

“A study on Work-Life Balance and Employee Retention in Flexible Work Environments.”

Ms. Neha Mishra & Dr. Akash Bhardwaj

School of Commerce & Management
Shri Venkateshwara University, Gajraula, Uttar Pradesh
mishranehakc6@gmail.com

Abstract

Flexible work environments have gained significance in contemporary enterprises owing to evolving labor demands and technology progress. This study investigated the influence of flexible work settings on employees' work-life balance and assessed the correlation between work-life balance and employee retention. The research employed a quantitative design and gathered primary data from 100 participants employed in firms providing flexible work arrangements. A standardized questionnaire on a five-point Likert scale was employed for data collection. Statistical methods like frequency analysis, regression analysis, and correlation analysis were employed to investigate the relationships among variables. The results indicated that adaptable work settings substantially enhanced employees' work-life balance. Flexible work arrangements” allowed individuals to more efficiently balance their professional and personal duties, thereby reducing stress and enhancing job satisfaction. The research identified a significant positive correlation between work-life balance and employee retention, suggesting that individuals with improved work-life balance were more inclined to stay with their firms. The results underscored the significance of adaptable work policies in improving employee well-being and organizational loyalty. The research determined that firms implementing flexible work environments may enhance employee satisfaction and retention rates. The findings indicated that firms have to adopt flexible work techniques in conjunction with supportive workplace practices to sustain a productive and dedicated staff. The study enhanced comprehension of the impact of flexible work arrangements on fostering sustainable organizational performance and employee well-being.

Keywords: Flexible Work Environment, Work-Life Balance, Employee Retention, Organizational Commitment, Job Satisfaction, Workplace Flexibility, Employee Well-being

Introduction

Working from home, blended work schedules, and flexible working hours are examples of flexible working arrangements that promote individual autonomy more than strict work schedules. The models became popular following the COVID-19 epidemic, as firms were obliged to accept alternative ways to survive in business. In most industries, they have shifted from short-term fixes to long-term strategies over time. They are linked to advantages like increased employee freedom and increased organizational efficiency, but they can present social and operational difficulties. As a result, the arrangements have become important research topics in social sciences and healthcare policy, where service delivery and worker efficiency are closely related. Flexible work arrangements allow employees to change their location, schedule, or overall routine as long as it is convenient for them and the organization. These will be work-from-home (WFH), hybrids that blend office and remote employment, and work flex hours or flex time. Systems became commonplace during the COVID-19 pandemic and have continued to be the standard in many public administration, IT, and frontline service institutions ever since. Such solutions make the contemporary workplaces responsive to the demands. (Barbieri et al., 2025), (Choudhary & Brookes, 2025)

Work settings that are flexible promote high work satisfaction, performance and engagement. By striking a balance between their personal and professional lives, employees can have a healthier work-life balance. Flexible schedules are known to boost productivity and retention rates. According to studies, scheduling flexibility can boost employee satisfaction by as much as 62%. Gig and platform workers are profiting in India while practicing WFH. By making the workplace more comfortable and doing away with tiresome commuting, they also improve mental health. (Choudhary & Brookes, 2025), (Saikhom & Potsangbam, 2025), (Ray & Pana-Cryan, 2021), (Sharma et al., 2026), (Barbieri et al., 2025)

The term "work-life balance" (WLB) describes the harmony that workers achieve between their professional and personal commitments. It shows that it is possible to complete work-related tasks and devote enough time and effort to social life, family, and health. Remote and hybrid workplaces can be considered as flexible and add to the potential of WLB as they provide employees freedom and control over time and conditions. In fields with high demands, like the social sciences and healthcare, WLB is a significant factor that improves mental health, productivity, and satisfaction. When appropriately handled, it prevents people being demotivated and decreases stress at the workplace, which can help to overall performance. (Mandalahi et al., 2024), (Ray & Pana-Cryan, 2021)

