonstrates that most employees say they frequently think of quitting their job.

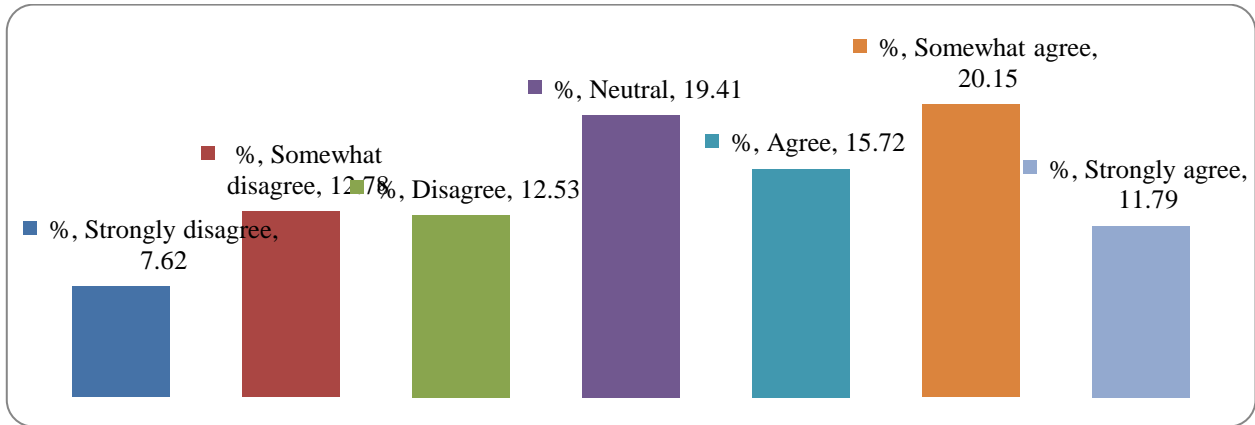


FIGURE 8: % OF RESPONDENTS ON “I FREQUENTLY THINK OF QUITTING MY JOB”

TABLE 9: I PLAN TO SEARCH FOR A NEW JOB IN THE NEXT 12 MONTHS

RESPONSES	N	%
Strongly disagree	22	7.13
Somewhat disagree	42	13.51
Disagree	26	8.35
Neutral	65	21.13
Agree	61	19.90
Somewhat agree	66	21.62
Strongly agree	25	8.35
Total	307	100.00

The above categorisation depicts sample distribution of 307 female workers' replies to determine “I plan to search for a new job in next twelve months”. The data demonstrates that the majority, i.e., 49.88 percent (19.90% + 21.62% + 8.35%) of employees favor the statement. 28.99 percent (7.13% + 13.51% + 8.35%) of employees disagree with the statement, while 21.13% are neutral. It demonstrates that most employees say they plan to search for a new job in next twelve months.

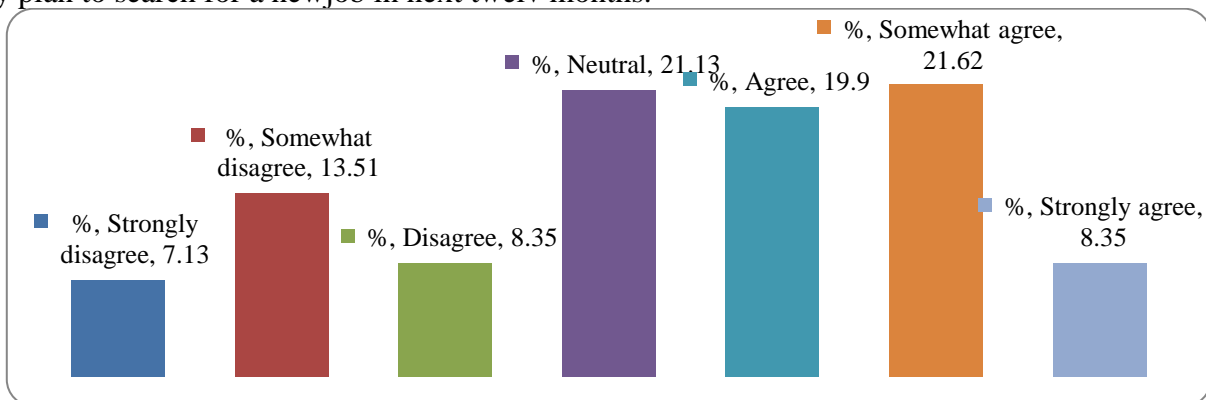


FIGURE 9: % OF RESPONDENTS ON “I PLAN TO SEARCH FOR A NEW JOB IN THE NEXT 12 MONTHS”

TABLE 10: IF I HAVE MY WAY, I WILL BE WORKING FOR THIS ORGANISATION ONE YEAR FROM NOW (R)

RESPONSES	N	%
Strongly disagree	17	5.65
Somewhat disagree	42	13.76

Disagree	28	9.09
Neutral	63	20.39
Agree	57	18.67
Somewhat agree	64	20.88
Strongly agree	36	11.55
Total	307	100.00

The above categorisation depicts sample distribution of 307 female workers' replies to determine “If I have my way, I will be working for this organisation one year from now (R)”. The data demonstrates that the majority, i.e., 51.11 percent (18.67% + 20.88% + 11.55%) of employees favor the statement. 28.50 percent (5.65% + 13.76% + 9.09%) of employees disagree with the statement, while 20.39% are neutral. It demonstrates that most employees say they are working for this organisation one year from now (R).

