

Work-Life Balance and Its Influence on Job Performance and Turnover Intentions

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Abstract

This study investigates the influence of work-life balance (WLB) on job performance and turnover intentions within corporate settings. The research examines how WLB affects employees' productivity and their decisions to remain in or leave their jobs, considering mediating factors such as job satisfaction and stress. Using a mixed-methods approach, quantitative data from 300 respondents and qualitative insights from interviews provide a holistic view of WLB's impacts. Findings reveal a significant positive relationship between WLB and job performance and a negative association between WLB and turnover intentions. The study suggests that companies implementing supportive WLB practices can enhance performance and reduce turnover rates.

Keywords: Remote job, Employee productivity, Engagement, Remote work

1 Introduction

The concept of work-life balance (WLB) has garnered significant attention as organizations recognize the importance of creating a supportive work environment for employees. The pressures of modern work, characterized by demanding schedules, digital connectivity, and intensified job requirements, have challenged employees' ability to balance their professional and personal lives. According to various studies, employees' ability to achieve WLB directly impacts their performance, well-being, and organizational commitment (Greenhaus & Powell, 2006; Allen et al., 2010). Thus, fostering an effective WLB environment is a strategic priority for businesses aiming to retain talent, optimize performance, and sustain a healthy workplace culture.

The shift toward greater work-life integration has intensified with the global adoption of remote and hybrid work models, which offer flexibility but blur the lines between work and personal life. Consequently, the strain on maintaining WLB has increased, potentially leading to job burnout, reduced productivity, and elevated turnover intentions. This study explores the link between WLB

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and two critical employee outcomes: job performance and turnover intentions. Job performance is essential for organizational success, as high-performing employees contribute to productivity, innovation, and competitive advantage. Conversely, high turnover rates can disrupt operations, increase recruitment costs, and negatively impact workplace morale (Park & Shaw, 2013).

This research addresses a critical question: How does WLB influence job performance and employees' intentions to leave? Specifically, it investigates how effective WLB strategies impact job outcomes, considering the roles of job satisfaction and stress levels as potential mediating factors. As organizations face a rapidly evolving work landscape, understanding the dynamics of WLB is essential for HR professionals and managers who strive to enhance organizational performance and employee retention.

This paper will first review existing literature on WLB, job performance, and turnover intentions, identifying key theories and previous findings. It will then present a methodology for analyzing these relationships, followed by a detailed presentation of the results. The discussion will highlight the theoretical and practical implications of the findings, suggesting strategies for enhancing WLB to improve job outcomes.

2 Literature Review

2.1 Work-Life Balance: Definitions and Theories

WLB refers to the equilibrium an individual maintains between work responsibilities and personal life obligations. Several theories, such as Role Theory (Kahn et al., 1964) and Conservation of Resources Theory (Hobfoll, 1989), explain how balancing multiple roles impacts well-being. Role Theory suggests that conflicting demands from work and personal life can create role stress, which negatively affects individuals' performance and health. Conservation of Resources Theory posits that individuals strive to retain and build resources (e.g., time, energy), and stress occurs when these resources are threatened by work demands.

2.2 Work-Life Balance and Job Performance

Research indicates that employees who experience a high level of WLB are generally more satisfied and committed, which positively influences job performance (Clark, 2000; Beauregard & Henry, 2009). WLB allows employees to allocate time and energy effectively, preventing job fatigue and enhancing their focus at work. Conversely, poor WLB can lead to stress, impacting cognitive function, motivation, and overall productivity. Additionally, studies by Haar et al. (2014) found that organizations promoting WLB enjoy a more engaged workforce, with employees showing increased dedication and fewer absenteeism rates.

2.3 Work-Life Balance and Turnover Intentions

Turnover intention refers to an employee's intent to leave an organization within a certain period (Mobley, 1977). A strong WLB can reduce turnover intentions by enhancing job satisfaction and reducing stress levels. When employees feel supported in balancing their work and personal lives, they tend to feel a stronger attachment to their employer, reducing their desire to seek opportunities elsewhere (Brough et al., 2008). In contrast, poor WLB can cause dissatisfaction and burnout, increasing turnover intentions as employees seek positions with better work-life integration (Deery, 2008).