Flexible arrangements are also advantageous in that it provides employees with flexibility in terms of time. Doing away with the daily journeys will save time and lead to a decreased level of physical and mental tiredness with greater emphasis on personal obligations. Employees also have the flexibility to schedule work during the most effective period, which results in a high level of concentration and production. Research reveals that an enhanced flexibility of the schedule can increase job satisfaction by 62 percent. Better WLB can minimize burnout, particularly in high-pressure environments, including social services and healthcare. Employed and pleased workers are more attentive, more steady, and more involved resulting in greater performance and increased output. (Mahima Chack et al., 2025), (Ray & Pana-Cryan, 2021), (Mandalahi et al., 2024) Employee retention is the term for the methods businesses use to keep skilled workers. Flexible work environments and a good work-life balance have been shown to be effective ways to do this in fields with high turnover, such as IT and healthcare. These things make people less likely to leave on their own by making them more loyal and happier, which is directly related to your previous questions about flexible work arrangements and work-life balance. (Mandalahi et al., 2024), (Jayanthi et al., 2019), (Elsafty & Oraby, 2022)

Flexible policies like hybrid models and flextime cut turnover by giving employees more freedom and lessening burnout. Studies have shown that companies that adopt these policies see 20–30% fewer voluntary exits. Strong WLB programs, including wellness support, can keep employees by making them happier at work, especially for Gen Z and women in demanding jobs. (Sheshadri et al., 2024), (Lazuardi et al., 2025), (Choi, 2020)

Objectives of the study

- “To examine the impact of flexible work environments on employees’ work-life balance.
- To analyze the relationship between work-life balance and employee retention in flexible work environments.

Hypothesis

- **H₀ (Null Hypothesis):** Flexible work environments have no significant impact on employees’ work-life balance.
- **H₁ (Alternative Hypothesis):** Flexible work environments have a significant positive impact on employees’ work-life balance.
- **H₀ (Null Hypothesis):** There is no significant relationship between work-life balance and employee retention in flexible work environments.
- **H₂ (Alternative Hypothesis):** There is a significant positive relationship between work-life balance and employee retention in flexible work environments.

Literature review

(Lourentsya & Sutisna, 2026) This research investigates the impact of work-life balance, work environment, and career advancement on employee retention, with work motivation functioning as a mediating variable. The main question being looked at is how property firms can

keep their employees by looking at how they feel about work-life balance, the work environment, and career advancement through work motivation, especially among Generation Z. The objective of this thesis is to ascertain the degree to which the chosen variables influence employee retention in property companies in Tangerang, particularly given that several Gen Z employees often do not remain long in their initial employment. This case study used a qualitative methodology, namely the Structural Equation Modeling (SEM) technique, with 115 active Gen Z participants who fulfilled the specified requirements. The findings indicate that work-life balance and the work environment do not significantly affect employee retention." The only thing that really affects retention is career development. This is because many employees are very interested in advancing their careers, which keeps them with the organization. These results show that work-life balance is not a factor in keeping employees in the real estate/property sector. Gen Z workers prefer to ignore flexible hours and the work environment. Generation Z, on the other hand, puts career and positional progression at the top of their list of things that affect their decision to stay or go.

(Daniyal & Sheikh, 2026) The study explores the association utilizing a pragmatic mixed method approach between organizational work models and employees' job satisfaction. Information gathered from two Pakistani businesses: Novatex, which operates under flexible work conditions, and Aromarts, which adheres to a set work schedule. Quantitative data, obtained through structural questions (Q5 – Q15), demonstrated a strong positive association between flexible work arrangements and job satisfaction. Regression analysis further demonstrated that flexibility is a key predictor of employees' contentment, but work life balance did not mediate in correlations between fixed schedules and satisfaction. Hypothesis testing supported H1, verified the favorable impacts of flexible arrangements, while rejecting H2 and H3, which shows the fixed scheduled do not significantly increase satisfaction and that work life balance does not operate as a mediator in this setting. Qualitative results from semi-structured interviews with HR professionals emphasize three primary themes autonomy, work life balance, and organizational support which align with quantitative results. These findings reveal that flexible increase employees regulate their systems, reduces stress, and encourages excellent overall happiness. The study indicated that establishing flexible work structures is advantageous for the well being of employees and should be preferred in modern human resource policy. Research offers a thorough understanding of how flexible work models impact employees' satisfaction by bridging quantitative and qualitative views. It also offers useful advice for companies looking to enhance workforce management and performance.

