

IMPACT OF WORK-LIFE BALANCE INITIATIVE ON EMPLOYEE RETENTION IN NEPALESE IT INDUSTRY

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Exam Roll No.: 743/19

TU Registration No: 7-2-927-274-2014

*A Graduate Research Report Submitted to in partial fulfillment of the
requirements for the degree of*

MASTER OF BUSINESS ADMINISTRATION (MBA)

Submitted to:

School of Management

Faculty of Management

Tribhuvan University

Kirtipur

November, 2022

DECLARATION OF AUTHENTICITY

I, **Arjun Regmi**, hereby declare that no portion of the work referred to in the dissertation has been submitted in support of an application for another degree or qualification of this campus or any other university or another institute of learning.

I confirm that this dissertation is entirely my own original work.

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RECOMMENDATION

CERTIFICATION

ACKNOWLEDGEMENTS

For the completion of the dissertation, a lot of support, guidance, direction is needed and I am fortunate enough to reach the goal with the help of number of people and with their blessing of almighty. I am very thankful to Tribhuvan University for providing such a wonderful opportunity to the student of MBA program through the extensive research. It is my immense pleasure to present the dissertation of Master in Business Administration assigned School of Management, Tribhuvan University. At the very outset, I would like express my honorable thanks to the Academic supervisor Prof. Dr. Dhruva Kumar Gautam, for his continuous support, encouragement and guidance to conduct research and prepare this dissertation.

I would like to express my gratitude to the Acting Director Asso. Prof. Dr. Govinda Tamang for his continuous motivation and guidance. I would like to acknowledge Prof. Dr. Dilli Raj Sharma, Dean of FOM, and Prof. Dr. Mahananda Chalise, Former Director of SOMTU. I would like to thank Asst. Prof. Dr. Gangaram Biswakarma Deputy Director of SOMTU.

I am indebted to Mr. Niranjana Patel, Digital Marketing Head from Top Nepal International Pvt Ltd for his role about to collect the data from their groups and friends. Besides, I must express my acknowledgement to, Prof Dr. Jeetendra Dangol a faculty member of SOMTU, for providing valuable suggestions for data collection and analysis. I would also like to acknowledge other non-teaching staffs for providing their valuable time and support to complete this research work.

In addition, I would like to express gratitude to my parents and family for their wise guidance and compassionate support. Finally, I wish to express my gratitude to those who may have contributed to this GRP directly or indirectly even though they remain anonymous.

Arjun Regmi

November, 2022

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LIST OF ABBREVIATIONS

| | |
|-------|--|
| & | And |
| ANOVA | Analysis of Variance |
| BPO | Business Process Outsourcing |
| CEO | Chief Executive Officer |
| COVID | Corona Virus |
| i.e. | That is |
| IT | Information Technology |
| ITES | Informational Technology Enable Services |
| MS | Microsoft |
| MSQ | Minnesota Satisfaction Questionnaire |
| NTIS | Nepal Trade Integration Strategy |
| SPSS | Statistical Package for Social Science |
| USD | United State Dollar |
| VIF | Variance Inflation Factor |
| WLB | Work Life Balance |

EXECUTIVE SUMMARY

The objectives of the study were to analyze the impact of work life balance initiative and employee retention in Nepalese IT sector with general objective was to explore the factor determined on work life balance to Nepalese IT industry, to examine the initiation of employees on the level of work environment, flexible working hour, work family support, and employees wellbeing with employee retention in Nepalese IT industry and to examine the relationship of work environment, flexible working hour, work family support, and employees wellbeing with employee retention in Nepalese IT industry.

Conducted by the help of a blend of descriptive and explanatory research designs, the main aim of the present research was to establish a simplified and practically usable customer profiling and the factors affecting of work life balance and employee retention. After the data collection from the respondents and analyzing the data using various statistical tools, the various findings have been developed. On the basis of responses given by 384 respondents of Nepalese IT company employee, the major findings are described in this section. The data collected from 384 respondents were analyzed using SPSS software where the researcher analyzed respondents' profile. Other than that, descriptive analysis, correlation and regression were also conducted with the help of the software in order to determine the survey results

The major conclusion of the study is that work environment, flexible working hour, family support and employee wellbeing are the major factor affecting employee retention among the working of Nepalese IT company.

Employee wellbeing and family support are positively and related with the employee retention. It indicates that better the employee wellbeing and family support will be the employee retention of employees of Nepalese IT based company. The study also concludes that employee retention of employees in Nepalese IT based company is satisfactory. The study reveals that employees are satisfied with the work life balance provided by the Nepalese IT based company.

CHAPTER I

INTRODUCTION

This chapter is designed to study the background of the research. It also deals with the statement of the problem with its specific objectives. Theoretical framework is prepared with the help of research hypothesis, which will be tested in the future process. The importance of this research is highlighted with some limitations in the research process. Also, the chapter covers the organization of the study i.e. the section that research covers.

1.1 Background of the Study

Integrating work and family life have become a constant challenge for individuals but when carried out in a balanced way can lead to extraordinary results. Getting the right work-life balance is something that everyone is struggling with. It is essential to combat stress, and also ensures both individual and organization success. Almost every organization struggles to balance the conflicting demands of work, family, and social life. Work-life balance is a complicated matter for IT professionals, whether they are men or women, as working hours are increasing and tracking the hours spent is more stringent than ever.

In order to achieve work-life balance, employees must divide their time and attention with proper management between work and other vital facets of their lives. Work life balances are intended to assist employees in more effectively juggling their working and non-working hours. Furthermore, (Greenhaus, Collins, & Shaw, 2003) highlighted that there are many problems and difficulties for women in the workforce. Even though ladies put in the same amount of labor as men, they are still regarded as the major caregivers for the home and family. The role of employee in society has been radically changing all over the world. It is crucial employer use various different human resource methods which helps to achieve goals of organization since it is difficult to attract and keep the top personnel and there are growing problems with work-life conflicts. (Mclean & Collins, 2011).

Work-life balance typically refers to an individual's ability, regardless of age or gender, to establish a routine that enables them to juggle work with other obligations,

pursuits, or objectives. (Vidal, Leiva, & Navarro, 2012). Increased employee control over time and location of work is one of the benefits of work-life balance programmes for employees as this lowers job stress and conflicts between work and personal life. Similarly, decreased absenteeism, increased productivity, and enhanced employee retention are all advantages of work-life balance for any firm (Sands & Harper, 2007). Work-Life Practices are crucial for an organization's ability to retain talented people and ensure their effectiveness and productivity in achieving both personal and professional goals. Many IT companies have pioneered innovative policies all over the world. The businesses in Nepal should also consider a model that is practical for their workers and seek to engage their personnel in order to build a successful business.

A state of equilibrium known as "work life balance" occurs when the demands of both the professional and personal life are equal. Two key components of work-life balance are success and happiness. Women's personal and professional lives are similar to the two sides of a single coin (Emslie & Hunt, 2009). Further, a working woman achieves a work-life balance when she is able to enjoy her professional and personal life. The four main areas which are taken for WLB initiatives are flexible working arrangements, leave arrangements, dependent care assistance, and general services. (De Cieri, Holmes, Abbott, & Pettit, 2005). According to (Lewis, Gambles, & Rapoport, 2007), changing culture nowadays demand more work for the availability of both sexes and required leisure time has decreased due to increasing workload, which in turn causes work-life imbalances.

According to Kamau, Muleke, Obino, and Wagoki, (2013), Flexible work schedules, employee assistance programs, and leave policies are just a few of the programs that can help employees achieve a healthy work-life balance. Policies for work life balance offer employees an option to address work and personal responsibilities. The concept of quality work life included elements that have an impact on workers, such as job satisfaction, incentive structures, the physical workplace, employee involvement, rights, and respect requirements. In addition, (Rania, 2011) examined the connection between work-life balance and employee satisfaction and found supportive environment increases employee morale and commitment at work.

Varatharaj and Vasantha, (2012) concluded that achieving a balance between work and other activities lessens tension between official and personal life and increases both personal and professional happiness. Work life balance policies, which were once known as family friendly policies, combine personal and professional obligations. Another demographic shift that has increased the significance of work-life balance for employees is the ageing of the workforce. Older workers might want to continue working, but for less hours. Work-life balance and job satisfaction are impacted by family-friendly policies of an organization.

More benefits should be provided to workers, such as flexible scheduling time, job sharing, child care, etc., to win their support for the organizational commitment. Organizations should develop corporate human resource policies that will minimize the current stresses and strains, experienced by working with families. Furthermore, (Rania, 2011) found that work task and employee satisfaction can be generated through work-life balance. A key factor in determining the core & important determinants for the satisfaction of job is all about work-life balance. (Yadav & Dabhade, 2013). Similarly, (Gomez, khan, Malik, & Saif, 2010) highlighted that there is a positive effect of work life balance on job satisfaction of workers. Work-life balance (WLB) efforts are increasingly being used by organizations to attract and keep key individuals because they reduce the conflict between work and home life, which has been linked to job dissatisfaction and turnover. WLB initiatives may be seen as a way for employees to balance their work and personal obligations, while businesses are more likely to see them as crucial tactics for attracting and keeping personnel. WLB programs allow employees flexibility and make it possible for them to take care of their dependents while they are at work. When employees make use of WLB initiatives, both family-to-work conflict and work-to-family conflict can be reduced.

Public banks employees were experiencing from various problems like anxiety, too much workload and control losses, high blood pressure, and not so sufficient personal time in their work place and hence, dissatisfied at work (Robbins & Judge, 2011). (Mehta, 2012) found that women who are working in private bank experienced more unbalanced work life comparatively that that of who are working women in public sector. Furthermore, Varatharaj & Vasantha, (2012) revealed that work life balances

are the key factors of employee's satisfaction on their related job. Either its men or women both possess various expectations from their work and home and knowing the various activities of men and women in organization must include values determined by their society. Aggarwal (2012) looked into how employee perceptions toward work-life conflict with respect to WLB and the found that employees perceive work life balance enables them to work better. According to Pahuja, (2016), The chance of conflict between work and family for bankers is increased by the number of hours worked each week, the quantity and frequency of overtime, and the rigidity of the work schedule.

Very few organizations initiatives for work-family balance and work-life balance policies and practices on their work place however majority remain still indifferent. Men desire work with autonomy to increase work efficiency, while women demand flexibility to manage different tasks such as child care and salaried job (Felstead, Jewson, Phizacklea, & Walters, 2002). According to (Guest, 2004), lack of self-assurance, job independence, lack of promotion chances and lower salaries have negative effect on employee job satisfaction. The awareness concerning the work-life issue has been increasing nowadays and the effects were perceived by the organizations. People were emphasizing their personal work-life balance and employers' cultures more when making their choices on job (Bird, 2006) (Epie, 2010).

The WLB concept will only be successful and effective when there are well-crafted policies that would minimize employees burden without compromising the organization's production. (Ojo, Falola, & Mordi, 2014). According to (Barnett & Baruch, 1985), multiple roles played by the employees often have benefits and do not always have detrimental effects on the role bearer. Meaningful employment supports one's self and enables employees to derive a high sense of self-worth particularly in the banking industry (Latessa, 2012).

