

WORK LIFE BALANCE AND EMPLOYEES' INTENTION TO QUIT: MEDIATING ROLE OF JOB SATISFACTION

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ABSTRACT

The paper examines the relationship between work life balance and employees' intention to quit while testing for the mediating role of job satisfaction. Primary data based on 522 respondents from 226 organizations operating in India has been analyzed to test the stated hypotheses. Using multiple regression analysis, the findings have revealed that work life balance significantly affects employees' turnover intention. Further, job satisfaction partially mediates the relationship between work life balance and intention to quit. The implications for HR practitioners and organizations are also discussed.

Key words: Work-life balance, intention to quit, job satisfaction, India

INTRODUCTION

In today's business world, one of the most prominent challenges faced by employees is to maintain equilibrium between their career and social life, especially when, organizations expect more from them (Hughes and Bozionelos, 2005). Employers want them to be more productive and expect that they should prioritize the work over their life activities (White *et al.*, 2003). This has led to the emergence of major research issue addressed as 'work-life balance' during the last three decades (Mas-Machuca *et al.*, 2016). Viewing from different perspective, work-life balance seems fictitious from an emotional stance. Empirical evidence suggests that it is impossible to compensate family responsibilities with paid employment as per the normative assumption (Gregory *et al.*, 2013). Secondly, due to fix amount of psychological or physical resources i.e. time, money and energy, a person would not be able to manage his personal and professional life satisfactory (Koubova and Buchko, 2013).

Past evidences highlighted that synchronization in work and family domain leads to positive work attitude among employees (Stopper, 2003; Cascio, 1998), whereas a failure in balancing work and life responsibilities has created negative consequences such as higher stress level, decreased productivity, increased absenteeism, etc. (Hobson *et al.*, 2001). Guchait and Cho (2010) have also claimed that regardless of strategic investment on 'human resources', employees working in Indian organizations are facing issues like repetition of work, high job pressures, and work-life imbalance that eventually increase employees' turnover intentions. During the past few years, many studies have stated that Indigenous firms are suffering from high attrition rates, rising retention cost and growing demand of highly skilled labor that surpasses supply (Stumpf *et al.*, 2010; Cooke and

Saini, 2010). In this context, researchers have recommended that in order to lower the actual turnover rate, it becomes imperative to identify those motivational factors that help in reducing employees' intention to leave. Further, studies have highlighted that 'flexible work arrangements' are one of the immediate predictors of employees' intent to quit the organization (Kundu and Gahlawat, 2016; Scholarios and Marks, 2006) which is a very serious problem in Indian organizations. However, there is a scarcity of research which absolutely focuses upon work-family issues and its impact on individual's attitudes and behaviours in Indian context (Rajadhyaksha, 2011).

We selected India as a venue for this study for a variety of reasons. First, Western countries' studies constitute a majority of available empirical research on work life balance today (Poelmans et al., 2003; Crompton and Lyonette, 2006; Toth, 2005). A very few number of studies have investigated systematically the extent to which work life balance has been deployed as part of socially responsible HRM (Shen and Zhu, 2011) in a less developed country like India (Rajadhyaksha, 2011; Budhwar and Varma, 2010). Here the approach to work life balance may be less sophisticated and differ significantly from that in the West (Poster and Prasad, 2005). Secondly, in today's globalized world, India has become a '24-hour economy' that significantly impacts the working patterns and behavior of employees (Rajadhyaksha, 2011). This underpins for studying issues related to work and family life in Indian context. Thirdly, in view of the increasing attrition trends in Indian organizations, a thorough investigation is much required at this time to identify the key factors behind high employees' turnover intentions. Therefore, this study is specifically designed to fill a portion of research gap by facilitating a more systematic investigation by examining the effect of work-life balance on job satisfaction and employees' intention to quit, as no such study has been empirically conducted in the Indian settings. In light of *preceding discussion*, the study also seeks to find the mediating role of job satisfaction in the relationship between work-life balance and employees' intention to quit. A conceptual framework (see Figure 1) is proposed here to signify the hypothesized relationships among chosen variables in this study.