(Harris, 2025) Work-life balance has become a significant issue influencing employee retention, especially in the fast-paced and demanding atmosphere of technology organizations. The tech business is characterized by rapid innovation, high workloads, and fierce rivalry for competent people, which often leads to employee burnout and departure. This article investigates how various work-life balance tactics employed by IT businesses effect employee retention, job satisfaction, and overall organizational performance. Flexible work arrangements, including remote work choices and flexible hours, have gained importance as crucial tools for helping employees balance professional and personal duties. In addition to flexible scheduling, wellness initiatives, mental health support, and extensive paid leave policies play crucial roles in improving employee well-being. By promoting a supportive work environment, these measures not only increase employee morale but also minimize stress and burnout, which are common contributors to attrition in tech organizations. This study explores the direct and indirect consequences of work-life balance programs on employee retention, demonstrating how better job satisfaction and engagement lead to lower turnover rates. It also covers obstacles that firms confront in implementing such tactics, including cultural resistance, operational limits, and the difficulty of quantifying program efficacy. Through an examination of case studies, industry reports, and academic research, the paper gives best practices and actionable advice for tech businesses wanting to develop sustainable work-life balance programs. The results highlight the significance of adapting methods to different workforce demands, with a focus on employee feedback, cultural alignment, and leadership commitment. Ultimately, this research helps to understanding how work-life balance works as a strategic lever for keeping talent in IT organizations, encouraging a healthier, more productive, and loyal staff in an increasingly competitive industry.

(Sam et al., 2024) "This paper investigates the linked dynamics of work-life balance, job satisfaction, and employee retention using a triangle framework, stressing their impact on organizational success. Work-life balance has become increasingly important in today's workplace as people prioritize flexible work schedules. At the same time, both individual performance and organizational results depend on job satisfaction. Employee retention is a major challenge, particularly in industries with high turnover rates. This study synthesizes current information, analyzes the important elements that effect each element, and proposes solutions for businesses to harmonize these characteristics for improved performance and reduced turnover. This study shows how striking a balance between these three elements can result in a more contented, devoted, and effective workforce through a thorough analysis of empirical evidence and theoretical frameworks.

(Titin Herawaty et al., 2024) This study evaluates the impact of work-life balance, job satisfaction, and stress levels on employee retention in the banking sector. Multiple regression analysis was used to examine the data acquired from a sample of 300 banking workers using structured questionnaires. The findings reveal that work-life balance and job satisfaction have considerable beneficial effects on employee retention, but stress levels significantly affect retention. Work-life balance appeared as the largest predictor of retention, followed by job satisfaction. The results underscore the necessity of having a supportive work environment to increase retention rates in the banking business. In order to retain talent, practical implications indicate that banking organizations should concentrate on promoting employee well-being and lowering workplace stress. By presenting managerial tactics to lower turnover, improving overall employee happiness, and delivering insights into the banking industry, this study adds to the body of knowledge already available on employee retention.

(Syah et al., 2024) Generation Z currently dominates the workforce, characterized by low loyalty and retention rates. Research indicates that Generation Z often departs from their employment due to job dissatisfaction and a desire to pursue career exploration. This study investigates the correlation and impact of rewards and work-life balance on employee retention, with job satisfaction serving as a mediating factor. This study employs explanatory quantitative research, utilizing structural equation modeling (SEM) implemented through AMOS 24. The subjects of this study were Generation Z employees in private trade firms located in West Kalimantan. A total of 219 individuals were selected using the purposive sampling approach based on the following criteria: Employees in private trade organizations in West Kalimantan must be aged between 18 and 26 years and have a minimum tenure of over 6 months in the region. The study's results corroborated the hypothesis, indicating an influence among the independent variable, mediating variable, and dependent variable. This study discovered that rewards and work-life balance positively and significantly influence employee retention and job satisfaction. The research indicates that job satisfaction strongly mediates the relationship between rewards or work-life balance and employee retention.