In Nepalese context, Gnawali, (2017) stated that parental demand is insignificant in explaining life stress of female workers. However, the role ambiguity is documented to explain life stress significantly. Similarly, female workers can maintain proper balance between the two sets of their lives if the responsibility to maintain a healthy work life balance rest on both employee and employer. Panta, Nebojsa, & Ivana,

(2015) found that employees who are involved on banking sector are mostly unsatisfied with their training and development, compensation and performance appraisal practices. According to Chapagain & Tickner, (2012), pay benefits, relation with managers and peers, communication, participation and fair treatment in organization influence performance of employees in an organization. Likewise, Adhikari & Gautam, (2011) concluded the job satisfaction as the cognitive, affective and evaluative reaction of employees toward their jobs.

Above discussion shows that the studies dealing with work life balance and satisfaction towards their job among working women are with greater significant than that of men. Though there are various findings related with work life balance practices as discussed above in the context of different countries, no more studies have been conducted on the analysis of the effect of working environment and factors related with work life balance with respect towards employee retention in Nepalese IT industry. Hence, this study focuses on examining work life balance initiatives and employee retention among working employees in Nepalese IT industry/sectors.

IT Industry of Nepal

In Nepal, the IT industry is a growing one. The Nepal Trade Integration Strategy (NTIS) 2010 lists IT and business process outsourcing (BPO) as one of the five top potential export service sectors. In the upcoming years, IT is anticipated to be one of the major growth contributors to the Nepali economy, with the ability to provide rapid growth, investment, and sizable profits.

Outsourcing business processes is a significant, developing field of IT in Nepal. ITES-BPO is a common term for these IT businesses (informational technology enables services-business process outsourcing). The ITES-BPO market's current participants cater to both the domestic and foreign markets. The ITES-BPO industry is made up of three different sorts of businesses: local solution providers that cater to the local market, export-oriented suppliers (such offshore centres), and hybrid providers (both local and export oriented).

In the Kavre District's Banepa, an IT Park is being built. This project will likely require a total investment of about NPR 270 million (USD 2.70 million). The government is getting ready to offer businesses working in the Park a 50% tax break.

It is anticipated that the Park would create software, support businesses that rely on IT, offer services, and recruit investors for linked industries.

1.2 Statement of Problem

Employees may favor one pattern of working hours over another for their own personal reasons. People who are in charge of taking care of children, the sick, or the old, for instance, might not be able to work particular shifts, weekends, or school breaks. Kamau et al (2013) Poor work-life balance is a problem that puts employees' performance, well-being, and organizational performance at serious risk. Many workers frequently struggle to strike a balance between their social life and their work obligations.

Due to the environment's constant change, organizations nowadays face numerous difficulties. At this modern era company's numerous challenges are with keeping their employees happy and satisfied on their workplace. Work life balance is taken as the main determinant of employee retention. According to Hyman & Summers, (2004), The major problems associated with current practices at different organizations over work-life balance are lack of formalization of policies at organizational level. Others include restricted employee voice, no evidence of reduction in working hours, and domestic responsibilities still conducted by women irrespective of their employment status. Work-life balance is about the interaction between paid work and other activities, including unpaid work in families and communities.

Demographic and workplace changes like growing reluctance for long number of hours, acceptance of changing culture, and technological advancement may result into difficulty in prioritizing between their work and personal lives. According to (Mendis & Weeakkody, 2017), it shows strong positive relationship between work life balance and employee performance as well as employee retention in IT industry. In addition, (Gomez, et. al., 2010) found that balance in work life and employee retentions determine a positive relationship. More determination on their work rapidly results in making life loneliness. Failure to address conflict in work life shows negative impact on opportunities for employment and quality job, productivity fro, work and facility of proper health of employee and their family. Further, man responsibility is for work and women responsibility was caring of family. Employees do not seem satisfied with

the job or workplace as a result of increasing turnover intentions, absenteeism and other job-related attitudes.

According to (Vidal, Leiva, & Navarro, 2012), more people are focusing in dual career couples which lead to women in the labor market create more conflict in family and high levels of work. Many balance in work life measures nowadays are copied from organizational practices in western region rather genuine concerns to handle their responsibility toward their work and families.

Work life imbalance has a direct effect on the employee's health and their employee retention in IT industry. While concerning attitude toward job, conflict on work and family leads to lower job retention and commitment toward job. Work life balance influences people both in positive and negative way. A proper balance in work and life motivates employees, but failure to achieve balance results increasing frustration, anxiety and tiredness.

Above mentioned problem statement was considered the following research questions

- What initiatives are taken by organizations to balance work-life of employees to control turnover?
- What is the impact of work environment, flexible working hour, work family support, and employee's wellbeing with employee retention in Nepalese IT industry.
- What measures can be recommended to manage work-life balance of employees?

1.3 Research Objectives

- To assess the factor determined on work life balance to Nepalese IT industry
- To examine the initiation of employees on the level of work environment, flexible working hour, work family support, and employees well being with employee retention in Nepalese IT industry.
- To examine the impact of work environment, flexible working hour, work family support, and employee's wellbeing with employee retention in Nepalese IT industry.

1.4 Hypotheses of the Study

In order to fulfill the objective of the study, the following hypotheses are formulated: Chair et. al. (2019) shows work environment has a positive effect on the employee turnover intention of 4-star Hotels in Padang City. Then it can be said that the better the non-physical and physical work environment that is felt by the individual, the better it will be the more comfortable the employee works so that turnover intention is also getting better which means there is a decrease in turnover rate. This means that the work environment has a significant effect on the turnover intention of 4-star hotel employees in the city of Padang, because a bad working environment will increase the desire of employees to leave. Hence, the hypothesis was formed.

H1: There is significant impact of work environment on employee retention.

Adebayo and Idowu (2020) findings of the study in hypothesis one concluded that flexible working hours had a positive significant impact on employee retention. Working flexibly guarantees that employees will have enough time for office activities and also with home duties, therefore helping employees to improve their performance. So following hypothesis was formed.

H2: There is significant impact of flexible working hour on employee retention.

Siu et al. (2010) shows people who receives more support form instrumentation and family members will provide more effort to work. For example, they can gain guidance and advice on issue of work in the family will achieve objective of work. Knowing the situation they may feel more inspired to their work. (Siu et al., 2010) indication to provide support for such issues as they gain support from family shows significant and positive relation to employee engagement.

H3: There is significant impact of family support on employee retention.

(Khademi, 2014), employee wellbeing shows positive impact on organizational performance which include security, happiness, job satisfaction and motivation. Furthermore, (Laddha, 2012) advocated that employee welfare facilities enable workers to live a richer and more satisfactory life. After employees have been hired, trained and remunerated they need to be retained and maintained to serve the

organization better. In addition, (Shrinivas, 2013) found that there are several facilities of welfare like working environment, medical, canteen, safety measures provided by organization for employee's wellbeing. Hence, the hypothesis was formed:

H4: There is significant impact of employees well being on employee retention.

1.5 Significance of the Study

This study aims to examine the impact of balance in work life on employee's retention in Nepalese IT Industry using an efficient statistical tool. Most of the studies in this subject matter have been conducted in developing countries like Nepal. However, such things is limited in developed countries. This research will contribute to resolve the problem stated which in turn will be very useful. This research helps different IT industry to reassess their strategies to cope to get more information about determinants that have impact on the employee's retention of IT industry and also help to select appropriate techniques suited to maintain a sustainable position of the company that could last for many more years to come. This study was undertaken to advance the awareness in various human resource management issues within County Government which will provide greater efficiency to the institution. Understanding these issues and how they affect the conduct of the institution can further the human resource management processes proactive and advantageous. Among the human resources issues to be addressed in this study are the determinants of employee retention which include; compensation/remuneration, managerial support, working conditions/environment, flexible working hour etc.

1.6 Definition of Terms

Work Environment

Jain and Kaur (2014) stated that work environment involves all the physical, psychological and social aspects which act and react on the body and mind of an employee. Work environment consist of various psycho social, physical aspects and enterprises surroundings of work but it may not focus on individual employee and the task provided to them. Based on the definition of work environment, it can be broken down in different work environment attributes like work pressure, creativity, fairness,

recognition, co-worker relation, communication, stress, supervisor relation, control over work, flexible working, performance appraisal, supervision, job security, work itself, organization reputation, policies, working conditions, responsibility toward job, and administration, etc. The different attributes of work environment can have influence on retention of employee. This leads to organizations that enables better working environment that is maintained to influence employees so that they can work instead of leaving. The attributes can therefore be selected and used to measure the construct.

Flexible Working Hour

Flexible working hour means giving employees flexibility on how long, where and when they work. Employees access flexible working through human resources policies, which usually require supervisory approval. Flexibility of scheduling has a positive relationship with the job satisfaction. Alternative work schedule and compressed work-week are positively related to job satisfaction and it is mostly applicable among bank employees (Muhammadi & Qaiser, 2009). There is a wide variety of work-life balance initiatives for employees being incorporated by organizations which include flexible work hours, job sharing, parental leave on-site child care facility and telecommuting (Hartel, Fujimoto, Strybosch, & Fitzpatrick, 2007). In absence of work-life balance, employees' dissatisfaction increases. (McNall, Masuda, & Nicklin, 2009) found that greater the flexible work arrangements, higher would be the employee. non-work support and work flexibility programs lead to more satisfaction toward job, commitment and well being which lower turnover rates. Flexibility enables the employees to connect their occupational and un-occupational world together, and work needs can be dealt favorably (Lewis, Gambles, & Rapoport, 2007).

Family Support

Grover and Crooker (1995) found that those whose employers offered family responsive benefits (e.g., flexible schedules, child-care information service) were more committed to their organization and were less likely to be thinking about looking for a new job, regardless of whether they actually used the benefit. Family support come from parents, partner, children, siblings, spouse etc. As the nature of

different professional demands of employee with his/her family demand that may change also in some cases, employee family member helps to lower their life issues. Study suggest that support from employee family leads to satisfaction of employee in work also their psychological and physical well being which solve the issue between work and non work life of employees (Chavan et al., 2021). If employee find family pressure in place of support, the employee may not do well in their family and provide full concentration in their job. Family support is an important to reduce stress in job, which consequences well being of employee.

Employee Wellbeing

Welfare is reward which comes indirectly and is given to employee of the organization. Wellbeing includes everything done for the comfort and improvement of employees apart from wages. Those includes monitoring of working conditions, infrastructure for health insurance, accidental and unemployment benefits for workers and their families, education for children and post-retirement benefits. According to (Munene & Okibo, 2012), provision of welfare services enables workers to live satisfactory life and contributes to the productivity of labor, efficiency of the organization and helps to maintain industrial peace.

Employee Retention

Employee retention is the level of contentment a employee tasks related with their task. The task based with the employee perception toward satisfaction. (Sowmya & Panchanatham, 2011) concluded that employee retention put spotlight on the feelings that an individual perceives about his/her job. The individuals who show high satisfaction in their jobs are likely to be more productive, have higher involvement and fewer chances to resign than job. Employee job satisfaction is pleasure that an employee derives from his/her job.