REVIEW OF LITERATURE

In today's scenario, the notion of 'work-life balance' has extensively been debated in academic research and widely acknowledged in organizational context. Pioneers of work-life balance define it as a harmonious synchronization between both life domains of an employee i.e. social-life and work-life (Abendroth and den Dulk, 2011). In a broader manner, it is considered as a perfect blend of an individual's professional and personal responsibilities but a unanimous definition has not been recognized yet (Gregory and Milner, 2009; Lewis et al., 2007). This issue has gained credibility over the past decades, specifically with respect to its impact on employees' attitudes and behaviors. Unlike traditional HR practices, work life balance is specifically designed for employees' career growth, so implementation of such

practices should be reflected in their positive performance (Baral and Bhargava, 2010). It is usually acknowledged that employees are a source of competitive advantage for an organization and providing high performance work system is essential for maintaining healthy workplace environment (Kundu et al., 2016). Bird (2006) has also exposed that a supportive and healthy work atmosphere that facilitates work-life balance not only benefits the personal lives of employees but also leads to better job performance. It has been claimed that work and family are interrelated and interconnected units (Boles et al., 2001). From a theoretical perspective, effect of one's personal life can positively/negatively influence his work life and vice versa (Koubova and Buchko, 2013). Lyness and Judiesch (2008) have also asserted that an individual, who successfully manages his/her work and non-work activities, is highly satisfied with his/her personal life (Makela et al., 2011), which thereby leads to advancement in his/her career (Ezzedeen and Ritchey, 2009). Similarly, Pasamar and Cabrera (2013) highlighted that equilibrium between family and work life is a key for success and minimizes his/her role-conflict (Clark, 2001). It has been documented that appropriate integration of work and private life in organizational and social context makes work-life balance more effective (Boles et al., 2001).

Organizations that provide family-friendly job practices to their employees, deliver a clear message that it has a long-lasting commitment to its personnel (Bagraim and Rashida, 2007; Kundu et al., 2014). Furthermore, providing such practices are employer's obligation and their proper execution is an employee's right. On the same hand, employees' perceptions regarding work environment can't be ignored, because their positive perceptions regarding favorable climate will raise their satisfaction level (Babin and Boles, 1996). The effect of employees' perception on job performance is more often discussed in the prevalent literature (Koubova and Buchko, 2013; Rego and Pina e Cunha, 2009) and these family-friendly practices increase work-family balance (Ronda et al., 2016). Thus, taking into account the relevant empirical literature, the current study aims to investigate one of such practice i.e. work-life balance and their subsequent effect on employees' intention to quit.

In this study, the relationship between work life balance and employees' outcomes is viewed through the lens of social exchange theory (Blau, 1964). The rationale behind this theory is the norm of reciprocity, which claims that an employee's behavior is based on how s/he perceives the benefits and values received from the organization (Collier and Esteban, 2007). Specifically, in line with preceding work investigating the effect of work life balance on employee performance (Obiageli et al., 2015), we argue that organizations' support in the form of work-life balance patterns enables employees to maintain a balance between their work and life activities and to develop a belief that their organizations value them; employees in turn, reciprocate with positive attitudes and behaviors towards their organizations. In this regard, several researchers have asserted that job flexibility and work-life balance activities

result in positive outcomes for both, organization and its employees (Pollitt, 2003; Magnini, 2009; Cegarra-Leiva *et al.*, 2012; Scandura and Lankau, 1997; Harrington and Ladge, 2009; Namasivayam and Mount, 2004; Arab *et al.*, 2007). Alternatively, an imbalance in work and life duties has been associated with decreased level of job satisfaction (Sang *et al.*, 2009). Therefore, on the basis of above literature, the following hypothesis is advanced:

H1: Work-life balance is positively related to job satisfaction.

Satisfaction level of employees reflects how much they like their work (Seo *et al.*, 2004) and willing to participate in organization's activities (Raddaha *et al.*, 2012). Several empirical studies in this vein have indicated employees' satisfaction level is an antecedent of employees' turnover intentions (MacIntosh and Doherty 2010; Williams and Hazer, 1986). Analogous to this, Poon (2004) confirmed a negative relationship between job satisfaction and employees' intention to quit. In a meta-analysis of 33 studies, Joseph *et al.* (2007) shared similar findings that job satisfaction has the highest influence on employee's intent to quit the organization. Based on these theoretical and practical perspectives, the following hypothesis can be raised:

H2: Job satisfaction is negatively related to employees' intention to quit.