Research gap

A number of studies have extensively investigated the correlation among work-life balance, job satisfaction, and employee retention across diverse sectors, including banking, real estate, commerce, and information technology. A multitude of researches have underscored the beneficial impact of flexible work arrangements on job satisfaction and general employee well-being. Nevertheless, the results remain incongruous, especially concerning the influence of work-life balance on employee retention. Some research indicate that work-life balance greatly enhances retention, whilst others claim that factors like professional advancement and rewards are more influential. Moreover, several research examine work-life balance as an independent or mediating variable without explicitly investigating the direct influence of flexible work settings on both work-life balance and employee retention concurrently. Moreover, scant research has investigated the impact of flexible

work structures on retention via work-life balance as an intermediary variable in contemporary organizational contexts. This study seeks to address these gaps by analyzing the interrelationship among flexible work environments, work-life balance, and employee retention, thereby offering a more thorough comprehension of employee retention tactics.

Research Methodology

Research Design

The study employed a quantitative methodology to ascertain the correlation between flexible work environments, work-life balance, and employee retention.” Employees at firms with flexible arrangements were personally interviewed to collect data. This method would provide precise measurement of employee perceptions and statistical analysis of the correlations among the variables. Structured questionnaires were employed, yielding quantifiable responses.

Research Approach

The research was conducted using a randomized design sampling method. The researcher developed hypotheses grounded in established theories regarding flexible work, work-life balance, and employee retention, as well as prior research in the field. To evaluate these hypotheses, statistical analysis of the collected data was employed, enabling the confirmation or refutation of the theoretical correlations.

Proposed Method

The data collection was conducted through a survey administered to employees with flexible work arrangements. The questionnaires contained Likert statements designed to assess perceptions of flexible arrangements, work-life balance, and retention. It also collected demographic data, like age, gender, and work experience, to contextualize the responses. The survey method efficiently garnered a substantial number of participants in a short timeframe.

Sample Size

The sample comprised 100 respondents. Random sampling ensured that every employee in a flexible environment had an equal chance of selection, so reducing prejudice and enhancing representativeness. The participants represented a variety of companies to provide a broad spectrum of perspectives and experiences.

Data Collection

“Primary data were collected by a Self structured questionnaire completed both online and in person. The questionnaire's closed-ended items utilized a five-point Likert scale, encompassing responses from strongly disagree to strongly agree. The study's goal was elucidated to the participants, who were guaranteed secrecy. The data collection timeframe was delineated to ensure sufficient participation.

Data Analysis

The collected data were evaluated using statistical methods. Demographic profiles were delineated using frequencies and percentages. Correlation analysis identified associations between flexible settings, work-life balance, and employee retention. Regression analysis was employed to examine the influence of flexible settings on work-life balance and the subsequent effect of that balance on employee retention. The practices confirmed the predictions and elucidated the interaction of the factors.

Results

Table: 1 Age of the respondents.

Age		
	Frequency	Percent
Below 25 Years	25	25.0
26-30 Years	23	23.0
31-35 Years	22	22.0
36-45 Years	30	30.0
Total	100	100.0

The above table discusses the frequency and percentage of age of the respondents. In below 25 Years age group, frequency is 25 and percentage is 25.0%. In 26-30 Years age group, frequency is 23 and percentage is 23.0%. In 31-35 Years age group, frequency is 22 and percentage is 22.0%. In 36-45 Years age group, frequency is 30 and percentage is 30.0%.

Graph: 1 Graphical representation of Age of the respondents.