Employee retention is evenly crucial for the employees and success of the enterprise. It is hard for the workers to maintain equilibrium between work and personal commitments due to inflexible working hours, high demanding jobs, work stress and sophisticated technology (Nadeem & Abbas, 2009).

According to (Malik, et al., 2018), the level of employee retention increases when employees are satisfied with their work, and they feel motivated. Employee retention is the attitude of worker toward his job, rewards which he gets, social, organizational and physical characteristics of the environment in which she/he performs the task.

1.7 Limitations of the Study

The major limitations of the study are as follow:

- This study covers the IT industry of Kathmandu valley and evaluate the employee retention by work life balance of Nepalese IT industry.
- This study is primarily based on primary data only. Therefore, the reliability of conclusion of the study totally depends upon the accuracy of the information provided by the respondent.
- The study excluded the non-linearity assumptions as the study assumed of linear relationship between dependent and independent variables.

1.8 Organization of the Study

The study has been divided into five different chapters in total. The details about it are as follows:

Chapter I Consists of introduction which includes background of the study, statement of the problem, main objectives of carrying out the study, significance of the study, research hypothesis, definitions of variable and limitations of the study.

Chapter II Consists of literature review which includes review of the materials related to the study, conceptual framework and research gap.

Chapter III Includes research methodology which focuses on research plan and design, description of sample size and total number of populations, major sources of data, data collection process and major instruments, reliability and validity of the data, detail about data analysis tools and methods used for analysis.

Chapter IV Deals with data analysis and presentation which contains detail explanation about the data obtained from the study. It further includes charts, graphs, detail analysis of the data and findings from the data.

Chapter V Consist of conclusion of the study and summary of the major findings from the research. This chapter also includes recommendations arrived from the data analysis and scope for future research.

CHAPTER II

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Literature" means the published or unpublished, printed or audio visual, books or reports and other relevant materials that is consulted by researchers to understand and investigate research problem. Review is the process of locating (to find out), obtaining (to receive), reading (to store in mind) , and evaluating (critically examine) the research literature in the area of researcher's interest. Thus, literature review include various works and different types of findings done by different person.

The review is made of the welfare policies, flexible working hour, managerial support, leave arrangement on employee retention in an IT industry, taken from the different literature.

2.1 Conceptual Review

Chemirmir, Musebe and Nassiuma (2017) identified the findings in the study which indicate there is statistical relationship between work life balance and employee turnover. The findings of the study conclude different employee program conflict with work schedules and employee turnover. Work life balance always create benefits with universally applicable and change in perception of the organization and is supportive of employee needs. Employee involvement leads to business success and is achieved when organizations and employee value each other. Work life balance is important for employee well being, organizations' performance and for society. In every situation family and work are the vital of everyone. Different competing demand of can create conflict which affect the wellbeing of employee. Work environment flexibility helps employees to improve their flexibility and empowerment. Work life balance involvement improve the workers in coordinating and integrating the work and other different areas of their lives.

Garg and Yajurvedi (2016). found that in Noida 200 employees was drawn as sample from IT Industry. Structured questionnaire was prepared and data was collected. The study indicated that the work-life balance practices have direct impact on employee's retention and it improves organizational performance. Work life balance is an important concept. Employee wants to maintain balance between their family and

work life so that they can lead a balanced in their life. Nowadays employees want the companies that provide different attractive and exclusive policies on balance in work life. Most of organization adopt balance in work life practices to attract more qualified people to lower conflict in work life between employees to improve performance of company. The study determines impact of balance in work life practices on employee retention to improve performance of organization. For organization goals to be achieved through the people employed, Work life balance is an important factor to achieve organizational goals from the employees. As it indicate every company should enhance practices to improve performance of organizational with proper improved social exchange processes, improved productivity, increased cost savings and reduced turnover. Convenience sampling method was used to collect the sample.

Everyone make work as an important factor in their life; it leads to achievement, recognition and is a mean of earning to fulfill family needs and wants. As the world is changing with improvement of new technology, many women are starting and focusing the workforce, resulting in dual-earner families and above all a clash in work and their personal life. Balancing their professional life and personal life, is a growing concern for both employer and employee. People are introducing various ideas in order to retain the efficient workforce. The initiatives are in the form of benefits, and policies, programmers which helps to create a better balance between the work and family life. Work life initiatives can directly deal with a wide range of problems including childcare, eldercare, flexi schedules, parental and maternity leave, employee assistance programmers, seminars, workshops and so on.

Work life balance defined in 1986 (Das & Khushwah, 2015), and it was most talked in the early 1990s because of Juliet Schor's book "The Overworked American: The Unexpected Decline of Leisure", that indicated contemporary employment was formed and formed more demands on people which was a real decline in leisure (Lewis, Gambles & Rapoport, 2007). Work life balance practices are mostly institutionalized, and structural as well as different important work which enable employee to manage effectively in world with more conflict in family and work. Some of the structured policies are maternity benefits and discretionary policies. Employee involvement programmers in conflict and counseling included in work life

practices (Perry-Smith & Blum, 2000). most of it is classified under different policies, services and benefits. Policies include formal and informal ways.

It is dynamic aspect as it was not a structured but formal and informal process. It was based on individual by nature, as there are various common problems in different types of employee. The life component of WLB includes friends and family. It is not just a issue of people with family. A person does not live with work alone but also for them self, their family and friends. Leisure and social interaction are most concern and important as their family and career. An understanding manager should continuously focus around with the different priorities and needs of the four domains of family and work life. WLB initiatives is taken as a important means of helping every person that demands of work with their private lives including family status. Work-life balance is a certain area of human resource management which receive more attraction from policy makers, organizations, management and employees.

A survey conducted by Harvard University scholars among 600 CEOs showed that during the time of pandemic, the major concern of CEO was to keep their employees motivated. Maintaining staff productivity and enthusiasm when coping with concern of COVID-19 and keeping people involved, linked, and Optimistic in the right proportions while they are dealing with too many conflicting personal, career, fitness, and family issues have been major challenges faced (Newaz & Zaman, 2012).

There were no gender gaps in self-rated work efficiency and job satisfaction prior to the Covid-19 pandemic, according to the findings. Women, on the other hand, showed lower work efficiency and job satisfaction during the lockdown than men. Many regions which face several cycles of lockout due to the severity of the Covid-19 pandemic, and many employers have either implemented or will implement long-term work-from-home policies. According to the results, long-term occupational shifts can have a negative impact on women's perceived success and employment satisfaction in dual-career families (Newaz & Zaman, 2012).

Mungania, Waiganjo, and Kihoro., (2016) analyzed the conflict resolution techniques in improving management student relations in learning institutions in Kenya. It was focus to identify the impact of flexible work arrangement, well being practices, responsibilities toward family and impact of conflict of work life on performance. The

research include both quantitative and qualitative research method. The population was identified with 36,212 employees from 43 commercial banks in Kenya where 380 respondents was taken as sample. Stratified simple random sampling was used to select sample. Questionnaire was prepared and collection of data was completed. The findings identified that wellness programs, flexible work arrangements, family responsibility concerns strongly related with performance of banking industry. The findings shows the organization which support balance in work life of employees leads to better performance of employee. Also it concluded conflict in work life negatively impact performance that indicate there work life conflict and performance shows negative relationship.

Nielson et. al. (2020) investigated the impact of alternative work schedules in improving the employee retention. In recent it shows many cities are implementing different schedule of work, including lower cost for transportation to their employee. Even though most of organizations provide different schedules. The study focus to eliminate the gap of understanding by giving facts of study on human resources of 151 cities and populations with more than 25,000 in relation with experience of employee also including benefits of alternative schedule for employee. More than half of the survey indicated offers a alternative work schedule. Thus, the result showed that employees benefited by the organizations which offered alternative work schedules.

Most of organization face demands to raise efficiency and becoming more effective to customers and employees. People are increasingly making employment decisions on how effective their current and potential workplace can support balance between family and work life (Newaz & Zaman, 2012). According to (Muhammadi & Qaiser, 2009), employees in the banking sector work more than 48 hours which makes it impossible for people to keep balance between work and family issues. Work life balance is linked with low stress, more satisfaction in job and reduced labor turnover and increased performance (Rathi & Barath, 2013).

Shujat, Cheema and Bhutto (2011) found a positive relation of work life balance on employee retention. Nowadays employees are more focused in jobs as compared to past. The work hours, pressure of work, more demand of jobs, use of sophisticated

technology create more difficult to people for making balance of work and job expectation.

Maxwell (2005) indicated work life balance as working environment even though of age, race or gender to combine work with their other responsibilities or aspirations. The key challenge is for career employee to manage traditional roles of housewives and their career. Women faces great pressure to work and to prove themself in the workplace. As global economy has undergone in financial and economic crisis, work-life balance remains a central issue for employed parents (Blair-Loy, Amy, & Jerry, 2011).

According to Kumari and Tatareddy (2014) each factor of WLB is a salient factor of employee retention and is alarming gap between the male and female respondents with satisfaction toward job. In considering there is impact of balance in work life on employee retention, and core issues at central is of human resource. As is indication of how happy people are with the work and job they get. The working activities is identified as direct pressure, deadline of constant, changing demographics, use in different technology and the virtual workplace. Pressures from an increasingly competitive work environment are forming considerable stress for women employee who tries to cope with different responsibilities.

According to Rani, Kamalanabhan and Selvarani (2011) there is positive relationship between balance in work life and work recognition and negative relationship with work recognition, it also shows relationship of subordinate & supervisor and task given in work. The study is mostly significance for the private sector. This could provide a view into relationship that include between work life balances and employee retention with women employees. Similarly, (Yadav & Dabhade, 2013) found that work life balance and employee retention share significant positive relationship.

Ideally, an effective management of work-life balance practices reduces negative outcomes associated with multiple-role conflict, stress and job dissatisfaction. According to (Marcinkus, Whelan-Berry, & Gordon, 2007), support for women in work is positive relation with career accomplishment, job satisfaction and

organizational commitment. Work life balance indicate to bring peace work life and orderliness in organization and enhance better job performance.

According to Pocock, Skinner and Williams (2007) it was found that employee's decision to include time that is given responsibility will be determined by effort used over the other. Many people focus on work, that may create conflict within family responsibility. Most of enterprise create work schedules that are more flexible which leads to parents can provide care for family as they can focus on completing task given during time period. (Halpern, 2005).

This study attempts to explore different demand related to work and family responsibilities that increased relevance for employees in organization in recent years. Customer satisfaction and services are most important job which evoked changes which consequently brought changes in works (Korir, William, & Adam, 2015). Likewise, enterprise implement different work life balance initiative that helps employees to good balance in their responsibilities.

According to Hartel et. al. (2007), there are several friendly to their family policies which are flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, on-site child care facility for supporting employees. Similarly, (Burke, 2002) identified that every working person focus on working in organizations that focus on work life balance policies. When job do not focus on women to care their family, that can leads depressed, disappointed and discourage. So, there is a need of proper work life balance for women.

