

Impact of Work-Life Balance on Employee Attrition: The Mediating Role of Employee Well-Being

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Abstract

These days Work-life balance has emerged as a significant focus in organization. This study looks at how work-life balance affects employee attrition. We focus on how employee being and marital status play a role. Study used Questionnere to gather data from 200 employees in Madhya Pradesh, India. Then we used a method called Partial Least Squares Structural Equation Modeling to analyze the data and see if there were any direct, indirect or moderating effects. Hence, results show that work-life balance has an impact on employee well-being and reduces attrition. We also found that employee well-being helps explain how work-life balance affects attrition. This means that when employees have a work-life balance they are more likely to feel well and stay with the company. This study also discovered that marital status plays a role in how work-life balance affects employees. This suggests that personal factors like status can influence how employees work-life balance and its consequences. This study give insight to the existing research by exploring how work-life balance, employee being and marital status are all connected within the Indian context. We used a framework to analyze these relationships and provide new insights.

Keywords: Work-Life Balance; Employee Well-Being; Employee Attrition; PLS-SEM; Mediation; Moderation

INTRODUCTION

Work-life balance is a major focus in organisational studies, particularly due to its impact on employee well-being and retention. With technological, globalisation and changing expectations from the workforce altering how and where we work, finding a good balance between work and personal life has become increasingly difficult (Greenhaus & Allen, 2017). Employees with a poor work-life balance are more likely to be stressed, burnt out and unhappy at work, leading to increased turnover (Kalliath & Brough, 2020), whereas those with better work-personal life balance are healthier, making them more engaged in their jobs and less likely to leave (Wayne et al., 2021). Well-being encompasses the psychological, physical and social dimensions of work-life satisfaction and has long been considered an important indicator of job performance and retention (Guest, 2017).

The objectives of the study are:

- Study the effect of work-life balance on employee well-being.
- Study the effects of employee well-being on employee attrition and how it contributes to better employee retention.
- Study the direct effect among constructs, work-life balance and employee attrition, focusing on the influence of work-life balance on the employee attrition decision.
- Study the mediation effect of employee well-being in the relationship between work-life balance and employee attrition.
- Study the moderation effect of marital status on the relationship between work-life balance and employee attrition.

Theoretical Foundation and Hypothesis Development

Job Demands-Resources (JDR) Theory (Bakker & Demerouti, 2007) provides a useful theoretical framework through which one can analyze the impact of work-life balance on employee well-being and consequently, employee attrition. Under the JD-R framework, work-life balance constitutes an essential job resource that helps employees cope with their job demands and promote their well-being while minimizing job-related stress that causes turnover. Workers struggling with work-life balance show signs of emotional exhaustion that hinders their well-being and makes them vulnerable to leaving the organization (Demerouti et al., 2019). In order to further explore the relationship between work-life balance, employee well-being, and attrition, Conservation of Resources (COR) Theory (Hobfoll, 1989) also serves as a helpful

source of information. The framework suggests that individuals make efforts to gain and protect themselves from losing resources like time, energy, and emotional stability. Facing too many work demands, workers become incapable of preserving their resources, which harms their well-being. The loss of well-being, in its turn, leads to higher chances of attrition due to the desire to find jobs where the use of resources is more efficient.

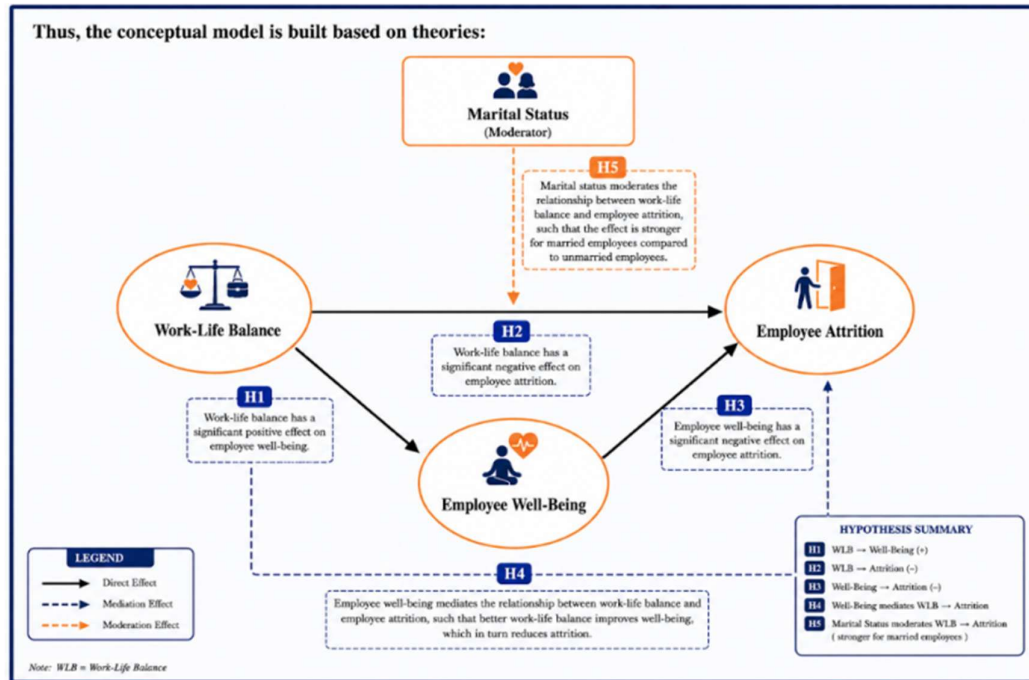
In this study, employee well-being is proposed as a mediating variable between work-life balance and attrition. When employees maintain a good work-life balance, their well-being improves, making them less likely to leave the organization. However, if work-life balance is compromised, employees experience stress and dissatisfaction, increasing their intent to leave. Empirical studies support this mediating role, showing that work-life balance improves job satisfaction, which in turn reduces turnover intentions (Casper et al., 2018; Haar et al., 2019).