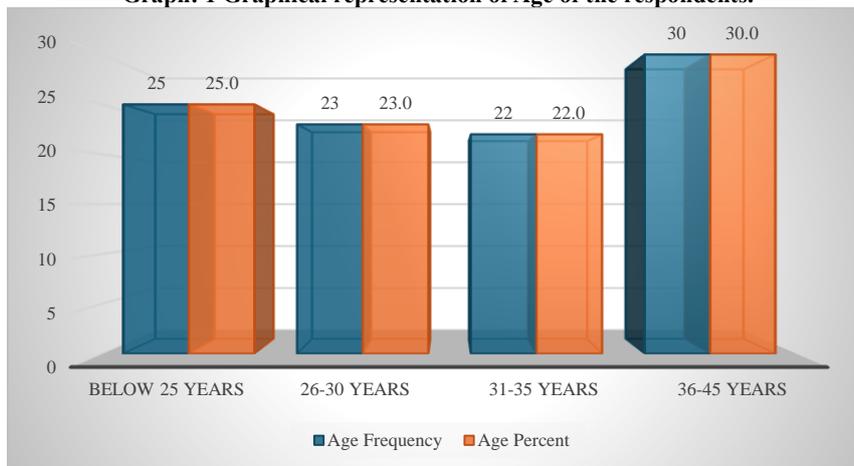


Table: 2 Gender of the respondents.

Gender		
	Frequency	Percent
Male	56	56.0
Female	44	44.0
Total	100	100.0

The above table discusses the frequency and percentage of gender of the respondents. In male group, frequency is 56 and percentage is 56.0%. In female group, frequency is 44 and percentage 44.0%.

Graph: 2 Graphical representation of gender of the respondents.

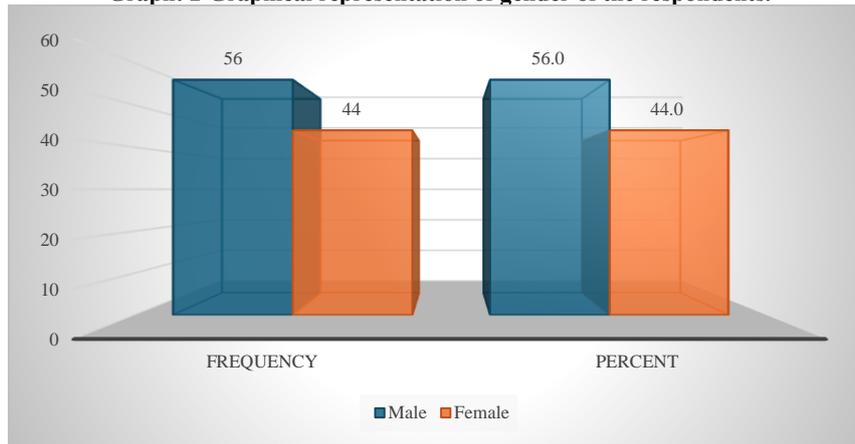


Table: 3 Education qualification of the respondents.

Education		
	Frequency	Percent
Graduate	44	44.0
Post-graduate	27	27.0
Other	29	29.0
Total	100	100.0

The above table discusses the frequency and percentage of Education qualification of the respondents. In graduate, frequency is 44 and percentage is 44.0%. In post-graduate, frequency is 27 and percentage is 27.0%. In Other, frequency is 29 and percentage is 29.0%.

Graph: 3 Graphical representation of Education qualification of the respondents.