It further leads to find causes of improper balance gender, demographics, level of the hierarchy in organizational level, welfare policies, growth pattern, and family. It also focuses on tasks related with managing work and family life of women employees. Likewise, it helps policymakers and stakeholders to set and design proper work life balance among employees that aids in retaining employees and improving the employee retention. Moreover, this study is fruitful for academicians who might use this as a reference material for future research on similar topic. Likewise, this study is fruitful for banking and non-banking institution to learn about the perception of respondent regarding the work life balance practices. In addition, this study will guide

the management team of banking institution and it ultimately helps to increase the employee retention and overall organizational performance.

There is a rise in changes in work and employee in few years which lead to increasing concern to know imitation and relation between employee, and workplace of an organization (Hayman, 2005). As there is an increase in women's involvement in workforce and dual career couples are increasing. One of the main issues in balance in work life is due to change in different technology. Working hours with family friendly environment in report of working with flexible like showing more effort for families, as different working for business indicated the women are main cause and is the primary careers in our society which results face the various issues while reconciling the responsibility of caring with expectations and demand of work for full time (Vanitha, 2011) in the article A study on Work Life Balance of IT employees through Emotional Intelligence which indicated with reference to Indian context which determined effort of their work and employee personal life responsibility focused more and not ignored. Increasing rating of employee behaviors may be related with emotional intelligence which identifies impulse control, social responsibility and empathy. (Vanitha, 2011) with reference to IT, education and banking sector state with involvement of women employees in different organizations. Which indicate women must understand their roles to their work, family and society with more pressures in different situations.

There is always an impact on these influences in issues related with family and workplace reach to unthinkable results. Different articles related with balance in work life a primitive channel source with different work culture in organization in IT of India identified different work activities in IT industry. The employee with different levels leads to different problems in company policy and their commitment. (Panisoara & Serban, 2013) determine the impact of marital status on balance in work life that start organizations to create different strategies that can motivate the employee in organization. It concluded that there is no significant impact of balance in work related with different categories like married without kids, married with children under 18, married with children over 18, unmarried, (Wheatley, 2012) identified problems to women employees gaining balance in work life which is rising to different work cultures. The overlap between work and family increase issue of distributing time. In

other employees with travel to work, problems to get comfort to facility of parking increasing conflict in the organization that leads to balance of work stress. (Desai, et al., 2011) determined the women who work from home shows low stress where they can adjust more satisfy with work. (Doherty, 2004) shows balance in working life influence for women in the hospitality industry indicate problem to reach in managerial roles. It identified different managerial roles called for long working hours. The challenges that were presented gender bias, social cultural norms, insufficient time of a patriarchal Islamic society.

Work environment and employee retention

The study that were based in Pakistan related with work environment and employee retention, (Kanwal & Majid, 2013) indicated retention management in banking system of Multan in Pakistan, presented, working for more time and poor communication in the work place between employees and employer shows significant impact on employee retention. (Gangwani & Dubey, 2016) identified influence of work environment to improve employee retention in India. The study used regression analysis which conclude with the findings of positive relationship between work environment and employee retention. (Ahmada, et al., 2015) identified performance of employees shows significantly impact on retention of employees in the banking sector of Pakistan. It recommended, effective working period of time and more relevant environment for work should be established by organization to retain employees. (Tansuria & Nelwan, 2018) identified the employee engagement, social support, organizational culture, performance management and work environment significantly impact the retention of employees at the university in East Indonesia. In this study purposive sampling was used and doesnot represent every Indonesian population working in different institutions as it is non-probability sampling. To ignore different weakness of non-probability sampling like in this study, the study focused to use the simple random sampling and stratified sampling. The result was considered to be more reliable using these sampling techniques which was based on most effective to select the representative sample from the population. (Patel & Patel, 2014) indicated work environment is significantly related to employee retention. (Nasir & Mahmood, 2016) shows determinants of employee retention in Pakistan and defended that balance in work life, work environment, recognition, supervisor support

and job satisfaction are significantly correlated with employee retention. (Roy, 2018) organized a study of different bank in India, shows significant relationship between balance in work life and employee retention. (Malik, et al., 2018) indicated supervisor support and employee support shows significant relationship with employee retention. (Imna & Hassan, 2015) indicated insignificant impact of performance on employee retention. These types of studies shows different types of indication of work environment which influence employee retention.

Flexible Working Hour and Employee Retentions

Nakata (2017) indicated the effect of employee retention with relationship between working hours and depressive symptom. Non-shift day workers with 2,375 full-time were surveyed using a self-administered questionnaire. The study variables were working hours, job satisfaction, DS and covariates. Risk of DS by job satisfaction, working hours and both related was determined by multi variable logistic regression analysis. The result showed different comparison between respondent working 6–8 hrs./day, those working 12+ hrs./day shows significantly higher odds of DS 1.49, where respondent with low satisfaction, as compared to high satisfaction, had increased odds of DS 1.81. The study concluded that depressive symptoms and dissatisfaction are prevalent on workers working longer hours.

Mungania, Waiganjo and Kihoro (2016) analyzed the conflict resolution techniques in improving management student relations in learning institutions in Kenya. the study concluded and the findings shows the impact of well ness programs, family responsibilities, arrangement of flexible work and influence of conflict on performance in different bank of Kenya. It follows survey research design with both qualitative and quantitative research. The population for the survey was 36,212 employees of 43 Kenya banks And the sample size was with 380 participant. Stratified simple random sampling was used in sampling method. Questionnaire was prepared and data was collected with following objective of the study. The study conclude which showed family responsibility concerns, wellness programs, flexible work arrangements were more strongly related to performance. The findings shows institutions which support their employees in work life balance practices will leads to better performance. It also shows with the study conclusion that work life conflict

negatively influenced performance which indicate negative relationship between conflict in work life and performance in IT industry.

Nielson et. al. (2020) investigated the impact of alternative work schedules in improving the level of job satisfaction. Now days many organization in different cities are following different contemplating and implementing alternative work schedules, directly related with compressed workweeks, to lower the cost of energy in the organization also to lower transportation and fuel costs for those who are working in the organization. As different enterprise offer more different schedules for work, there is less research on benefits and drawbacks of different schedules. It focus to complete unwanted gap to know by leading the conclusion from different human resources survey in 151 U.S. cities which contains populations exceeding 25,000 with the experience with the benefits and drawbacks of different other work schedules. More than half (56.3%) of report surveyed which provide different schedule for their work. Thus, the result showed that employees benefited by the organizations which offered alternative work schedules.

Work family support and employee retention

In every family it occur conflict when an unhealthy balance exist that concern a person to work pressure with more needs and wants of their family. There is increase in work family conflict which may rise when different situations at work place are brought into employee family life which may create problems and affect work performance. (Allen, 2001), greater amount of affection in family and commitment which create positive relationship between job satisfaction and work-family conflict. Similarly, (Carlson, Grzywacz, & Kacmar, 2010) presented negative relationship between families with conflict in work with job satisfaction.

Konrad and Mangel (2000) implementing work life balance may leads to increase in job satisfaction policies by lowering conflict in family and work. Noways organizations focusing by creating different programs which help employee to manage conflict by allocating different plans and procedure for lowering the increasing conflicts and. Similarly, (Lakshmi & Gopinath., 2013) identified women with lower work and family problems were highly able to leads to work-life balance

than those who have more issues. When different conflict increases, level in their job satisfaction decreases (Boles, Howard, & Donofrio, 2001).

Work family conflict shows significant impact in organizational different results like job stress, organizational commitment and turnover intention service recovery performance (Choi & Kim, 2012). According to (Sikander, Mujtaba, & Afza, 2012), work family conflict reduces satisfaction in work including mental and physical well being and problem of employee health. (Nadeem & Abbas, 2009) shows negative relationship of work and family interference, family and work interference, work load and stress with job satisfaction.

Almeida and Perera (2015) examined the welfare facilities impact on satisfaction of job for non-managerial employees in garment in Sri Lanka. In this study data were randomly selected and the number of data was 138 respondent form garment industry in Sri Lanka. Questionnaire was prepared and distributed, related with welfare facilities and job satisfaction. Regression and correlation analysis were use to analyze the collected data. The findings shows welfare facilities positively significant with satisfaction toward job of garment companies in Sri Lanka. The findings also present there was a strong positive relationship between welfare facilities and employee retention.

Employee well being and employee retention

Purohit, Jauswal and Muduli (2021) assessed the impact on work life balance practices in different industrial area in Pune. Primary method of data collection was done in this research. Every organizations that are running in Pune that fall under in four different sectors manufacturing, educational, banking and information technology sector. In sampling method stratified random sampling was used to collect data from two organization in every sector. So 30 will be the sample size. A questionnaire was prepared to collect data. Thus, result showed that welfare amenities hold a great significance in the Banking Industry. The findings also indicated that current welfare amenities and practices positively impacts on the employee's satisfaction level in select nationalized banks of Pune.

Sharma and Khanna (2014) investigated the level of employee retention among public sector bank employees in district Hamirpur. Every people who works in banking

located in district Hamirpur of Himachal Pradesh was population for the study. In Hamirpur there are 107 branches of different bank and this is the population for the study. the research tries to gain the view into level of satisfaction in employee of bank. The conclusion shows the different variables like employee's relationship, promotional strategies, salary of employees, performance appraisal system, with management and employees, work burden, training and development program and working hours are determined as factors for improving job satisfaction of bank. The findings also indicated that increase in level of these factors improves overall employee retention.

2.2 Empirical Reviews of work life balance and employee retention

Now days there is more negative stress which impact in the work environment. A scholar on management of stress, researched and conclude that stress impact the productivity and balance in work life is a combination of between different life of employee, It indicate if there is positive as well as negative impact that can be linked with either balance or imbalance which impact society. The problem of balance in work life may impact the society and organization may shows program related with work life to present the problems that are increased by the employees (Roberts, 2005). There can be different time in change in organization, where corporate culture which may be in different times of change in organization, corporate culture becomes more useful. Many employee may take advantage from balance in work life where they provide 20% to work for 5 years. Balance in work life is a concern for both man and women.

In past years the workplace is changing for employee which increased concern to know the limitation and interaction between employee, (Hayman 2005). Now days more women are focusing on joining to work dual career couple is increasing rapidly. Different concern is increasing related with balance in work life. There is always issue in balance in work life with improve in technolog. When there is better working hour for employee with family friendly that is flexible working with family and business indicated with women with primary career in their society and may create difference in reconciling their responsibility with increase in need, demand and expectation while working.

(Vanitha, 2011) indicated work life balance in IT organization where employee may face emotional intelligence in Indian context determined the degree in personal and work life are given importance and neither neglected. The behaviors are linked with the emotional intelligence which determine the responsibility toward society, impulse control, and empathy. (Vanitha, 2011) studied family and work conflict in women who want to work in India in Education, Banking and IT Sector determined the involvement of women employees in different types of organizations differ the importance to service that argued in India. In every situation women plays many roles in family, work and society with more pressure from different person. There is always not proper balanced in support and co-ordination in both work and family conflicts and it directly influence between them. There is always impact in influences between family and work issue and create undefined undesirable consequences.

