

INTERLINKAGES BETWEEN QUALITY OF WORKLIFE (QWL), EMPLOYEE JOB SATISFACTION (EJS) AND EMPLOYEE TENURE INTENTION (ETI): A STUDY AMONG I.T EMPLOYEES

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Abstract

In today's competitive work environment, employee retention has become a critical challenge, especially in high-pressure industries like Information Technology (IT). Maintaining a healthy work-life balance (WLB) is essential for employee well-being, job satisfaction, and long-term commitment to an organization. Understanding the relationship between Work-Life Balance (WLB), Employee Job Satisfaction (EJS), and Employee Tenure Intention (ETI) can help organizations develop effective HR strategies to enhance employee retention. This study explores the role of Work-Life Balance (WLB) in the relationship between Employee Job Satisfaction (EJS) and Employee Tenure Intention (ETI) in the IT sector. A quantitative approach was adopted, collecting data from 205 IT employees in Ernakulam, Kerala, through structured questionnaires. Analysis was conducted using the PROCESS macro in SPSS revealed that EJS significantly predicts ETI, with WLB. Employees reporting higher job satisfaction also tend to exhibit greater work-life balance, thereby strengthening their intention to remain with the organization. However, job satisfaction remains the strongest predictor of ETI, even when controlling for WLB. These findings emphasize the need for organizations to focus on both job satisfaction and work-life balance policies to improve retention.

Keywords: *Employee Work life Balance, Job Satisfaction, Tenure Intention*

INTRODUCTION

The idea of work-life balance (WLB) has drawn a lot of attention in today's fast-paced world because of the growing demands that work makes on employees' personal and family lives. A more thorough investigation of how people might successfully balance their personal and professional obligations has resulted from this growing concern. Employees frequently experience significant stress due to the competitive nature of modern work environments, thus it's critical to comprehend the relationship between tenure intention and employee satisfaction. A healthy work-life balance has been repeatedly demonstrated to improve organizational commitment and job satisfaction in addition to improving individual well-being. On the other hand, a lack of balance may lead to suboptimal work and increased staff absenteeism (Akinyele et al., 2016). As firms seek to improve employee retention, the significance of work-life balance (WLB) in influencing job satisfaction and intentions to remain has garnered considerable interest from scholars and HR professionals. The degree to which employees are happy with their duties, work environment, and career possibilities is known as job satisfaction, and it is a crucial factor in determining their well-being (Locke, 1976). According to a number of studies, workers who are more satisfied with their jobs show more loyalty to their companies and are less inclined to look for other work (Kumar & Arora, 2020). However, job satisfaction by itself might not be enough to predict tenure intention in the IT industry, where employees frequently face work-life conflicts as a result of strict project deadlines and offshore cooperation. This relationship is affected by work-life balance, which guarantees that workers may successfully handle their professional obligations without sacrificing their personal wellbeing (Greenhaus & Allen, 2012). Employees are more motivated, less stressed and more satisfied overall when they have a healthy work-life balance, which increases their desire to stick with the company (P, Pavithra and Rajathi, Vm, 2018). On the other hand, a lack of work-life balance can have an effect on businesses and individuals by increasing turnover rates, causing disengagement, and causing burnout. The purpose of this study is to investigate how work-life balance influences the link between tenure intention and job satisfaction in the IT sector. By examining this connection, the study aims to give politicians and HR experts' useful information for putting into practice work-life balance programs that might improve corporate performance and employee retention. The study focuses on I.T employees in Ernakulam, Kerala. In short, the purpose of this study is to investigate the direct and indirect effect of Employee job satisfaction

and tenure intention through employee work life balance.

LITERATURE REVIEW

In the IT sector, there are several facets to the relationship between employee work-life balance, job satisfaction, and tenure intention. According to research, a healthy work-life balance greatly improves job satisfaction, which in turn affects workers' intentions to stick with their companies. In the cutthroat IT industry, this interaction is essential for retention tactics.

Work-life balance (WLB) is a key determinant of employee well-being, job satisfaction, and retention in the IT sector, where long working hours, high-pressure environments, and increased stress levels are common challenges (Minajagi & JR, 2024). Organizations that implement flexible work arrangements, wellness initiatives, and family support programs often see enhanced employee satisfaction and lower turnover rates. However, WLB is not solely influenced by organizational policies; demographic factors, technological stress, and the availability of social support significantly shape employees' ability to maintain a balance between their professional and personal lives (Babu & Sahayam D, 2024). While continuous learning and career development programs contribute positively to productivity and engagement, employees still face hurdles such as time constraints and inadequate resource allocation (Gowda & R, 2024).