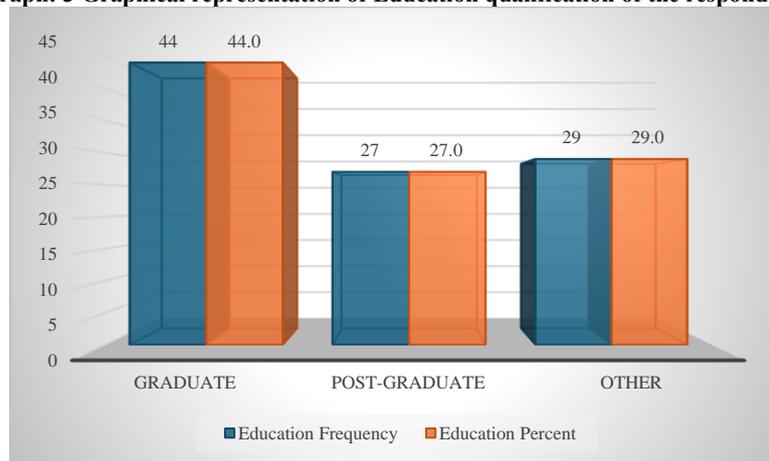
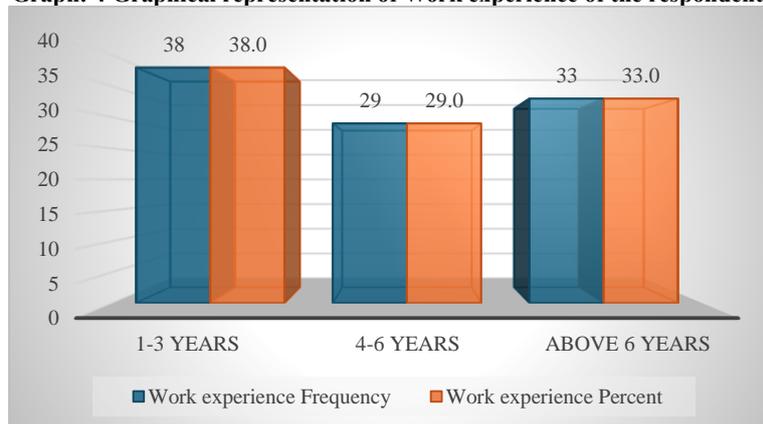


Table: 4 Work experience of the respondents.

Work experience		
	Frequency	Percent
1-3 Years	38	38.0
4-6 Years	29	29.0
Above 6 years	33	33.0
Total	100	100.0

The above table discusses the frequency and percentage of Work experience of the respondents. In 1-3 years, frequency is 38 and percentage is 38.0%. In 4-6 years, frequency is 29 and percentage is 29.0%. In Above 6 years, frequency is 33 and percentage is 33.0%.

Graph: 4 Graphical representation of Work experience of the respondents.



Hypothesis

- **H₁:** Flexible work environments have a significant positive impact on employees' work-life balance.

Table: 5 Regression test.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700 ^a	.490	.485	.50370
a. Predictors: (Constant), Flexible Work Environments				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.886	1	23.886	94.148	.000 ^b
	Residual	24.864	98	.254		
	Total	48.750	99			
a. Dependent Variable: Employees' Work-Life Balance						
b. Predictors: (Constant), Flexible Work Environments						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.171	.352		3.328	.001
	Flexible Work Environments	.728	.075	.700	9.703	.000
a. Dependent Variable: Employees' Work-Life Balance						

The regression analysis results demonstrated that flexible work settings exerted a substantial and significant favorable influence on employees' work-life balance. The model summary indicated a R value of 0.700, implying a robust positive correlation between flexible work settings and work-life balance. The R Square value of 0.490 suggested that about 49% of the variation in employees' work-life balance was accounted for by flexible work settings, demonstrating a significant level of effect. The ANOVA findings indicated that the regression model was statistically significant (F = 94.148, p < 0.001), affirming its appropriateness for predicting the association. The coefficient results indicated that flexible work environments had a positive regression coefficient (B = 0.728) with a significant p-value (p < 0.001), signifying that an increase in flexible work arrangements enhanced employees' work-life balance. Therefore, the alternative hypothesis (H₁) was validated, affirming that flexible work environments substantially improved employees' work-life balance.

- **H₂:** There is a significant positive relationship between work-life balance and employee retention in flexible work environments.

Table: 6 Correlation test.