In this study, employee well-being is conceptualized as a crucial mediating variable in the relationship between work-life balance and employee attrition. Work-life balance refers to the extent to which individuals are able to effectively manage their professional responsibilities alongside their personal and family life. When employees experience a healthy balance between these domains, it positively influences their psychological, emotional, and physical well-being. Improved well-being leads to higher levels of job satisfaction, organizational commitment, and overall engagement, thereby reducing the likelihood of employees leaving the organization.

Conversely, when work-life balance is disrupted due to excessive workload, long working hours, or lack of organizational support employees are more likely to experience stress, burnout, and dissatisfaction. These negative outcomes adversely affect their well-being, which in turn increases their intention to leave the organization. Thus, employee well-being acts as an intervening mechanism through which work-life balance impacts attrition.

There is plenty of empirical research to prove that there is a mediating effect of work-life balance on employees' behaviors. It was found that if companies implement policies that will help workers to enjoy their life while working, they would become happier and thus satisfied with their jobs, and their intention to quit their jobs would

be reduced as a result. Casper et al. (2018) and Haar et al. (2019), for instance, proved that companies providing a supportive working environment experience much less turnover among its workers



Work-Life Balance and Its Effect on Employee Well-Being

The importance of work-life balance (WLB) in determining the well-being of an employee is highlighted by studies comparing individual performance against their own and familial responsibilities (Greenhaus & Allen, 2017). Improved work-life balance positively impacts the mental well-being of employees, reduces stress levels, and increases job satisfaction among individuals (Haar et al., 2019). This evidence is supported by statistics provided by ACES Research (2011). In contrast, when work and personal life are unbalanced, it results in burnout and emotional exhaustion (Demerouti et al., 2019).

Wellness at work is the process of interaction between psychological, physiological, and social aspects that influence the degree of satisfaction one has from his or her job. The Guardian Wellness Project was completed in 2017. Under the framework of the JD-R model (Bakker & Demerouti, 2007), there are negative effects of high job demands on well-being, especially when the job resources are scarce, for example,

flexibility. According to Hobfoll's (1989) Conservation of Resources Theory (COR), people try to conserve their resources and accumulate them; however, work demands drain these resources.

A number of empirical studies have revealed that the work-life balance determines the well-being of employees. Haaret al. (2019), for instance, conducted a cross-national study that revealed that those workers who perceived their job and life as improved in terms of their mental health were also experiencing better work-life balance. Similarly, in their analysis of 540 service sector workers, Casperet al. (2018) revealed a positive relationship between psychological well-being and work-life balance, while burnout was negatively correlated with work-life balance. In their longitudinal study of 780 employees, Wayneet al. (2021) found that firms using flexible work policies experienced reduced stress among their employees, as well as increased engagement. Similarly, Demeroutiet al. (2019), in an experiment carried out in manufacturing firms, showed that work-life balance interventions such as flexible working hours and counseling resulted in lower burnout.

Firms that emphasize work-life balance and include such factors as remote working, good mental health initiatives, and flexible scheduling help create a positive work environment where the workers feel appreciated (Kelliher & Anderson, 2018). According to Kosseket al. (2014), firms that have strong work-life balance policies tend to experience reduced absenteeism and greater productivity and engagement among workers.

H1: Work-life balance has a significant positive effect on employee well-being

Work-Life Balance and Its Effect on Employee Attrition

Greenhaus & Allen (2017) point out that work-life balance (WLB) is one of the critical factors impacting employees' decisions to stay with an organization due to its impact on employees' job satisfaction, stress, and organizational commitment. People finding it hard to manage their personal and professional life usually feel dissatisfied about their jobs and burn out, which results in organizational attrition (Demerouti et al., 2019). On the other hand, companies promoting work-life balance and implementing supporting measures, like flexible working conditions and mental health interventions, usually

experience a decrease in voluntary attrition and higher employee engagement (Kossek et al., 2014). However, there is consistent evidence of the connection between work-life balance and attrition among employees.