As the new organization is establishing they are leading to increase in demand with more increase in efficiency and leading to more responsive between the employee and customers. Now days job seekers are creating employment decision on how their work environment will support balance in between their life and occupation (Newaz & Zaman, 2012). According to (Muhammadi & Qaiser, 2009), employees in the banking sector work daily with more than 48 hours which create issue for employee and make balance different family and job issue. Balance in work life is linked with lowering stress level and creating job satisfaction more effective and lower labor turnover which may increase the employee performance (Rathi & Barath, 2013).

There is increase in involvement of employee in job as compare to past. As their working hours with pressure, and increase in job demand and use of technology are creating problem to employees to create balance in work and job commitment. Similarly, (Shujat, Cheema, & Bhutto, 2011) found a positive relationship between balance in work life programs on employee retention.

Maxwell (2005) determined work life balance as managing working activities despite of different gender, age and race to combine work with their other responsibilities or aspirations. The key challenge is for career employee to manage their previous activities in kitchen and their jobs. As women working is increasing they feel more pressure while working and show their quality in work. As the economic condition of

world is going in different economic and financial crisis, work-life balance remains a central issue for employed parents (Blair-Loy, Amy, & Jerry, 2011).

According to Kumari and Tatareddy (2014) each factor of WLB is most influencing factor for employee retention and it shows alarming difference between the male and female participant with satisfaction in their job. In considering there is impact of balance in work life on employee retention, core issues at central is of development of human resource. As it present to show how much employee are satisfy with their job and working environment. Today's working activities are mentioned as so much pressure demographic changes, constant deadlines, use of changing technology and virtual workplace. Pressures from an increasingly competitive work environment are increasing more stresses to women who work to cope with different responsibilities.

The study is mostly significance for the private sector. This could provide view in relationship between balances in work life and employee retention for working women. (Rani, Kamalanabhan, & Selvarani, 2011) found a positive relationship between balance in work life and also negative relationship to work recognition, it also shows relationship with employees & supervisor and different work activities. Similarly, (Yadav & Dabhade, 2013) found that work life balance and employee retention share significant positive relationship.

Ideally, an effective management of work-life balance practices reduces negative outcomes associated with multiple-role conflict, stress and job dissatisfaction. According to (Marcinkus, Whelan-Berry, & Gordon, 2007), suggest there is impact of women work-based support is positively related with satisfaction toward job, commitment in organization and career accomplishment. WLB tries to create positive work between employees and improve performance toward job. (Pocock, Skinner, & Williams, 2007) found that employee's decision toward time to implement in roles were provided is shown from the amount of effort implemented. Most of employee a focused as compared to other which create conflict in family. In workplace if there is proper working schedule that will allow parent to provide care to their own family also they meet their job accomplishment. (Halpern, 2005).

This study attempts to explore different demand between family and work responsibilities which increased toward customers effectiveness to employees in

different banks in recent years. Satisfaction and service being the main work in the banking sector which changes and bring different work setups (Korir, William, & Adam, 2015). Likewise, business focus on bringing different work life balance that helps employees to make more effective balance their responsibilities.

According to Hartel et. al. (2007) there are several policies related with family friendly that are part-time work, flexible working hours, compressed work weeks, job sharing, telecommuting, parental leave, child care policy for supporting employees. Similarly, (Burke, 2002) identified that male and female focus to work in work life balance organization. As work may not support women to focus on their family, that may leads depressed, discourage and disappointed. So, there is a need of proper work life balance for women.

The research further concentrate to determine the causes and consequences of discrimination between gender, age, demographics, organizational level, welfare policies and family. It also focuses on problems related with different professional and personal life of women employees. Likewise, this reserch helps policymakers and stakeholders to set and design proper work life balance among employees that aids in retaining employees and improving the employee retention. Moreover, this study is fruitful for academicians who might use this as a reference material for future research on similar topic. Likewise, this study is fruitful for banking and non-banking institution to learn about the perception of respondent regarding the work life balance practices. In addition, this study will guide the management team of banking institution and it ultimately helps to increases the employee retention and overall organizational performance.

In last decades there is increasing change in organization and employees demographic which point out the concern to know the limitation between employee and their family life (Hayman, 2005). In many organization women are joining rapidly with increase in dual career couple. As there is problem rising toward balance in work life due to improve in technology. More family flexible working while focusing toward their families and for ornagization, women still focus on primary career and create major diffeernce in their career work and responsibility with the need and expectations of working full time.

Panisoara and Serban (2013) identified impact of marital status on work life balance so that the business can implement different encouragement strategies and policies. It conclude there is no significant impact of work balance that leads to different factors of employees profile of marital status with children or without children. (Wheatley, 2012) indicated problems to female employees leading balance in work life is presence of work-group cultures. There is always over-lap between working and non-working which create issue in distributing time period. Between others moving in different place rise in issues with getting space to park vehicle which may found to be a most rising problems leads to stress in work life. Desai et al (2011) identified women working from home create less stress and perform more effectively and more satisfied with their career.

2.3 Summary

Hyman et. al. (2003) indicated employees think that working activities in their personal lives which may create problem in their health. Balance in work family is an important factor to leads to better social support with better contribution in their performance and in family life. As they gets respect from employees as they treat with individual uniqueness and better character and treats differently with proper trust and commitment. Moreover, when they were treated fairly in organizations with proper improvement in relationships with business.

As there are many organization working in balance work life for employees as it is an important part which employee concentrate to be satisfied. American society of training & development stated Work-Life Balance (WLB) is degree to which employee of working business may satisfy wants and needs from different experience in organizations. It aimed to created better human work environment with employees work together and fulfill the objective of the organization. Balance in work life is mean by managing different activitiesbetween paid work and other activities that are critical in employee life like society, family different society work and so on.

As it shows clear sign related with cited literature compared to work life balance is an important concept which is being thinking as an important factor for engagement of employee as well as retention. Different studies analyzed in different sectors like IT, Banking, BPOs, Academics, Airlines, Hospitals, etc. But there has been least focus

made on insurance industry. The research is based on the many different variables of work-life balance for Indian insurance employees and their impact on retention.

2.4 Research Gap

Ajith (2013) indicated in balance in work life for role prioritization of IT employees showed that employees should be able to fulfill their personal and professional commitments at the same time, because of better work-life balance policies. The study was conducted on variables like depression, temper, traveling time, work etc. With studied literature, it can be seen that there are various independent variables that affect the dependent variable i.e. the employee retention in Nepalese IT industry. Independent variables taken in the previous research are as follows: work environment, flexible working hour, family support, and employee wellbeing.

There have been many researchers conducted regarding the employee retention factors in Nepal but to the best knowledge of researchers' information, no study was found to be conducted in Nepal focusing its study in the employee retention in IT industry. Profitability, role of IT industry in the employment generates, risk and coverage management, related significant research had been done in the Nepalese IT industry. However, there are no sufficient research had been found in the employee retention especially in IT industry.

2.5 Conceptual Framework

The definition of conceptual framework is terms of measurable and observable behaviors by defining others ideas that can be analyzed in actual practices. The operational definitions of the variables used on this study have been discussed in this section, (Yadav & Dabhade, 2013).

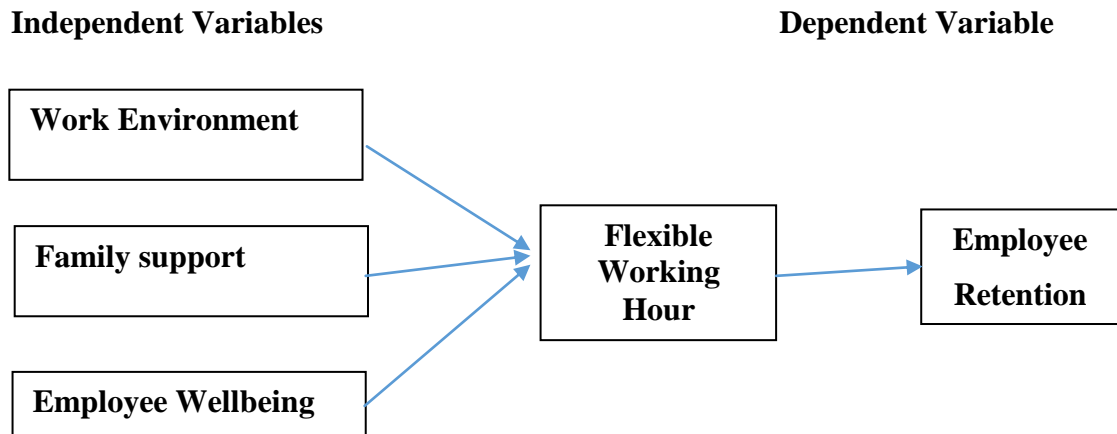


Figure 1

Conceptual Framework

Adapted from Kamau et al. (2013) and Lakshmi and Gopinath (2013)

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

Research design is a systematic action for a research project. It is a blue print that helps to formulate research. It create a formal way to researchers to lay out systematic research questions, methodology, implementation and data collection instruments. Thus, this study adopts descriptive research designs to deal with the relation of work life balance of employee's retention in Nepalese IT Company.

This study employs descriptive and explanatory research design which deal with finding different facts and determining information related with employee retention in Nepalese IT Industry. Descriptive research design describe the situation which include observation and describing the situation of variables. It work so that the fact can be accumulated as it helps to describes phenomenon which is related with the study. It involves systematic data collection method and present the collected data with clear picture of a particular situation.

3.2 Population and Sample

The study is academic research with the objectives of determining impact of different work life balance initiatives and employee retention. Collection of sample is an critical factor in the research. The target population for the study are all Nepalese IT based company's employees of Kathmandu Valley.

Because of unknown population, (Cochran, 1997) indicated when the size of population is above 50,000 then at 95 per cent confidence interval with 5 per cent margin of error, the minimum sample size for the study should be 384 as per sampling practices 384 samples respondents are planned to be incorporated from ten most reliable IT companies of Kathmandu Valley. The research was designed so that it can measure impact of different factors on employee retention in Nepalese IT Industries

For the analysis of factors affecting work life balance on employee retention in Nepalese IT Company, questionnaires are distributed to the respondents who have already worked for more than six months and 384 was be collected with different age

group. Non-probability sampling was used to collect data i.e. purposive sampling. Due to time constraints, this method is most useful method because it is the way to reach the respondents. Different question in questionnaires shown in appendix was formed and distributed to people who work in top 10 IT Company within Kathmandu city.

3.3 Data Source

For conducting thesis, the data was collected from questionnaire i.e., only primary data is the main source for the research. The required primary data was collected directly from the respondent some of whom will be entrepreneur while some were student. This was done through the distribution of the questionnaire directly through mail and social media. Respondents was guided through the questionnaire to ensure high level of accuracy in the data collection process.