Correlations			
		Employees' Work-Life Balance	Employee Retention in Flexible Work Environments
Employees' Work-Life Balance	Pearson Correlation	1	.644**
	Sig. (2-tailed)		.000
	N	100	100
Employee Retention in Flexible Work Environments	Pearson Correlation	.644**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

The correlation analysis demonstrated a substantial positive association between employees' work-life balance and retention rates in flexible work settings. The Pearson correlation coefficient was 0.644, signifying a robust positive link between the two variables. This finding indicated that improved work-life balance among workers correlated with a heightened probability of their retention inside the firm. The significance value (p = 0.000) was below 0.01, affirming that the association was statistically significant at the 1% threshold. The analysis was performed using a sample size of 100 respondents, guaranteeing the credibility of the findings. The results corroborated the alternative hypothesis, demonstrating a substantial positive correlation between work-life balance and employee retention in flexible work contexts, suggesting that firms fostering enhanced work-life balance may elevate employee retention rates.

Discussion

The study determined that flexible work arrangements significantly improved employees' work-life balance. The regression model indicated that arrangements accounted for almost fifty percent of the variance in balance, with flexible location, schedule, and workload being key factors. Employees would have increased time for commute reduction, enhanced family life management, and improved mental well-being. These findings align with prior studies that associate flexibility with less stress and heightened happiness.

The correlation between work-life balance and employee retention was significantly positive. A balanced organizational structure is more likely to foster employee loyalty. An enhanced working environment fostered employee appreciation, diminished burnout, and elevated loyalty while decreasing turnover intention. These findings corroborate other studies indicating that balance is a significant contributor to happiness and retention across several sectors.

However, the figures indicated that flexibility and balance are significant determinants; however, additional elements such as career growth, culture, and work security all affect retention decisions. Demographic study indicated that flexible rules were pertinent to a diverse workforce, demonstrating that employees of all ages and experience valued these policies.

The paper shows that flexible work arrangements are essential in contemporary enterprises. These flexibilities are advantageous to employees as organizations evolve, boost productivity, and foster commitment. The findings also suggest that good policies, which are flexible, career-developmental, and supportive, are essential for maintaining retention at all times.

Conclusion

The study demonstrated that flexible working settings significantly enhanced work-life balance for employees, hence improving retention rates. Flexible working enabled individuals to effectively manage their personal and professional lives, resulting in reduced stress and more job

satisfaction. The supervisors exhibited greater loyalty, improved equilibrium, and enhanced engagement in their responsibilities. These results highlight the significance of flexible working practices as a strategic tool that enhances well-being and mitigates turnover. Organizations that offer flexible scheduling, remote work options, and accommodating policies experience higher employee satisfaction and retention. Nevertheless, the employer must also consider career advancement and organizational assistance to guarantee sustained engagement and workforce stability.