Employees are more likely to work for the organization that recognizes the importance of their personal life (Lazar *et al.*, 2010), as in the absence of organizational support many working parents quit their jobs (Glass and Estes, 1996) to cater the demands of their families. In addition to this, it has also been recognized that work-family conflict is a major cause of stress (Gutek *et al.*, 1988). Therefore, organization's support in terms of implementation of family-friendly practices or high-performance work practices aids in maintaining a balance between employees' work and personal life (Ronda *et al.*, 2016) which thereby reduces their intention to quit (Frye and Breaugh, 2004; Thompson *et al.*, 2004). Shankar and Bhatnagar (2010), in this regard, highlighted work life

balance leads to lower intention to quit among employees. Thus, on the basis of above mentioned influences, we hypothesise the following:

H3: Work-life balance is negatively related to intention to quit.

Numerous authors have attempted to find out the significant impact of work-life balance on employees' turnover intentions (Ghosh *et al.*, 2013; Lee *et al.*, 2008; Thanacoody *et al.*, 2009). As illustrated in the above section, job satisfaction is directly related to employees' intention to quit, so, while analyzing the pattern of relationships between work life balance and employees' intention to quit; it is worthy to understand the mediating role of job satisfaction. A number of scholars have found that job satisfaction can be a mediating variable (DeOrtentiis *et al.*, 2013; Camara *et al.*, 2015). Kundu and Gahlawat (2015), in a study of 563 respondents of 204 organizations operating in India, have explored that job satisfaction acts as a mediator in the relationship between socially responsible HR practices and employees' intention to quit. While there has been empirical literature on the relationship between work-life balance and employees' intention to quit in the global context, the current study extends its investigation on the direct and mediating impact of job satisfaction in above-mentioned variables. Therefore, the following hypothesis is advanced for testing:

H4: The relationship between work-life balance and intention to quit is mediated by job satisfaction.

RESEARCH METHODOLOGY

Sample and data

The data for present study were collected through a questionnaire survey approach during the period of January 2013 to October 2016. The questionnaires were distributed among 1020 employees of various firms operating in India, out of which 547 were returned. Due to missing items or other deficiencies, we retained 522 valid surveys for data analysis, resulting in a response rate of 51.17 per cent. Table 1 exhibits the summary of demographic profiles of respondents.

TABLES AND FIGURES

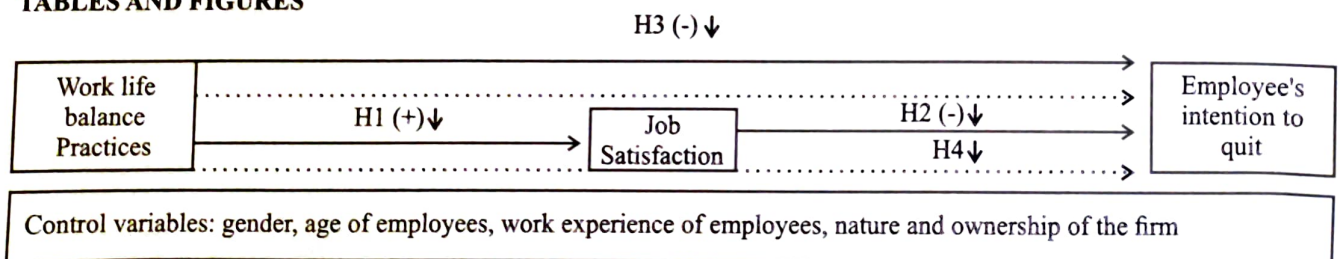


Figure 1. Projected theoretical model.

Notes:- line represents the direct relationship between independent and dependent variables. + and - signs depicts the direction of the relation between independent and dependent variables.

----- line shows the mediating effect of job satisfaction.

Measures

Work-life balance (independent variable): Work-life balance was assessed by using Langford’s (2009) four-item scale. Five points Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used for collecting the responses. Cronbach α value of this scale was 0.833, indicating a high reliability (Hair *et al.*, 1998).

Intention to quit (dependent variable) : A three-item scale of Intention to quit was adopted from the study of Boshoff and Allen (2000) study. Responses of the items were taken on five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach α value of this scale was 0.880 higher than the acceptable value of 0.7 (Hair *et al.*, 1998).