2.4 Mediating Factors: Job Satisfaction and Stress

Job satisfaction and stress are pivotal in understanding how WLB influences job performance and turnover intentions. Job satisfaction is often an outcome of effective WLB, as employees appreciate the balance that allows them to meet personal and professional goals. On the other hand, stress acts as a mediating factor that can erode the benefits of WLB, particularly when employees

perceive that work demands encroach on personal time. Research by Burke and Greenglass (2001) shows that stress, when unmanaged, directly correlates with decreased job satisfaction and increased turnover intentions.

3 Methodology

3.1 Research Design

This study uses a mixed-methods approach to capture the quantitative relationships between WLB, job performance, and turnover intentions, complemented by qualitative insights that provide context. A cross-sectional survey design was employed for the quantitative portion, while interviews were conducted for the qualitative analysis.

3.2 Sample and Data Collection

Data was collected from 300 employees from various industries, including finance, healthcare, and technology. Participants were selected using a stratified sampling technique to ensure representation across job roles and experience levels. For the qualitative part, semi-structured interviews were conducted with 15 employees to explore their personal experiences with WLB and its effects on their job performance and career plans.

3.3 Measures

- **Work-Life Balance:** Assessed using a WLB scale developed by Carlson et al. (2000), which measures both work-to-life and life-to-work interference.
- **Job Performance:** Measured using a self-reported performance scale from Williams and Anderson (1991).
- **Turnover Intentions:** Evaluated through a three-item scale developed by Mobley et al. (1978).
- **Data Analysis:** Quantitative data was analyzed using SPSS, employing regression analysis to test the relationships between WLB, job performance, and turnover intentions. Qualitative data was coded thematically to capture recurring themes related to WLB impacts.

4 Analysis

The analysis explores the quantitative results of the survey and the qualitative insights obtained through interviews. Each sub-section reflects the statistical relationships between work-life balance (WLB), job performance, and turnover intentions, complemented by thematic qualitative findings.

4.1 Quantitative Analysis

4.1.1 Descriptive Statistics

- Descriptive statistics were calculated to summarize the data from the survey. On average, respondents reported moderate to high levels of WLB (mean score = 4.1 on a 5-point scale), suggesting a relatively balanced integration of work and personal responsibilities among the participants.
- Job performance scores were also relatively high (mean = 3.8 on a 5-point scale), indicating that respondents felt positively about their work output.
- Turnover intentions had a mean score of 2.6, indicating that most respondents were inclined to stay with their current employers, although there was some variation.

4.1.2. Correlation Analysis

- Correlation analysis revealed a positive relationship between WLB and job performance ($r =$

0.58, $p < 0.01$), suggesting that employees with a higher WLB tend to perform better at their jobs.

- A negative correlation was observed between WLB and turnover intentions ($r = -0.49$, $p < 0.01$), indicating that employees who experience better WLB are less likely to consider leaving their jobs.

4.1.3. Regression Analysis

- Multiple regression analysis was conducted to determine the predictive power of WLB on job performance and turnover intentions.
- Model 1: WLB as a predictor of job performance explained 34% of the variance ($R^2 = 0.34$, $p < 0.001$), demonstrating that WLB is a significant predictor of job performance.
- Model 2: WLB as a predictor of turnover intentions explained 29% of the variance ($R^2 = 0.29$, $p < 0.001$), indicating that as WLB improves, turnover intentions decrease.

4.2 Qualitative Analysis

Through thematic coding, three recurring themes emerged regarding WLB's impact on job performance and turnover intentions:

4.2.1. Improved Focus and Productivity

- Many respondents expressed that a balanced work-life arrangement allowed them to focus better on tasks, leading to improved job performance. As one participant noted, "I feel more productive when I know I have time to recharge at home."

4.2.2. Enhanced Job Satisfaction

- Interviewees highlighted that WLB significantly boosted job satisfaction, as they felt supported in managing both work and personal responsibilities. An employee shared, "The flexibility to balance my family commitments has made me more committed to my role and less likely to leave."