Gender-based disparities further complicate the WLB landscape, as women in IT often experience additional care giving responsibilities, making it difficult to advance in their careers. This imbalance leads to heightened stress, burnout, and slower professional growth (Stephen & J., 2024; Patel, 2024). The emergence of remote and hybrid work models has introduced new opportunities for greater flexibility, yet their success largely depends on organizational culture, managerial support, and adaptability to changing work environments (Shah et al., 2024). Research highlights that while customized WLB policies can significantly enhance job satisfaction and retention, a standardized approach is ineffective due to individual differences in time management abilities, family support, and personal circumstances (Shaikh & Chandio, 2024).

The consequences of poor WLB extend beyond individual employees, affecting broader societal aspects such as physical and mental health decline, increased infertility rates, and rising divorce cases (Jagathish & A. M., 2024). As digital workplaces continue to evolve, companies must prioritize comprehensive WLB strategies that foster employee engagement, reduce stress, and create a supportive work culture to maintain a motivated and productive workforce.

The increasing adoption of remote work and hybrid models has further altered workplace structures, providing both benefits and challenges. While technological advancements allow greater flexibility, they also blur the boundaries between work and personal life, influencing long-term commitment and overall job satisfaction (Sheshadri, Vallabhaneni, & Malhotra, 2024). Studies indicate that higher job satisfaction directly correlates with employee retention, making it essential for organizations to address workplace concerns such as career development opportunities, well-being programs, and supportive leadership to enhance loyalty (Minajagi & JR, 2024). Employees who are satisfied with their jobs are less likely to exhibit turnover intentions, reducing voluntary resignations and the associated costs of employee attrition (Oosthuizen et al., 2019).

While work-life balance plays a positive role in job satisfaction, it is not the sole determinant. Research suggests that employee engagement and organizational culture significantly contribute to overall satisfaction, underscoring the need for companies to integrate growth-oriented strategies, mental health support, and employee-friendly policies (R & Sunil, 2024). Additionally, factors such as gender, age, and workplace dynamics further influence how employees perceive and experience WLB. For instance, studies in the Indian IT sector show that women face greater difficulties due to societal expectations, family obligations, and workplace biases. Moreover, rising techno stress, workload pressures, and inadequate social support continue to exacerbate WLB challenges (Babu & Sahayam, 2024). Despite the growing awareness of these issues, research gaps remain regarding the long-term impact of flexible work models and the interaction between socio-demographic variables and WLB, highlighting the need for further longitudinal and mixed-method research to develop more effective solutions.

Employee retention in the IT sector is influenced by multiple factors, including career progression, organizational culture, flexible work arrangements, and job satisfaction, all of which directly impact an employee's decision to stay with their employer (Binushika & Karandakatiya, 2020). Studies identify three primary reasons for turnover: individual factors (salary, benefits, and career growth), environmental factors, and enterprise-related concerns, with individual factors playing the most significant role in employees' intentions to leave (Wang et al., 2012). High job satisfaction fosters loyalty and reduces turnover, making it a crucial element for organizational stability and growth (Shrivastava, 2025). The increasing importance of employee turnover research in IT is evident in the surge of studies on this topic from 2019 to 2023, with key themes focusing on job satisfaction, employee management, and retention strategies (Narwaria et al., 2024). Additionally, task-related rewards such as job variety, autonomy, and challenge significantly influence turnover intention, while organizational commitment and job satisfaction remain the most critical determinants of retention (Lee & Choi, 2011). Addressing these factors through effective HR policies and employee engagement strategies is essential for improving retention and ensuring long-term organizational success in the IT industry.

In conclusion, organizations in the IT sector must recognize that employee retention strategies cannot be one-size-fits-all and must instead be tailored to address individual needs and workplace challenges. Implementing customized WLB programs,

fostering a culture of employee engagement, and promoting professional growth opportunities will be crucial in ensuring higher job satisfaction, reducing turnover intention, and ultimately enhancing employee retention in the evolving digital workplace. On these grounds, we formulated the following hypotheses.