References

1. Barbieri, B., Bellini, D., Batzella, F., Mondo, M., Pinna, R., Galletta, M., & De Simone, S. (2025). Flexible Work in the Public Sector: A Dual Perspective on Cognitive Benefits and Costs in Remote Work Environments. *Public Personnel Management*, 54(1), 99–129. <https://doi.org/10.1177/00910260241275241>
2. Choi, S. (2020). Flexible Work Arrangements and Employee Retention: A Longitudinal Analysis of the Federal Workforces. *Public Personnel Management*. <https://doi.org/10.1177/0091026019886340>
3. Choudhary, N., & Brookes, G. (2025). A systematic review of flexible working arrangements for frontline workforce: challenges, benefits and implications. *Journal of Work-Applied Management*, 1–14. <https://doi.org/10.1108/JWAM-06-2025-0110>
4. Daniyal, M., & Sheikh, O. A. (2026). The Influence of Flexible Working Hour Arrangements and Work-Life Balance on Job Satisfaction. *Social Science Review Archives*, 4(1).
5. Elsafty, A., & Oraby, M. (2022). The Impact of Training on Employee Retention. *International Journal of Business and Management*. <https://doi.org/10.5539/ijbm.v17n5p58>
6. Harris, L. (2025). *Work-Life Balance Strategies and Their Effects on Employee Retention in Tech Firms*. https://www.researchgate.net/publication/392028028_Work-Life_Balance_Strategies_and_Their_Effects_on_Employee_Retention_in_Tech_Firms
7. Jayanthi, S., Velanganni, R., & Santhosh Kumar, G. (2019). A study on employee retention. *Journal of Advanced Research in Dynamical and Control Systems*. <https://doi.org/10.5373/JARDCS/V11/20192742>
8. Lazuardi, M. A. L., Hasanudin, & Yakin, I. (2025). Work Flexibility and Rewards Affect Gen Z Employee Retention Through Job Satisfaction Mediation. *International Journal of Economics, Business Management and Accounting (IJEEMA)*, 7(2), 123–140. <https://doi.org/10.59890/ijebma.v7i2.3057>
9. Lourentsya, N., & Sutisna, N. (2026). The Effect of Work-Life Balance, Work Environment, and Career Development on Employee Retention through Work Motivation as an Intervening Variable: A Case Study of Generation Z in a Property Company in Tangerang Regency. *Primanomics : Jurnal Ekonomi & Bisnis*, 24(1). <https://doi.org/https://doi.org/10.31253/pe.v24i1.4244>
10. Mahima Chack, Dr. Vinod Kumar Bhatnagar, & Dr. Rajendra K. Khatik. (2025). Exploring the Effect of Work-Life Balance and Physical Well-Being on Job Performance: Evidence from an Empirical Study in India. *International Journal of Latest Technology in Engineering Management & Applied Science*, 14(10), 1431–1434. <https://doi.org/10.51583/IJLTEMAS.2025.1410000168>
11. Mandalahi, S. H., Damayanti, S., Prasanti, T. A., & Maharani, A. (2024). Impact of Flexible Work Environments on Employee Performance: Mediating Roles of Stress and Work-Life Balance. *Ilomata International Journal of Management*, 5(3), 1042–1061. <https://doi.org/10.61194/ijjm.v5i3.1235>
12. Jain S (2021). “Work-Life Balance of Dual Career Couple”, *International Journal of Interdisciplinary Organizational Studies*, Volume-16, Issue 03, 105-121
13. Ray, T. K., & Pana-Cryan, R. (2021). Work Flexibility and Work-Related Well-Being. *International Journal of Environmental Research and Public Health*, 18(6), 3254. <https://doi.org/10.3390/ijerph18063254>
14. Saikhom, S., & Potsangbam, C. (2025). The Impact of Work-from-Home on Work-Life Balance: A Bibliometric Analysis (2012-2025). *International Journal of Management, Public Policy and Research*, 4(4), 79–90. <https://doi.org/10.55829/55rm9g92>
15. Sam, D. B., Lavanya, M. G., Srinivasu, M. P., Venkataswamy, M. G., Choudary, M. S. K., & Avala, M. C. (2024). “Work-Life Balance, Job Satisfaction, and Employee Retention: A Triangular Approach.” *Corrosion Management*, 34(1). <https://doi.org/https://doi.org/10.3390/djs0rz66>
16. Sharma, S., Mittal, A., & Seema, S. (2026). Mapping research trajectories of platform working and employee well-being: a bibliometric cartography. *Kybernetes*, 1–26. <https://doi.org/10.1108/K-08-2025-1870>
17. Sheshadri, T., Vallabhaneni, M., & Malhotra, N. (2024). Employee Retention in the Digital Age: The Role of Work-Life Balance and Job Satisfaction with reference to IT Sector. *Journal of Informatics Education and Research*. <https://doi.org/10.52783/jier.v4i3.1457>
18. Syal, A., Rosnani, T., Daud, I., Christiana, M., Kalis, I., & Hendri, M. I. (2024). The influence of reward, work-life balance on employee retention: The mediating effect of Job satisfaction Generation Z employees in West Kalimantan. *Journal of Management Science (JMAS)*.
19. Titin Herawaty, M., Asmadi, I., Rahayu, E. I. H., & Zahra, Z. (2024). Impact of Work-Life Balance, Job Satisfaction, and Stress Levels on Employee Retention in Banking Sector Companies. *International Journal of Business, Law, and Education*, 5(2), 2405–2417. <https://doi.org/10.56442/ijble.v5i2.875>