3.4 Method of Data Collection

In this study, primary and secondary data were used. Primary nature data were mostly used in this study. Primary data were collected from the member who are engaged directly as well as indirectly in employee retention in Nepalese IT Company. The questionnaire was distributed by electronically i.e. google form and physically. Secondary data are those was collected from the various types of websites, journals, articles, and books etc.

This section enlightens on how data was collected to meet the purpose of study. This study has been designed which determine balance in work life and employee retention in Nepalese IT Company. Structured questionnaire has been used to collect the required information from the respondents of Nepalese IT Company in Kathmandu valley. The questionnaire has been personally developed and collected from respondent of Nepalese IT Company in Kathmandu valley.

There are altogether 384 respondents. The questionnaire has various sections with respondent's profile and next section includes multiple choice questions and statement questions related with the study.

3.5 Instrumentation

Instrumentation is the tools which is used to collect the data, measure it and analyses it with effective measures of the research. Instrumentation must helps to relate the answer with research objectives of the study. According to hypothesis and theoretical framework, primary data is collected from various small manufacturing firms. Questionnaires are prepared for the data collection. The questionnaire contains multiple choice questions, rating questions and Likert scale question. Likert scale starting 1 as strongly disagree to 5 as strongly agree. With the help Likert scale different statistical tools like mean, standard deviation, correlation and regression were formed. The questionnaire was prepared from (Kamau et. al., 2012) and (Lakshmi & Gopinath, 2013).

3.6 Validity and Reliability

Reliability shows that data are correct and further process can be performed, Validity is one of the instrument that test accurately which measures what it should show. In every evaluation, there is always two types of validity; internal and external. If it show high validity that indicate results are more real properties, characteristics, and variations. Cronbach's alpha measure the study consistency, which show whether it is closely related with the variables or not. As it consider which measure the scale of reliability. If the value is above 0.7 then the data are reliable and further study can be done. For this research, different dependent and independent variables reliability are tested. The table 2 shows that the reliability test from Cronbach's Alpha and it shows that all variables are above acceptable reliable.

Table 1

Cronbach's alpha

| S.No. | Variables | Cronbach'sAlpha |
|-------|-----------------------|-----------------|
| 1 | Work environment | 0.784 |
| 2 | Flexible working hour | 0.759 |
| 3 | Family support | 0.861 |
| 4 | Employee well being | 0.832 |
| 6 | Employee retention | 0.842 |

The Table 1 shows that calculated Cronbach's alpha for independent variables content work environment, flexible working hour, family support and employee well being and dependent variable is employee retention are 0.784, 0.759, 0.861, 0.832, and 0.842 respectively. All the value are above 0.7 which indicate data are reliable and further study can be done.

3.7 Data Analysis

The study was conducted using different statistical tools like mean, standard deviation, correlation and regression. Statistical Package for Social Science (SPSS) was used to analyze the data and to analyze and interpret the quantitative data Microsoft Excel was used. Different researchers uses this software as it is easily available. Cronbach's alpha was used to check reliability of the data as it is most commonly used to test for the between item consistency.

Model: employee retention is dependent variable and work environment, flexible working hour, family support and employee well being are independent variable.

$$ER = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where,

α = Slope

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$ = Coefficient of variables

ER= Employees Retention

X1= Work Environment

X2= Flexible working hour

X3= Family Support

X4 = Employee Welbeing

e= Standard error

CHAPTER IV

DATA ANALYSIS AND INTERPRETATION

The chapter provides detailed analysis of data and interpretation of different collected information. The data was collected from primary method of data collection. Questionnaire was distributed among the people to know the impact of work life balance initiative and employee retention in Nealese IT setor. This chapter contain detailed information provided by respondent.

4.1 Demographic Profile of Respondent

Demographic profile shows the general information of the respondent. The survey was based on information of 384 respondents. Respondent provided information about their age, marital status, family type, qualification, organization worked in, designation and monthly income.

Table 2

Distribution of Respondent based on Age

| | Frequency | Percent |
|--------------|-----------|---------|
| 25 and below | 199 | 51.80 |
| 26-35 | 76 | 19.80 |
| 36-45 | 58 | 15.10 |
| 46 and above | 51 | 13.30 |
| Total | 384 | 100.0 |

Table 2 shows the distribution of respondents based on age. Out of 384 respondents, 51.80% of respondents belong to age group 25 and below, 19.80% of respondents belong to age group 26-35, 15.10% of respondents belong to 36-45 of respondents, 13.30% of respondents belong to 46 and above. In terms of percentage 25 and below age group are higher than others age group.

Table 3

Distribution of respondent based on marital status

| | Frequency | Percent |
|---------|-----------|---------|
| Single | 257 | 66.90 |
| Married | 127 | 33.10 |
| Total | 384 | 100.0 |

Table 3 shows the distribution of respondents based on marital status. Out of 384 respondents, 257 are single and 127 are married. It shows that, single respondents are higher than married respondent. In terms of percentage there are 66.90% single respondents and 33.10% married respondents.

Table 4

Distribution of respondent based on family type

| | Frequency | Percent |
|---------|-----------|---------|
| Nuclear | 197 | 51.30 |
| Joint | 187 | 48.70 |
| Total | 384 | 100.0 |

Table 4 shows the distribution of respondents based on family type. Out of 384 respondents, 197 are of nuclear family and 187 are joint family. It shows that, nuclear family respondents are higher than joint family respondent. In terms of percentage there are 51.30% nuclear family respondents and 48.70% nuclear family respondents.

Table 5

Distribution of respondent based on highest level of school completed or the highest degree received

| | Frequency | Percent |
|--------------------------|-----------|---------|
| Intermediate or below | 155 | 40.36 |
| Bachelor's degree | 172 | 44.80 |
| Master's degree or Above | 57 | 14.84 |
| Total | 384 | 100.0 |

Table 5 shows distribution of respondent based on highest level of school completed or the highest degree received. Out of 384 respondents, highest numbers of

respondent are bachelor's degree with 44.80%. Followed by 40.36% of respondent are with intermediate or below qualification and master's degree or above with 14.84% of respondent.

Table 6

Distribution of respondent based on how many years worked in the organization

| | Frequency | Percent |
|--------------|-----------|---------|
| Below 2 | 157 | 40.90 |
| 3-5 | 154 | 40.10 |
| 6-10 | 52 | 13.50 |
| 11 and above | 21 | 5.50 |
| Total | 384 | 100.0 |

Table 6 shows distribution of respondent based on how many years worked in the organization. Out of 384 respondent, highest number of respondents are below 2 years with 40.90%. Followed by 3-5 years with 40.10% of respondent, 13.5% of respondent are 6-10 years and 5.50% of respondent are 11 and above.

Table 7

Distribution of respondent based on designation

| | Frequency | Percent |
|-----------|-----------|---------|
| Manager | 27 | 7 |
| Officer | 281 | 73.20 |
| Assistant | 76 | 19.80 |
| Total | 384 | 100.0 |

Table 7 shows distribution of respondent based on *designation*. Out of 384 respondents, highest numbers of respondent are officer with 73.20%. Followed by assistant with 19.80% of respondent, and 7% of respondent are manager

Table 8

Distribution of respondent based on monthly income

| | Frequency | Percent |
|---------------|-----------|---------|
| Below 30,000 | 54 | 14.10 |
| 30,000-45,000 | 125 | 32.50 |
| 45,000-60,000 | 146 | 38 |
| Above 60,000 | 59 | 15.40 |
| Total | 384 | 100.0 |

Table 8 shows distribution of respondent based on *monthly income*. Out of 384 respondent, 54 respondents are with monthly income of below 30,000, 125 respondent with 30,000-45,000, 146 respondent with 45,000-60,000 and 59 respondent are with monthly income of above 60,000.

4.2 Descriptive Analysis

Descriptive analysis determine standard deviation and mean of questions related with the variables. The number of responses was 384. The four independent variables as work environment, flexible working hour, family support and employee well being and employee retention as dependent variable that were used for this study which measured five-point Likert Scale where respondent rated different statements from 1 as strongly disagree 2 as disagree, 3 as neutral, 4 as agree and 5 as strongly agree.

Table 9

Descriptive Statistics of Work Environment

| | Mean | Std. Deviation |
|---|------|----------------|
| My manager inspires me to do my best work and makes me feel like part of team | 4.36 | .615 |
| My manager assigns reasonable work at fair deadline | 4.32 | .549 |
| When there are problems, my team is first to help out | 4.45 | .668 |
| My organizations takes an interest in my professional development | 4.38 | .705 |
| My organization promotes higher studies which provides career growth opportunities. | 4.48 | .654 |
| Work Environment | 4.40 | .392 |

The table 9 shows the response given by 384 respondents regarding the work environment. The customers rated the statements from 1 as strongly disagree to 5 as strongly agree. Among five statements, My organization promotes higher studies which provides career growth opportunities shows highest mean of 4.48 which indicate respondent agree with the statement. Followed by when there are problems, my team is first to help out with mean value of 4.45, my organizations takes an interest in my professional development with mean value of 4.38, my manager inspires me to do my best work and makes me feel like part of team with mean value of 4.36 and my manager assigns reasonable work at fair deadline with mean value 4.32 which indicate respondent agree with all questions that are presented. In overall averages becomes above agree with mean value 4.40.

Table 10

Descriptive Statistics of Flexible Working Hour

| | Mean | Std. Deviation |
|---|------|----------------|
| I have not experienced conflicts in schedule when it comes to family events and work. | 4.34 | .747 |
| I believe that appropriate weekly working hours reduces possibility of conflicts between my work and my relationships with my family. | 4.17 | .918 |
| After working hours, it is possible for me to manage time for my families. | 3.91 | .827 |
| My company gives us time off to attend to critical personal matters | 4.38 | .614 |
| My company allows us flexibility to start work at varying times depending upon urgency of participation in family issues. | 4.34 | .707 |
| Flexible Working Hour | 4.23 | .463 |

Table 10 shows the response given by 384 respondents regarding the flexible working hour. The customers rated the statements from 1 as strongly disagree to 5 as strongly agree. Among five statements, my company gives us time off to attend to critical personal matters shows highest mean value of 4.38. Followed by their company allows us flexibility to start work at varying times depending upon urgency of

participation in family issues with mean of 4.34, I have not experienced conflicts in schedule when it comes to family events and work shows mean value of 4.34, I believe that appropriate weekly working hours reduces possibility of conflicts between my work and my relationships with my family shows mean value of 4.17, and after working hours, which indicated respondent agree with all statement. But it is possible for me to manage time for my families with mean value of 3.91 which is just below agree indicated respondent in near agree with the statement. In overall averages becomes above agree with mean value 4.23.