H₁: Employee job satisfaction is directly and positively related to Employee tenure intention conditional on socio-demographic factors

H₂: Employee job satisfaction is indirectly and positively related to Employee tenure intention through work life balance conditional on socio-demographic factors

STATEMENT OF THE PROBLEM

The Information Technology (IT) sector is a major contributor to India's GDP and employs a vast number of young professionals. One of the biggest drivers of economic growth in India is the IT and BPM sector, which also makes a substantial contribution to the GDP and general well-being of the nation. As of FY24, the IT sector contributed 7% of India's GDP (India Brand Equity Foundation [IBEF], 2024).

Despite its rapid growth, the industry faces one of the highest employee turnover rates, leading to increased hiring costs, reduced productivity, and organizational instability (The Economic Times, 2024). While job satisfaction is a key determinant of tenure intention, research suggests that work-life balance (WLB) plays a crucial role in employee retention, often influencing an employee's decision to stay or leave, even if they are otherwise satisfied with their job.

IT professionals frequently struggle to maintain a healthy work-life balance due to long working hours, high-pressure work environments, and demanding project deadlines. Poor WLB contributes to stress, burnout, and premature workforce exits, negatively impacting both employees and organizations. Although companies have introduced flexible work policies and employee well-being programs, the effectiveness of these initiatives in enhancing job satisfaction and fostering long-term retention remains unclear.

This study aims to examine the role of work-life balance in the relationship between job satisfaction and tenure intention within the IT sector. Specifically, it seeks to determine whether an improved work-life balance enhances job satisfaction and, in turn, strengthens an employee's intention to remain with the organization. By addressing this gap, the study will provide valuable insights for HR professionals and IT firms, enabling them to design more effective retention strategies, sustainable work policies, and supportive environments that reduce attrition and promote employee well-being.

OPERATIONAL DEFINITIONS

Job satisfaction is a psychological state reflecting an individual's positive emotional response toward their job, influenced by factors such as work environment, salary, career growth, job security, and work-life balance (Locke, 1976).

Work-life balance (WLB) refers to the ability of an individual to effectively manage and allocate time and energy between work responsibilities and personal life, ensuring neither aspect negatively impacts the other. It is influenced by factors such as job flexibility, workload, organizational culture, and personal commitments (Greenhaus & Allen, 2012).

Tenure intention refers to an employee's commitment and willingness to remain with their current organization for an extended period. It is influenced by factors such as job satisfaction, work-life balance, career growth opportunities, organizational culture, and employee engagement (Mobley et al., 1979).

RESEARCH METHODOLOGY

The study's population consists of I.T employees in Ernakulam district, Kerala. An online survey was used to gather the empirical data. A sample of 205 employees was selected using a combination of convenience and snowball sampling methods. Structured questionnaires were employed to collect data. Reliability and consistency were then examined. A specific PROCESS macro and IBM SPSS have been utilized to do mediation analysis. Every technique was used in compliance with the applicable rules and regulations. The operationalization of research scales was primarily based on earlier work. A six - item scale measuring "work life balance" was adopted from Pasumarti, Srinivas (2019) and five – item scale measuring "employees' job satisfaction" was taken from Kim, Leong, and Lee (2005). Finally, Hansen, Sandvik, and Selnes (2003) provided a three-item scale to gauge "employees' tenure intention." To indicate the degree of agreement, each measurement item was scored on a 5-point Likert-type scale, with 1 denoting strongly disagree and 5 denoting strongly agree. Everyone who took part offered their informed consent. Age, gender, marital status, educational qualification and salary were the covariates of the study.

DATA ANALYSIS AND RESULTS

The data analysis is done using IBM SPSS. For the purpose of measuring internal consistency of scales we used Cronbach's alpha test. The VIF value is less than 5 (2.025) and tolerance value (.494) is more than .1. Therefore it is concluded that there is no significant multicollinearity among the predictors. Both values fall within the acceptable limit. The study tested both direct and indirect effects using PROCESS macro version 4.0.