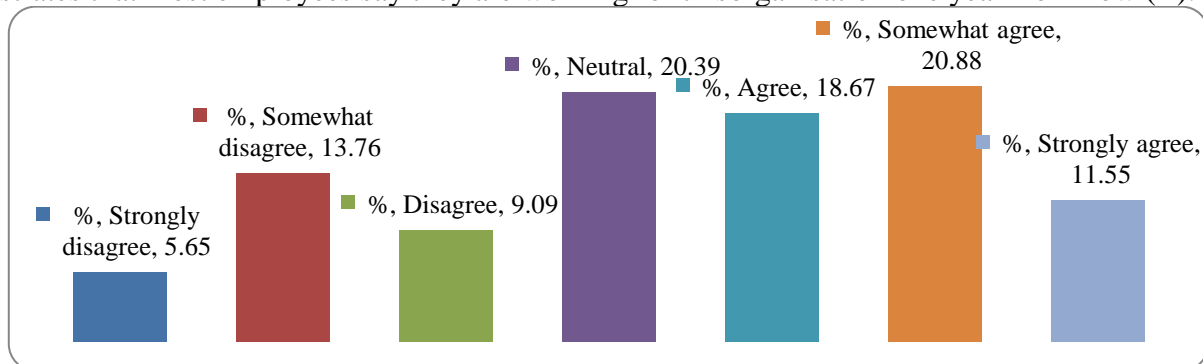


FIGURE 10: % OF RESPONDENTS ON “IF I HAVE MY WAY, I WILL BE WORKING FOR THIS ORGANISATION ONE YEAR FROM NOW (R)”

HYPOTHESIS TESTING

TABLE 11 – CRONBACH’S ALPHA COEFFICIENTS FOR THE MEASUREMENTS OF CONCEPTS

Parameters	Cronbach’s Alpha coefficients
Work-life balance	0.895
Job satisfaction	0.885
Turnover intention	0.923

It can be observed from Table 11 that the Cronbach’s alpha coefficients for the measurement used for the concepts, work-life balance, turnover intention, and job satisfaction are greater than 0.7 indicating high reliabilities respectively.

TABLE 12: DESCRIPTIVE ANALYSIS

contract	range	Minimum	Maximum	Mean	SD
WLB	3.36	1.66	5	3.016	0.722
JS	3.18	1.68	4.87	3.326	0.744
TI	4.01	1.01	5	2.891	0.968

According to Table 4.2, the mean values of work-life balance, turnover intention and job satisfaction are slightly varied around the average of the scale which is around 3 indicating the perception of the executive-level employees of the selected organization on work-life balance, turnover intention and job satisfaction are on moderate or average levels. If the standard deviation is considered, it is around 0.7 for work-life balance and turnover intention while it is approximately 1 for turnover intention. That means the dispersion of values around the mean for work-life balance and job satisfaction is almost at the same level while it is a little bit higher level for turnover intention. According to a descriptive analysis of the study conducted by Nair et al. (2021) for married female academics in Malaysia work-life balance has a mean of around 3.04 with a standard

deviation of about 0.82 indicating a slight disagreement of having work-life balance while having a mean about 4.13 with an approximate standard deviation of 0.93 for the turnover intention that indicates a higher level on it.

CONCLUSIONS

Conclusions are made based on the findings analysed alongside the available literature and, most importantly, in the light of the practical scenario so that the BPO sector will benefit. Firstly, the negative relationship between Work Life Balance and Job Satisfaction revealed here is perceived as an outcome of the prevailing economic condition of the country, where inflation and uncertainties have pushed other much humane work-related conditions and requirements to the background. Also the results reveal that both work-life balance and job satisfaction have negative impacts on turnover intention, it is wise enough for this particular organization to implement more new practices relevant to work-life balance as well as to job satisfaction of the executive-level employees to retain the best talent in the organization for a longer period of time. A healthy work-life balance significantly reduces turnover intentions among women employees. When women feel they can effectively manage both their professional and personal lives, they experience less stress, higher job satisfaction, and increased commitment to their organization, leading them to be less likely to seek new employment opportunities.

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