Job satisfaction (mediating variable): Job satisfaction was measured by using a three-item scale developed by Langford (2009). Responses of the items were taken on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The value of cronbach α of this scale was 0.770 greater than the permissible value (Hair *et al.*, 1998).

Control variables: For this study, gender, age of employees, ownership of the firm, nature of the firm and work experience of employees (Kundu and Gahlawat, 2015) were used as control variables.

ANALYSIS AND RESULTS

Factor analysis

For verifying the factor structure of the set of observed variables, the statistical technique followed here is factor analysis i.e. both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Initially, all the 10 variables regarding work-life balance, job satisfaction and intention to quit were subjected to principal component factor analysis with varimax rotation. Factors with eigenvalue more than 1.00 and factor loadings above 0.700 were adopted as a selection criterion. The results indicated a solution of 3 factors with eigen values greater than one, clearly providing the 3 crystal clear constructs. Communalities values ranged from

0.611 to 0.818. Eigen values of all the three factors extracted were 4.684, 1.431 and 1.060, explaining 71.760 of the variance. Cronbach’s alpha values for these 3 constructs ranged from 0.770 to 0.880, all meeting the permissible value of 0.7 (Hair *et al.*, 1998).

Further, providing evidence for convergent and discriminant validity, estimates of composite reliability (CR) and variance extracted were evaluated using first order CFA via AMOS 18. The 10-items were loaded on their expected latent constructs while allowing the constructs to correlate. The test results of confirmatory factor analysis (CFA) highlighted that all the standardized factor loadings were found to be significant ($p < 0.001$) and more than 0.600 (refer table 2). CR values for these constructs fluctuated between 0.770 and 0.880, a bit higher than the recommended value of 0.70 (Hair *et al.*, 2010). The calculated average variance extracted (AVE) for each construct ranged between 0.528 and 0.710, which is greater than the acceptable value of 0.50 (Hair *et al.*, 2010). Overall, these values described a satisfactory convergent validity for our latent variables (Zhao and Cavusgil, 2006). To assess the discriminant validity, we calculated maximum shared variance (MSV) and average squared shared variance (ASV) for each and every construct. The computed values of MSV and ASV were found lower than AVE for all the constructs, thus, establishing the discriminant validity of the study variables (Alumran *et al.*, 2014).

Further, the results of CFA also demonstrated that calculated value of $\chi^2/df = 1.577$ lower than standard value of 5 (Harrison and Rainer, 1996), Tucker-Lewis index (TLI) = 0.989 greater than the permissible value of 0.90 (Hu and Bentler, 1998), comparative fit index (CFI) = 0.992 higher than the acceptable value of 0.90 (Hu and Bentler, 1998), and root mean square error of approximation (RMSEA) = 0.033 quite lower than the threshold value of 0.08 (Garver and Mentzer, 1999). Inclusively, these above mentioned indices showed model fit for analysis. Table 2 shows the results regarding EFA and CFA.

Table: 1. Demographics characteristics of the sample

Variables	Categories	Number	Percentage	Average
Age of employees	Under 25 Years	122	23.4	
	26-30	277	53.1	
	31-40	103	19.7	
	41-50	14	2.7	
	Above 50 Years	6	1.1	
	Total	522	100	
Gender	Male	370	70.9	
	Female	152	29.1	
	Total	522	100	
Experience (employees)	0-5 Years	379	72.61	
	6-10 years	113	21.65	
	11-15 years	12	2.30	

	16-20 years	8	1.53	
	21-25 years	1	0.19	
	Above 25 yerars	9	1.72	
	Total	522	100	4.75
Nature	Manufacturing	120	23-0	
	Service	402	77-0	
	Total	522	100	100
Ownership	Indian	297	56.89	
	Foreign	225	43.10	
	Total	522	100.00	

Descriptive Statistics

Table 3 demonstrates means, standard deviations and bivariate correlations. These correlations supported the hypothesized relationships between work-life balance, job satisfaction and intention to quit. For testing the probabilities of multicollinearity among predictor variables, collinearity

diagnosis was computed. Calculated value of variation inflation factor (VIF) ranged from 1.033 to 1.341, clearly within acceptable limits i.e. less than 10 (Bowerman and O’Connell, 1990). The lowest tolerance value was 0.746, evidently distant from the value of 0.40 (Allison, 1999). Thus, multicollinearity was not found to be a reason for concern.