Table 11

Descriptive Statistics of Work Family Support

| | Mean | Std. Deviation |
|---|------|----------------|
| Someone in my family always ask me about my work life | 4.53 | .696 |
| I feel better after discussing job related problems with my family. | 4.32 | .816 |
| When I have tough day at work, my family always try to cheer me up | 3.97 | .804 |
| Member of my family always seems to make time for me if I need to discuss my work | 4.12 | .834 |
| Member of my family often provide a different way of looking at my work related problems. | 4.26 | .745 |
| Work Family Support | 4.24 | .626 |

Table 11 shows the response given by 384 respondents regarding the family suport. The customers rated the statements from 1 as strongly disagree to 5 as strongly agree. Among five statements, due to work related duties, Someone in my family always ask me about my work life shows highest mean value of 4.53.Followed by, I feel better after discussing job related problems with my family with mean of 4.32, Member of my family often provide a different way of looking at my work related problems with mean of 4.26, Member of my family always seems to make time for me if I need to discuss my work with mean value of 4.12 which indicated respondent agree with the above statement but in statement When I have tough day at work, my family always try to cheer me up with mean value of 3.97 indicated response of this statement are near agree. In overall averages becomes near to neutral with mean value 4.24.

Table 12

Descriptive Statistics of Employee Well Being

| | Mean | Std. Deviation |
|---|------|----------------|
| My organization provides satisfactory compensation or non-monetary rewards according to the work. | 4.23 | .751 |
| My organization organized counseling programs for the employees by regularly | 3.91 | .708 |
| My supervisor understands when I talk about personal or family issues that affect my work. | 4.20 | .626 |
| I can rely on my supervisor to help me out with a work problem | 4.04 | .784 |
| My organization provided overtime allowances | 3.82 | .858 |
| Employee Well Being | 4.04 | .580 |

Table 12 shows the response given by 384 respondents regarding the Informative. The customers rated the statements from 1 as strongly disagree to 5 as strongly agree. Among five statements, my organization provides satisfactory compensation or non-monetary rewards according to the work shows highest mean value of 4.23. Followed by, my supervisor understands when I talk about personal or family issues that affect my work with mean of 4.20, I can rely on my supervisor to help me out with a work problem with mean value of 4.04 which indicate respondent agree with all above statement but in two statements, my organization organized counselling programs for the employees by regularly with mean value of 3.91 and my organization provided overtime allowances with mean value of 3.82 is just below agree so respondent almost agree with these two statement. In overall averages becomes above agree with mean value 4.04.

Table 13

Descriptive Statistics of Employee Retention

| | Mean | Std. Deviation |
|---|------|----------------|
| The organization I work for extend resources to help me with my family responsibilities | 4.12 | .610 |
| I look forward to being with the people I work with each day | 4.23 | 1.016 |
| I have received praise or recognition for doing good work | 4.05 | .930 |
| I see myself working for my current employer till I retire | 4.04 | .878 |
| I can rely on my organization to help me out with a work problem | 4.11 | .901 |
| Employee Retention | 4.11 | .687 |

Table 13 shows the response given by 384 respondents regarding the employee retention. The customers rated the statements from 1 as strongly disagree to 5 as strongly agree. Among five statements, I look forward to being with the people I work with each day shows highest mean value of 4.23 which is above agree. Followed by the organization I work for extend resources to help me with my family responsibilities with mean value of 4.12, I can rely on my organization to help me out with a work problem with mean of 4.11, I have received praise or recognition for doing good work with mean value of 4.05, and I see myself working for my current employer till I retire with mean value of 4.04 indicate all statement responses are above agree so respondent agree with the statement presented. In overall averages becomes above agree with mean value 4.11.

4.3 Correlation Analysis

Table 14

Correlation Matrix between Independent Variables and Dependent Variables

| | Employee Retention | Work Environment | Flexible Working Hour | Family Support | Employee Well being |
|-----------------------|--------------------|------------------|-----------------------|----------------|---------------------|
| Employee Retention | 1 | .480** | .344 | .858** | .757** |
| Work Environment | | 1 | .461 | .498** | .528** |
| Flexible Working Hour | | | 1 | .380 | .431** |
| Family Support | | | | 1 | .790** |
| Employee Well being | | | | | 1 |

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

Table 14 determine correlation analysis of different variables used in this study. The perfect positive correlation means that one variable moves, either up or down, the other variable moves in lockstep, in the same direction and negative correlation means that two variables moves in opposite direction and zero correlation means that there is no relationship at all.

The correlation coefficient between the work environment and employee retention is 0.480 which indicate there is a positive correlation between work environment and employee retention. P- value is 0.000 indicating that there is significant relationship between the work environment and employee retention.

The correlation coefficient between flexible working hour and employee retention is 0.344 which means that there is positive correlation between flexible working hour and employee retention. P- value is 0.000 indicating that there is significant relationship between flexible working hour and employee retention

The correlation coefficient the between family support and employee retention is 0.858 indicating that there is positive correlation between family support and employee retention. P- value is 0.000 indicating that there is significant relationship between Work family support and employee retention.

The correlation coefficient between the employee well being and employee retention is 0.757 indicating that there is positive correlation between employee well being and employee retention. P- value is 0.000 indicating that there is significant relationship between employee well being and employee retention.

4.5 Regression Analysis

Table 15

Regression Analysis of Variables

| | Unstandardized | | t | Sig. | VIF |
|-----------------------|----------------|------------|--------|------|-------|
| | Coefficients | | | | |
| | B | Std. Error | | | |
| (Constant) | -.236 | .212 | -1.113 | .266 | |
| Work Environment | .075 | .056 | 1.344 | .180 | 1.559 |
| Flexible Working Hour | -.036 | .044 | -.811 | .418 | 1.354 |
| Family Support | .752 | .046 | 16.303 | .000 | 2.726 |
| Employee Wellbeing | .242 | .052 | 4.704 | .000 | 2.917 |
| R-square 0.755 | F-value | Sig | | | |
| | 291.631 | 0.000 | | | |

The R-square is 75.5% indicating that the independent variables such work environment, flexible working hour, family support and employee well being explains employee retention by 75.5% whereas the other variables explains employee retention by 24.5%.

There are other variables that impact dependent variable are f-value and significance level; 291.631 and 0.000 respectively that show regression equation is accepted as sig=0.000<0.05 that validate the regression model. Hence, there is significant relationship between independent variables and employee retention. The model shows

significant at 1% level of significance. So multiple linear model can be used to analyze the data.

Table 15 shows that the beta value of different variables where work environment with a beta of 0.075, flexible working hour with negative beta of 0.036, family support with beta of 0.752 and employee wellbeing with beta of 0.242.

The p- value of work environment is higher than significance level that is 0.05 i.e. 0.180 so it signifies that there is no significant relationship between work environment and employee retention.

The p- value of flexible working hour is higher than significance level that is 0.05 i.e. 0.418 so it signifies that there is no significant relationship between flexible working hour and employee retention.

The p- value of family support is lower than significance level that is 0.05 i.e. 0.000 so it signifies that there is significant relationship between family support and employee retention.

The p- value of employee well being is lower than significance level that is 0.05 i.e. 0.000 so it signifies that there is significant relationship between employee well being and employee retention.

Further, the variance inflation is performed to support the validity of the regression result. As per the rule, If VIF is more than 4, it indicate further investigation and if it is more than 10 that indicate sign of serious multi-collinearity. So it may require correction or changes in variables. The result shows that VIF of every variables are lower than 4 so there is no need for changes and all the above data are valid and analysis can be carried out.

4.5 Summary of Hypothesis

The final result of hypothesis testing has been summarized and shown in the table below which has been derived after analysis of independent variables and dependent variable from regression analysis.

Table 16

Summary of Hypothesis Testing

| Hypothesis | P- Value | Remarks |
|---|----------|---------|
| H1: There is significant impact of work environment on employee retention. | 0.180 | Reject |
| H2: There is significant impact of flexible working hour on employee retention. | 0.418 | Reject |
| H3: There is significant impact of work family support on employee retention. | 0.000 | Accept |
| H4: There is significant impact of employee's wellbeing on employee retention. | 0.000 | Accept |

The final step is to test the hypothesis and analyzed using different statistical tools. It shows the relationship between dependent and independent variables. Four variables were formed to make hypothesis which determine the relationship between each hypothesis is tested on the basis of the Regression Analysis shown in Table 16. The hypothesis were shown below:

H1: There is significant impact of work environment on employee retention.

The regression analysis is significant at 0.05 significant level, as p-value is higher than alpha i.e. $0.180 > 0.05$. Hence, H1 is rejected. There is no significant relationship between work environment and employee retention.

H2: There is significant impact of flexible working hour on employee retention.

The regression analysis is significant at 0.05 significant level, as p-value is higher than alpha i.e. $0.418 > 0.05$. Hence, H2 is rejected. There is no significant relationship between flexible working hour and employee retention.

H3: There is significant impact of work family support on employee retention.

The regression analysis is significant at 0.05 significant level, as p-value is lower than alpha i.e. $0.000 < 0.05$. Hence, H3 is accepted. There is significant relationship between family support and employee retention.

H4: There is significant impact of employees well being on employee retention.

The regression analysis is significant at 0.05 significant level, as p-value is lower than alpha i.e. $0.000 < 0.05$. Hence, H4 is accepted. There is significant relationship between employee well being and employee retention.

4.6 Major Findings

The study of the study was to show impact of work life balance initiative and employee retention in Nepalese IT sector. Literature review helped to determine different dependent and independent variables. Primary data collection method was used to collect different information from respondent. Questionnaire was prepared and distributed among people. 384 responded to the questionnaire. The data was collected and analyzed by using different statistical tools in SPSS.

- Out of 384 respondents, 51.80% of respondents belong to age group 25 and below, 19.80% of respondents belong to age group 26-35, 15.10% of respondents belong to 36-45 of respondents, 13.30% of respondents belong to 46 and above.
- Out of 384 respondents, 257 are single and 127 are married. It shows that, single respondents are higher than married respondent. In terms of percentage there are 66.90% single respondents and 33.10% married respondents.
- Out of 384 respondents, 197 are of nuclear family and 187 are joint family. It shows that, nuclear family respondents are higher than joint family respondent. In terms of percentage there are 51.30% nuclear family respondents and 48.70% nuclear family respondents.
- Out of 384 respondents, highest numbers of respondent are bachelor's degree with 44.80%. Followed by 40.36% of respondent are with intermediate or below qualification and master's degree or above with 14.84% of respondent.
- Out of 384 respondent, highest number of respondents are below 2 years with 40.90%. Followed by 3-5 years with 40.10% of respondent, 13.5% of respondent are 6-10 years and 5.50% of respondent are 11 and above.

- Out of 384 respondent, highest number of respondents are below 2 years with 40.90%. Followed by 3-5 years with 40.10% of respondent, 13.5% of respondent are 6-10 years and 5.50% of respondent are 11 and above.
- Out of 384 respondent, 54 respondents are with monthly income of below 30,000, 125 respondents with 30,000-45,000, 146 respondents with 45,000-60,000 and 59 respondents are with monthly income of above 60,000.
- In overall averages of work environment becomes above agree with mean value 4.40 which shows that respondents agree that work environment is important factor.
- In overall averages of flexible working hour becomes above agree with mean value 4.23 which shows that respondents agree that flexible working hour is important factor.
- In overall averages of family support becomes near to neutral with mean value 4.24 which shows that respondents near neutral that family support is important factor.
- In overall averages of employee wellbeing becomes above agree with mean value 4.04 which shows that respondents agree that employee wellbeing is important factor.
- In overall averages of employee retention becomes above agree with mean value 4.11 which shows that respondents agree that employee retention is important factor.
- The correlation coefficient between the work environment and employee retention is 0.480 shows there is positive correlation between work environment and employee retention.
- The correlation coefficient between flexible working hour and employee retention is 0.344 which means there is positive correlation between flexible working hour and employee retention.
- The correlation coefficient the between work family support and employee retention is 0.858 which means there is positive correlation between family support and employee retention.