Table 1: Reliability of measurement model

Scales	Cronbach's Alpha
Employee Job satisfaction	.830
Work life Balance	.790
Employee Tenure Intention	.838

The reliability of the measurement model was assessed using Cronbach's Alpha (α), which evaluates internal consistency. The Employee Job Satisfaction scale recorded a Cronbach's Alpha of 0.830, indicating good reliability and strong correlation among the items. Similarly, the Employee Tenure Intention scale demonstrated good reliability with Alpha of 0.838, confirming that the responses were highly consistent. The Work-Life Balance scale had a Cronbach's Alpha of 0.790, which falls within the acceptable range, though slightly lower than the other two. This suggests that while the scale is reliable, minor refinements could enhance its internal consistency. Overall, all three scales exhibit acceptable to strong reliability ($\alpha > 0.70$), ensuring that the measurement model is statistically sound and suitable for further analysis.

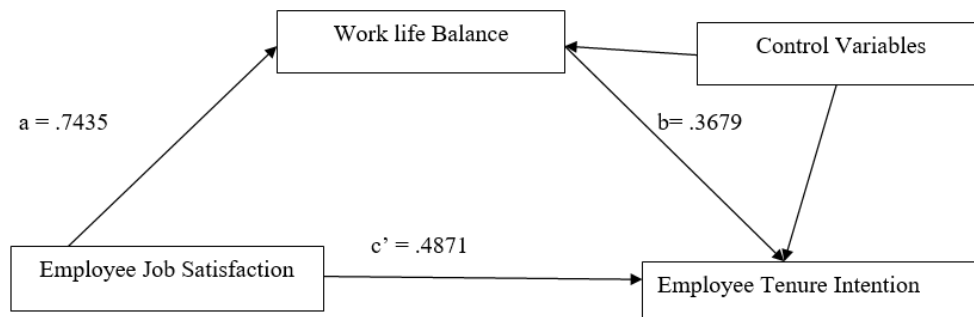
Table 2: Correlation coefficient between Employee job satisfaction, Work life Balance and Employee tenure intention

Variables	Employee job satisfaction	Work life Balance	Employee tenure intention
<i>Pearson correlations</i>			
Employee job satisfaction	1		
Work life Balance	.711**	1	
Employee tenure intention	.933**	.622**	1
<i>Partial correlations (controlling for covariates)</i>			
Employee job satisfaction	1		
Work life Balance	.708**	1	
Employee tenure intention	.935**	.663**	1

** Correlation is significant at the 0.01 level (2-tailed)

The correlation analysis reveals strong positive relationships between Employee Job Satisfaction (EJS), Work-Life Balance (WLB), and Employee Tenure Intention (ETI). The Pearson correlation between EJS and WLB ($r = 0.711$, $p < 0.01$) indicates that employees with higher job satisfaction tend to have a better work-life balance. Similarly, EJS and ETI ($r = 0.933$, $p < 0.01$) show a very strong correlation, suggesting that satisfied employees are more likely to remain in the organization. Additionally, WLB and ETI ($r = 0.622$, $p < 0.01$) demonstrate a moderately strong positive relationship, highlighting that better work-life balance contributes to employees' intention to stay. The partial correlation analysis, controlling for covariates like age, gender, marital status, and salary, shows minimal variation in strength. The relationship between EJS and WLB ($r = 0.708$, $p < 0.01$) remains stable, reinforcing that job satisfaction significantly influences work-life balance. The EJS-ETI correlation ($r = 0.935$, $p < 0.05$) remains very strong, confirming job satisfaction as a key factor in employee retention. The WLB-ETI correlation ($r = 0.663$, $p < 0.01$) slightly increases, indicating that when external variables are controlled, the impact of work-life balance on tenure intention strengthens. These findings emphasize that job satisfaction and work-life balance are crucial determinants of employee tenure intention, even after adjusting for demographic factors.

Figure 1: Various paths and coefficients



The analysis examines whether Work-Life Balance (WLB) has effect on the relationship between Employee Job Satisfaction (EJS) and Employee Tenure Intention (ETI). The results indicate that EJS has a strong and significant effect on WLB ($a = 0.7435$), suggesting that employees with higher job satisfaction tend to experience better work-life balance. Additionally, WLB has an effect on ETI ($b = 0.3679$), indicating that employees who perceive a better balance between work and personal life are more likely to stay in the organization. The direct effect of EJS on ETI ($c' = 0.4871$) remains significant even after accounting for WLB, showing that job satisfaction directly influences tenure intention. The total effect ($c = 0.7606$) suggests that both direct and indirect pathways contribute to explaining how job satisfaction impacts employee retention. The indirect effect ($a \times b = 0.2735$) confirms that WLB has significant role in the relationship between EJS and ETI, meaning that while job satisfaction plays a primary role in influencing tenure intention, work-life balance also contributes to this effect. These findings emphasize that organizations aiming to improve employee retention should focus not only on enhancing job satisfaction but also on promoting a positive work-life balance.