Table: 2. Measurement variables with EFA and CFA loadings, and releability values

Factors and measurement items	EFA	CFA	α	CR	AVE	MSV	ASV
Work life Balance			0.833	0.836	0.561	0.359	0.313
I maintain a good balance between work and other aspects of my life.	0.814	0.779	0.833	0.836	0.561	0.359	0.313
I have a social life outside of work.	0.813	0.770					
I am able to meet my family responsibilities while still doing what is expected of me at work.	0.759	0.758					
My organization adopts flexible working hours and employment programs achieving work-life balance.	0.735	0.685					
Job satisfaction			0.770	0.770	0.528	0.396	0.377
My work gives me a feeling of personal accomplishment.	0.832	0.728					
I like the kind of work i do.	0.864	0.726					
Overall, I am satisfied with my job.	0.848	0.725					
Intention to quit			0.880	0.880	0.710	0.396	0.331
I often think about resigning.	0.778	0.837					
It would not take much make resign from this organization.	0.809	0.823					
I Will probably be looking for another job soon.	0.737	0.868					

Notes:

- a. These three latent variables accounted for 71.760% of the variance as a result of exploratory factor analysis.
- b. All the loadings related to CFA were significant at 0.001 level.
- c. Model fit statistics: $\chi^2/df = 1.577$; CFI = 0.992; TLI = 0.989; RMSEA = 0.033.
- d. EFA=exploratory factor analysis; CFA= confirmatory factor analysis; α = cronbach alpha; CR= composite reliability; AVE= average variance extracted; MSV= maximum shared variance; ASV= average shared variance.

Regression Analysis

The hypothesized relationships were tested using mediated regression analysis while fulfilling all the three conditions of Baron and Kenny (1986). First, the predictor variable (work-life balance) must have a significant effect on mediating variable (job satisfaction). Second, the mediating variable must have a direct effect on dependent variable (intention to quit). Third, the predictor variable must have a significant effect on dependent variable, in the absence of mediating variable. For full mediation, the predictor variable's effect size must decrease to non-significant when the mediator was

added in the regression equation and for partial mediating effect, the predictor variable's effect size must decrease other than zero after including mediator variable in the regression equation. Table 4 demonstrates that all the conditions of mediation were fulfilled. F-statistics of all regression models were found to be significant (refer Table 4). Model 1 depicts the base model that included the control variables only (i.e. age of employees, gender, work experience of the employees, nature of the firm, and ownership of the firm) and was found significant according to F-statistics ($p < 0.001$).

Table 3. Descriptive statistics

Variables	No. of items	Mean	SD	1	2	3	4	5	6	7	8
Age of employees	-	29.71	5.01	-							
Gender	-	0.29	0.45	-0.115**	-						
Experience (employees)	-	4.75	4.93	0.861***	-0.132**	-					
Nature of the firm	-	0.77	0.42	-0.001	0.170***	-0.018	-				
Ownership form of the firm	-	0.31	0.46	-0.065	0.020	-0.065	-0.091*	-			
Work life balance	4	4.33	0.58	0.03	-0.121**	-0.020	0.003	0.014	-		
Job satisfaction	3	4.36	0.55	0.143***	-0.151***	0.125**	0.037	0.033	0.481***	-	
Intention to quit	3	1.79	0.86	-0.105*	-0.155***	-0.103*	-0.016	0.078	0.449***	0.517***	-

Further, the results indicated that the coefficient of work life balance was found positive and significant for job satisfaction, ($\beta = 0.470, p < 0.001$) in model 2, thus providing a support for H1. In model 3, the coefficient of job satisfaction is found to be significantly and negatively associated with intention to quit ($\beta = -0.506, p < 0.001$), thereby supporting H2. In Model 4, the coefficient demonstrated the significant and negative influence of work-life balance on employees' intention to quit ($\beta = -0.442, p < 0.001$). Accordingly, the results supported the

hypothesis H3. In model 5, when work-life balance and job satisfaction were taken altogether into the regression model as independent variables, the effect of work-life balance substantially reduced (from $\beta = -0.442, p < 0.001$ to $\beta = -0.263, p < 0.001$) but was still found to be significant. Thus, the results successfully explained that job satisfaction played a partial mediating role between work-life balance and intention to quit. Henceforth, results support H4. The outcomes of regression analysis can be evidently seen through the model shown in Figure 2.