- The correlation coefficient between the employee well being and employee retention is 0.757 shows there is positive correlation between employee well being and employee retention.
- The R-square shows 75.5% indicating that the independent variables such work environment, flexible working hour, family support and employee well being explains employee retention by 75.5%.
- There are other variables that impact dependent variable are f-value and significance level; 291.631 and 0.000 respectively that show regression equation is accepted as $\text{sig}=0.000 < 0.05$ that validate the regression model.
- The beta value of different variables where work environment with a beta of 0.075, flexible working hour with negative beta of 0.036, family support with beta of 0.752 and employee well being with beta of 0.242.
- The p- value of work environment is higher than significance level that is 0.05 i.e. 0.180 so it signifies that there is no significant impact of work environment on employee retention.
- The p- value of flexible working hour is higher than significance level that is 0.05 i.e. 0.418 so it signifies there is no significant impact of flexible working hour on employee retention.
- The p- value of family support is lower than significance level that is 0.05 i.e. 0.000 so it signifies there is significant impact of family support on employee retention.
- The p- value of employee well being is lower than significance level that is 0.05 i.e. 0.000 so it signifies there is significant impact of employee well being on employee retention.

Data analysis determined shows VIF of every variables variables are less than 4 so that there is no need of any changes and it shows data are valid for analysis.

CHAPTER V

DISCUSSION, CONCLUSION, AND IMPLICATIONS

5.1 Discussion

This study main objective was to evaluate the factor determined on work life balance to Nepalese IT industry, to examine the initiation of employees on the level of work environment, flexible working hour, work family support, and employee's wellbeing with employee retention in Nepalese IT industry and to examine the relationship of work environment, flexible working hour, work family support, and employees well being with employee retention in Nepalese IT industry. This chapter shows the summary of statistical analysis, comparative discussion.

The result indicated that family support is one of the important factors as employee focused on work duties they are not able to manage time for their family and they must give priority to both work and as they are stressed at work which makes them irritable at home.

Employee well being shows positive significant impact on employee retention as they feel their organization gives compensation that is satisfactory or non-monetary rewards as per to their effort. Also, the organization of respondent provide counseling programs for employee regularly.

Sindhuja and Subramanian (2020) concluded with the findings shows that balance in work life has impact on employee's retention with proper improvement of employee's satisfaction toward job. In every people life work is an essential part which give a sense of identification, accomplishment and employee can earn so that they cou meet their needs. As the technology is developing many women employee and dual earner family helps to balance their personal and professional life. The study determine the effectiveness of balance in work life of bank employees and also shows impact on employee retention in banks. It also indicate many balance in work life initiatives that was implemented by the banks so that they could lower employee turnover and improve their satisfaction toward job. In this study 245 responded were selected as sample. Questionnaire was prepared and data were collected.

Agha, Azmi and Irfan (2017) identified while work interfere with employee personal life and personal life interfere with their work life shows negative relationship with job satisfaction, Both personal and work life enhancement shows positive relationship with job satisfaction. So findings are consistence with previous research. So we can conclude both personal and work life need to make balance and integrated with help of balance in work life initiatives.

Findings of the study shows there is no significant impact of work environment on employee retention which may not consistent with (Chair et. al., 2019) which shows work environment has a positive effect on the employee turnover in Padang City because this study was conducted in Nepal as the perception of employee may differ from different places.

The finding of the study reveal that there is no significant impact of flexible working hour on employee retention which is not consistent with (Adebayo & Idowu, 2020) as the hypothesis one concluded flexible working hours had a positive significant impact on employee retention. This is because of the working hour may differ from different places and the flexible working hour may be different from different organization.

The findings of the study show that there is significant impact of family support on employee retention which is consistent with (Siu et. al., 2010) shows family support to be significantly and positively related to employee engagement.

The findings show there is significant impact of employee wellbeing on employee retention which is consistent with (Khademi, 2014), which shows employee wellbeing has a positive impact on organizational performance including happiness, security, motivation and job satisfaction.

5.2 Conclusion

The study can be concluded is that work environment, flexible working hour, family support and employee well being are the major factor affecting employee retention among the working of Nepalese IT company.

Work environment, flexible working hour, family support and employee well being are positively related with the employee retention. It indicates that better the

employee well being and family support it will be better employee retention of employees of Nepalese IT based company. The study also concludes that employee retention of employees in Nepalese IT based company is satisfactory. The study reveals that employees are satisfied with the work life balance provided by the Nepalese IT based company.

Family support plays significant role in employee life as they need to focus on both family as well as their work life as someone in family always ask about their work life. The employee must provide different training which will help them to focus on their life and work as discuss their work life with their family and as they fell better after discussing job related problem with family and if they have tough day at work their family always try to cheer them up.

Result shows that there is significant impact of employee well being on employee retention which indicate that employee well being plays important role in employee retention. As they indicated supervisor understand when employee share about their family and personal issues that impact their work this shows that it will help them to make better family support and in their work life. As they can depend on supervisor to help to solve their problems. They are also satisfied as their organization are providing allowances as per their work.

Family support and employee well being was examined and shows impact on employee retention in Nepalese IT industry. As it is significant it shows initiation of employee on family support and employee well being and also describe work environment, flexible working hour, work family support and employee well being as it helps to shows whether there is impact of these variable on employee retention.

Initiatives on work life lower stress and increase employee personal and team resilience. It motivate employees to adopt with growing pressures from change in environmental in ways that are sustainable for employee well-being and improve their performance. The study concluded as it indicate balance in work life issues of employees by the organization by including importance on every ends, so they could commit toward work. Improving strong ties in workplace formally or informally, with addressing relationship issues, monetiring employees personal and family needs and managing finance, involving in initiative in community, providing support and training

groups. The results would be helpful for organization decide the formal policy that can be used, helping organization so that they could improve their productivity and effectiveness and can retain more talents.

5.3 Implications

5.3.1 Practical Implications

Findings of this study reveal there is significant impact of employee well being and family support on employee retention. Following practical implications are made for further improvement of work life balance and increase employee retention of employees of Nepalese IT company which are explained below:

- The study shows positive and significant relationship between employee well being and employee retention. So IT company willing to increase employee retention which focus more on providing better facility to employees.
- The study shows positive and significant relationship between family support and employee retention. So IT company willing to increase employee retention level as they should focus more on how employee is getting family support so they could work better.
- The study observed that majority of respondent found IT industry is labor intensive (24/7 a week) and promotes flexible working hour. Hence, IT company should focus on providing flexible working hour so that employees retention would increase on one hand and on the other balance of both work life and personal life is possible.

5.3.2 Implication for Future Research

The study can be the starting stage to investigating work life balance practices and employee retention of employees in context of Nepalese IT company. There are enough grounds to researchers for the future research are as follows:

- The study mainly considered four variables of employee retention. So, in future the study can be conducted by including other variables like leave provisions, work overload and stress at work.
- Different future studies can be done by choosing other financial institutions like commercial banks, development banks and other governmental as well as non-governmental organizational to grab wider view of relationship between work life balance dimensions and employee retention.
- Future studies may explore other constructs that relate to employee retention practices factors.
- This study is based on the survey of IT based industry inside Kathmandu valley. So that more respondents can be select for further studies which can be completed from outside.

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APPENDIX I

QUESTIONNAIRE

Myself Arjun Regmi pursuing my MBA degree at School of Management Tribhuvan University. To Complete my graduate research paper, I am doing this Research on topic “*IMPACT OF WORK-LIFE BALANCE INITIATIVE ON EMPLOYEE RETENTION IN NEPALESE IT INDUSTRY*”. In order to understand the impact of work life balance on employee retention in the Nepalese IT Industry., I request you to fill this questionnaire in your spare time. The collected questionnaire data will be analyze. The information you provided will only be used for this study and not for any other purpose and also kept confidential. Your response is considered important fo the research, Thank you for your support.

1.What is your age?

- 25 and below
- 26 to 35
- 36 to 45
- 46 and above

2. What is your marital status?

- Single
- Married

3. What is your family type?

- Joint
- Nuclear

4. What is the highest level of school you have completed or the highest degree you have received?

- Intermediate or Below
- Bachelor's degree
- Master's degree or above

5.How many years have you worked in the organization?

- Below 2
- 3-5
- 6-10
- 11 and above

6.What is your designation?

- Manager
- Officer
- Assistant

7.What is your monthly income?

- Below 30000
- 30000-45000
- 45000-60000
- Above 60000

Read following each statement carefully and indicate how much you agree and disagree with the statements. (Tick on appropriate box)

8. Work Environment

| Statements | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| My manager inspires me to do my best work and makes me feel like part of team | | | | | |
| My manager assigns reasonable work at fair deadline | | | | | |
| When there are problems, my team is first to help out | | | | | |
| My organizations takes an interest in my professional development | | | | | |
| My organization promotes higher studies which provides career growth opportunities. | | | | | |

9. Flexible working hour

| Statements | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| I have not experienced conflicts in schedule when it comes to family events and work. | | | | | |
| I believe that appropriate weekly working hours reduces possibility of conflicts between my work and my relationships with my family. | | | | | |
| After working hours, it is possible for me to manage time for my families. | | | | | |
| My company gives us time off to attend to critical personal matters | | | | | |
| My company allows us flexibility to start work at varying times depending upon urgency of participation in family issues. | | | | | |

10. Work Family Support

| Statements | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| Someone in my family always ask me about my work life | | | | | |
| I feel better after discussing job related problems with my family. | | | | | |
| When I have tough day at work, my family always try to cheer me up | | | | | |
| Member of my family always seems to make time for me if I need to discuss my work | | | | | |
| Member of my family often provide a different way of looking at my work related problems. | | | | | |

11. Employee Wellbeing

| Statements | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| My organization provides satisfactory compensation or non-monetary rewards according to the Work. | | | | | |
| My organization organized counseling programs for the employees by regularly | | | | | |
| My supervisor understands when I talk about personal or family issues that affect my work. | | | | | |
| I can rely on my supervisor to help me out with a work problem | | | | | |
| My organization provided overtime allowances | | | | | |

12. Employee Retention

| Statements | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| The Organization I work for extend resources to help me with my family responsibilities | | | | | |
| I look forward to being with the people I work with each day | | | | | |
| I have received praise or recognition for doing good work | | | | | |
| I see myself working for my current employer till I retire | | | | | |
| I can rely on my organization to help me out with a work problem | | | | | |