CONCLUSION

The present study provides meaningful insights into the dynamics between employee job satisfaction, work-life balance, and tenure intention within the IT industry. The findings affirm that employee job satisfaction has a strong and direct influence on tenure intention, suggesting that employees who derive positive emotional experiences from their work are more likely to remain with their organization. Notably, work-life balance emerged as a significant partial mediator in this relationship. Employees with higher job satisfaction were also found to experience a better balance between their professional and personal lives, which in turn strengthened their intention to stay. However, even after accounting for work-life balance, job satisfaction retained its strong predictive power, indicating that while balance is essential, it does not overshadow the central role of satisfaction derived from one's job. These results are consistent with existing literature, which posits that both intrinsic motivators, such as recognition and professional fulfillment, and extrinsic factors, like flexible work policies, are crucial for employee retention. The findings emphasize the dual necessity for organizations to promote satisfaction through meaningful work and career development while also facilitating an environment that supports employees' personal well-being.

The study offers several practical implications for human resource managers, organizational leaders, and policymakers. First, it underscores the importance of crafting workplace strategies that equally emphasize enhancing job satisfaction and supporting work-life balance. Organizations need to go beyond standard compensation models and focus on job enrichment practices such as employee recognition, professional development, inclusive culture, and opportunities for growth to sustain long-term satisfaction. Simultaneously, firms must adopt flexible work arrangements, wellness programs, and mental health support systems that allow employees to manage their professional responsibilities without compromising their personal lives. For HR professionals, these findings can inform talent management strategies, especially in designing onboarding, training, and performance management systems that foster a sense of engagement and balance. On a broader scale, industry bodies and policymakers could leverage these insights to propose sector-wide frameworks or recommendations promoting work-life harmony and employee well-being. As the IT industry continues to evolve, particularly in hybrid and digital environments, creating cultures that value both productivity and personal welfare becomes not only desirable but essential for sustainable organizational success. While the current study provides valuable contributions, it also opens several avenues for future exploration. One significant limitation of this research is its cross-sectional design, which restricts the ability to draw causal inferences. Future studies should consider longitudinal methodologies to track changes in job satisfaction, work-life balance, and tenure intention over time, offering a more robust understanding of their interrelationships. Additionally, since this study focused exclusively on IT employees in Ernakulam, Kerala, comparative studies across different regions and industries could shed light on contextual differences, thereby enhancing generalizability. The influence of remote and hybrid work models, which have become increasingly prevalent, also warrants deeper investigation. Exploring how these models affect work-life balance and satisfaction across different demographic groups could offer actionable insights for employers. Moreover, future research could integrate additional variables such as leadership style, organizational culture, psychological safety, or employee engagement to develop a more comprehensive model. Examining moderating variables like age, gender, marital status, and tenure might also uncover differential impacts across employee subgroups. Such research could significantly deepen our understanding of employee retention mechanisms in the digital age.

This study highlights the intricate relationship between employee job satisfaction, work-life balance, and tenure intention in the context of the Indian IT sector. The findings confirm that job satisfaction is a powerful determinant of employees' intention to remain with their organizations, while work-life balance further enhances this relationship by serving as a partial mediator. These results suggest that while achieving a balance between work and personal life is important, it is the intrinsic satisfaction from work itself that primarily drives retention. The implications for organizations are clear: strategies aimed at retaining talent must integrate both the emotional and practical dimensions of employment. Creating an environment where employees feel valued, supported, and balanced can significantly reduce attrition and foster long-term commitment. Although the study offers rich insights, it is not without limitations, particularly concerning its limited geographic scope and reliance on self-reported data. Future research should expand its scope to include diverse sectors, longitudinal data, and other mediating or moderating factors.

Nonetheless, this study makes a meaningful contribution to the growing discourse on employee retention and offers practical pathways for organizations to enhance workforce stability in an increasingly demanding work environment.

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