Table 4 Results of multiple regression analysis testing the mediating effects of job satisfaction

Independent Variables	Dependent Variables				
	Intention to quit	Job Satisfaction	Intention to quit		
	Model 1	Model 2	Model 3	Model 4	Model 5
Constant	2.052	2.183***	5.128***	4.557***	5.853***
Age of employees	-0.058	0.050	0.010	0.021	0.040
Gender	0.149*	-0.088*	0.074	0.092*	0.059
Experience of employees	-0.030	0.083	-0.033	-0.114	-0.082
Nature of Firm	-0.036	0.056	-0.003	-0.026	-0.005
Ownership form of the firm	0.066	0.042	0.071	0.074	0.090*
Work life balance	-	0.470*	-	-0.442***	-0.263***
Job satisfaction	-	-	-0.506***	-	-0.380***

R	0.038	0.260	0.283	0.228	0.335
Adjusted R	0.029	0.252	0.275	0.219	0.326
F Statistic	4.092***	30.222***	33.895***	25.369***	37.022***
N	522	522	522	522	522

Note: ***p-.001, **p-.01, *p-.05.

Further *perusal* of table 4 indicates that among all control variables, only gender (model 1: $\beta = 0.149, p=0.001$, model 2: $\beta = -0.088, p=0.05$, and model 4: $\beta = 0.092, p=0.05$)

and ownership form of the firms (model 5: $\beta = 0.090, p=0.05$) show significant effects on employees' intention to quit (refer table 4).

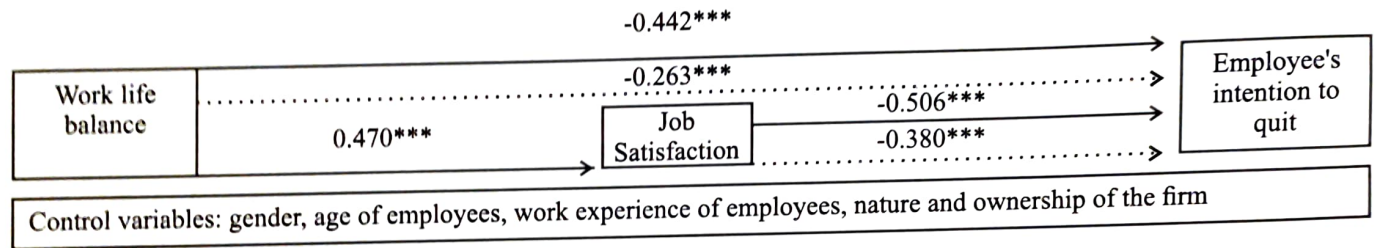


Figure 2. Results of regression analysis for derived model.
 Note: The standardized β coefficients are presented in Figure 2.
 ***p-.001, **p-.01, *p-.05.

DISCUSSION

In India, where talent war and shortage of knowledgeable employees prevails (Budhwar, 2009) it is essential to retain key talent (Jauhari and Singh, 2013). Therefore, organizations are required to adopt appropriate strategies to retain the best talent (Pritchard, 2014). With the application of high-performance work practices i.e. work-life balance practices, employers can create family friendly environment that helps employees to manage their family responsibilities while remaining productive at work (Ronda *et al.*, 2016). Kundu *et al.* (2016) have also recommended a number of workplace characteristics such as self-employee control, supervisory support; co-worker support, development and flexibility that significantly facilitate dual career couples in achieving work-life balance, consequently reducing the levels of work-family conflict.

Using multiple regression analysis on a sample of 522 respondents from 226 organizations, this study provides a strong indication that work-life balance contributes to employees' positive attitudes and behaviours. With the application of work-life balance practices, organizations can enhance employees' job satisfaction and reduce employees' intention to quit (Deery and Jago, 2014) simultaneously. These practices are specifically designed for creating a supporting and healthy work culture, which in-turn enable employees to maintain equilibrium between their work and personal life that strengthens employees' loyalty towards their organization (Au and Ahmed, 2014; Benligiray and Sonmez, 2013). Therefore, implementation of family friendly employment programs will not only raise employees' satisfaction level but also decreases their intention to quit (Kundu *et al.*, 2014). This is consistent with the results of Deery (2008), where the work-life balance has found to be more negatively related to employees' turnover intentions. The results have further revealed that

work-life balance is significantly and positively related to job satisfaction. Thus, when employees are provided with suitable work-life balance provisions, their job satisfaction level will rise.