4.2.3. Reduced Burnout and Stress

- Participants reported that strong WLB practices reduced burnout, helping them avoid work-related stress, which otherwise could drive turnover intentions. For instance, a respondent remarked, "Having time to unwind is crucial for me; otherwise, I would have already considered leaving."

5 Discussion

The discussion section interprets the analysis results, comparing them with prior research and addressing their implications.

5.1 Work-Life Balance and Job Performance

The findings confirm that WLB positively impacts job performance, consistent with previous studies (e.g., Beauregard & Henry, 2009). Employees with strong WLB are better equipped to manage their roles, as they experience less interference from personal responsibilities, allowing them to maintain productivity and focus at work. The positive correlation between WLB and job performance aligns with the Conservation of Resources Theory (Hobfoll, 1989), which suggests that individuals can dedicate more resources, such as energy and time, to their jobs when they are not preoccupied with managing role conflicts.

However, this relationship is not solely due to resource allocation. As noted in the qualitative

findings, WLB increases intrinsic motivation by providing employees with time for personal renewal, which boosts their overall energy and job satisfaction. Thus, organizations that support employees' WLB not only help them allocate time more efficiently but also promote a sense of well-being that translates into better performance. This outcome points to the practical need for policies supporting flexible work schedules, especially in roles that demand high productivity.

5.2 Work-Life Balance and Turnover Intentions

The negative association between WLB and turnover intentions is also noteworthy. Employees with a better balance are less inclined to leave their organizations, reflecting Social Exchange Theory (Blau, 1964). When employees feel supported in managing their personal lives, they reciprocate by showing loyalty to the organization, reducing their intentions to seek employment elsewhere. These findings align with earlier studies showing that WLB initiatives are a significant factor in employee retention (Brough et al., 2008; Deery, 2008).

The interviews further revealed that supportive WLB practices foster a sense of organizational commitment. Employees who perceive their employers as understanding and flexible are more likely to experience job satisfaction and remain loyal. However, this is not a uniform experience; several respondents indicated that work-related stress, even in companies with WLB policies, still drives turnover intentions. Therefore, while WLB policies reduce turnover intentions, organizations must also ensure that workloads remain manageable, as WLB alone cannot entirely mitigate the effects of stress or dissatisfaction.

5.3 Implications for Organizations

The study's findings underscore the importance of establishing a culture that prioritizes WLB to foster high performance and employee retention. WLB practices such as flexible working hours, telecommuting options, and personal leave policies can help employees maintain a balanced life, positively influencing job outcomes. Additionally, WLB initiatives can mitigate turnover intentions, allowing organizations to retain talent and reduce recruitment costs.

However, implementing WLB practices requires a tailored approach. Not all employees respond uniformly to flexibility, as some may prioritize work achievements over WLB. Thus, companies should offer customizable WLB options, allowing employees to choose benefits aligning with their individual needs.

5.4 Theoretical Contributions and Future Research

This study contributes to WLB literature by providing empirical evidence of its dual impact on job performance and turnover intentions. It expands the understanding of how WLB initiatives influence organizational outcomes and highlights the importance of considering individual differences in WLB preferences.

For future research, exploring WLB's effects across different organizational settings and job roles would be beneficial. Moreover, a longitudinal study could assess whether WLB's impact on job performance and turnover intentions varies over time, especially as remote work and hybrid work models evolve.

5.5 Limitations

While the study provides significant insights, limitations exist. The reliance on self-reported measures may introduce bias, as employees might overestimate or underestimate their WLB and job performance. Additionally, the cross-sectional design limits the ability to infer causality. Future studies could use objective performance metrics or conduct longitudinal analyses to better understand these relationships over time.

5.6 Conclusion

In conclusion, this study demonstrates that WLB positively affects job performance and reduces turnover intentions. Employees who experience a balanced work and personal life are more productive and less likely to leave their jobs, underscoring the need for WLB-friendly organizational policies. These findings highlight the importance of fostering an employee-centric workplace culture to enhance both individual and organizational success. Organizations are encouraged to support WLB through flexible policies, contributing to higher job satisfaction, performance, and retention.

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