The study also highlighted that job satisfaction has a noteworthy negative relationship with employees' turnover intentions implying that low level of satisfaction among employees leads to increase in their intentions to leave the organization. Current findings add to a growing body of literature as job satisfaction mediates the relationship between work-life balance and employees' turnover intentions. Moreover, these results also make sense in the light of Mihelic (2014) study according to which job satisfaction partially mediates the relationship between work-family interface and employees' intention to quit. Fabi *et al.* (2015) also confirmed that high-performance work systems and intention to leave is mediated by job satisfaction.

MANAGERIAL IMPLICATIONS

The present study provides a number of striking implications for HR professionals and organizations at both Indian and global level. The findings give a strong indication that work-life balance need to be designed cautiously in order to receive favorable responses from employees including high job satisfaction and low intention to quit. The key implication of the study is that adoption of work-life balance culture will enable firms to enhance positive attitudes and behaviours among employees and retaining the best talent. From a purely practical perspective, this study highlighted that such practices, when properly communicated and positively perceived by employees, induce desirable attitudes and behaviors among employees. Therefore, awareness of work-life balance provisions among employees is to be reframed in a supportive and informative manner.

Furthermore, employees face several obstacles while balancing their family and work duties. The key challenge in front of today's HR managers is to find suitable approaches to assess the occurrence of such difficulties. They should nurture a family-friendly work environment for employees via compliance with all domains of employees' life (Mansour and Tremblay, 2016). Considering the mediating role of job satisfaction between work-life balance and employees' intention to quit, the results suggest that just implementation of work-life balance will not prove sufficient in holding employees with the organization. Therefore, organizations must also target to increase job satisfaction initially. Hence, in this regard, the significance of job satisfaction in the association between work-life balance and intention to quit should always be addressed by organizations, scholars and practitioners if legitimate decisions and conclusions are to be made.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

The present study has made a significant contribution by investigating the relationship between work-life balance, job satisfaction, and employees' turnover intentions, but there are several limitations, which call for some cautions and points to further issues for future research. The first limitation of our study is that a single instrument i.e. self-reporting questionnaire was used for gathering information about predictor, mediator, and dependent variables, which give rise to the possibility of bias arising from common method variance (CMV). For checking out this possibility, Harman's (1976) one-factor test was employed on all variables in the derived model. A single factor failed to define all the variance, and thus reduced our concerns regarding this problem (Podsakoff and Organ 1986). Future research can examine the casual sequencing of our model by gathering data at different points of time or designing separate questionnaires for independent and dependent variables.

Second, both the variables i.e. job satisfaction and intention to quit may be temporal in nature and vary from industry to industry. Therefore, future studies may be conducted by segregating firms according to the industry to which they belong. Thirdly, employees are the most salient stakeholders of an organization and they expect their managers to be responsive in order to maintain the balance between work and life (Kossek *et al.*, 1994). So, a positive managerial attitude toward employees is much required at that time of creating a family-friendly work environment to cater the changing needs of the employees. Hence, it may be fruitful for future studies to focus on developing such strategies for managers that help them in building more innovative policies. Fourthly, this study has conducted from the perspective of 'employees' only. So, future studies may consider evaluating work-life balance strategies from the perspectives some other stakeholders. Fifthly, this research investigated the mediating effect of only one variable i.e. job satisfaction. Forthcoming studies may incorporate some other variables such as employee engagement, motivation, etc. while studying the relationship between work-life balance and employees' intention to quit. Future researches may be conducted on estimating the costs

associated with the application and maintenance of work-life balance policies that look out for minimizing employees' attrition rate. Due to the paucity of empirical studies on work life balance across different ownership forms in a developing country like India, future studies may explore how these practices are managed in firms of different ownership forms to gain competitive edge. The final limitation is related to the generalizability of current findings. The data of our study were limited to those firms which are operating in India, so, future research may be done on investigating the derived model on a wider range of countries/cultures.

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