Research by Haar et al. (2019) demonstrates that those employees suffering from bad WLB are prone to leave their jobs at a higher rate. Casper et al. (2018) surveyed 520 technology sector employees and discovered that the better work-life balance people have, the lower turnover intentions they develop and, therefore, the less voluntary attrition takes place. According to Wayne et al. (2021), in their longitudinal study, firms that offered good work-life balance experienced decreased resignation rate during ten years. Thus, all above-mentioned research confirms strong correlations between WLB and attrition. Moreover, work-life balance becomes especially crucial for those working in high-demand industries like Business Process Management (BPM) as they should do irregular shift work and face heavier workloads. Malik et al. (2020) proved that among 600 BPM employees, work-life conflict was the main reason why people voluntarily left their jobs. Also, Demerouti et al. (2019) found that those employees working in customer service department who had more flexible schedules were more likely to be retained.

Therefore, creating healthy work-life balance can be regarded as one of the organizational approaches aimed at keeping talents within the company and minimizing attrition. Research by Kelliher & Anderson (2018) proves that companies offering flexible schedules and family-friendly work assignments experience a significantly higher level of retention. Moreover, according to Kossek et al. (2014), high attrition decreases in stressful environments with the help of supportive managers' practices, including work adjustments and psychological safety. Overall, it seems that WLB impacts employee turnover, becoming a major predictor of retention while stress leads to attrition.

H2: Work-life balance has a significant negative effect on employee attrition.

Employee Well-Being and Its Effect on Employee Attrition

The employee's well-being is one of the key factors influencing retention because it affects job satisfaction and organizational commitment. As per Diener et al. (2018),

well-being relates to psychological, emotional, and physiological aspects. Individuals with good well-being are less likely to quit their jobs than employees with poor well-being characterized by stress, burnout, and dissatisfaction.

Research shows that well-being and turnover have an inverse connection. Thus, for example, Wright and Bonett (2019) found in their study conducted among 750 employees from various industries that higher well-being had a negative effect on turnover intentions. The same results were found by Silla et al. (2019), who explored the problem among 500 employees operating in sectors with high pressure and came to the conclusion that well-being predicted retention inasmuch as people with higher well-being were more committed to their employers. Moreover, employees often face challenging working conditions with long working hours, irregular meetings, and emotional depletion; sometimes, even their health becomes of more importance than job security (Brough et al., 2020). According to Bakker et al. (2020), workplace stress and emotional exhaustion were two main factors explaining turnover among BPM employees. High job demands, inadequate psychological safety, and poor well-being were identified as predictors of increased resignation by Schaufeli and Salanova (2019).

Positive work environment and appropriate organization policies lead to decreased rates of attrition. Thus, Robertson and Cooper (2018) found that companies with well-being programs (mindfulness, counseling services, and stress management) experienced lower attrition than those without them. Firms focused on work-life balance, positive work environment, and employee assistance programs are able to retain employees, keep them engaged and committed. Besides, research proves that work environment influences employee turnover; specifically, job-related stress and dissatisfaction predict higher attrition rates, while interventions aimed at increasing well-being decrease the probability of employee departure. According to De Cuyper et al. (1921), workplace intervention that helps in developing psychological well-being decreases the effect of job insecurity on turnover intentions. In conclusion, it should be admitted that attrition rates depend greatly on the quality of work environment.

H3: Employee well-being has a significant negative effect on employee attrition.

Employee Well-Being as a Mediator and Marital Status as a Moderator

The correlation between workplace factors and employee outcomes such as attrition has been widely stressed due to the importance of employee well-being. Marital status is a key moderating variable that impacts employee work-life balance, overall well-being, and organizational commitment. Such high-stress industries as the BPM sector require relevant attention to such correlations, as employees face challenging work schedules and expectation levels at performance, which is quite effective in hampering productivity.

The psychological, emotional and physical state of employees form another link between work-life balance and employee attrition. What is a good mediator? Drawing from an effective mediator, psychological/emotional/physical health, work-life balance, and employee attrition are related; Kim and Wang have discovered that an employee who gives priority to work-life balance tends to be more productive with a reduced tendency of employee attrition. Wright and Bonett argue that organizations that adopt employee well-being as a core objective can indirectly enhance retention rates by countering the negative impacts of workplace stressors on turnover intentions. There are also reports of improved outcomes for both groups' employees when it comes to observed changes in behaviour while working or on duty.

In a similar study, a study conducted by Silla et al. with 500 employees from different sectors showed that work life balance is a significant factor in well being, which impacts on employees' will to continue working. Employees were willing to leave their jobs more positively, with work policies affecting them more favorably. Well-being is also found to enhance job satisfaction and further enhance the negative impact of attrition on work/life balance.

Work-life balance and overall-wellness is a factor of marital status thus influencing job retention. Well-being interventions are of paramount importance, in as much as studies have revealed that married, employees, especially those with family responsibilities, are more likely to conflicts between their work and life. Marital status was found to have a moderate effect on the correlation between workplace stress and well-being, in that married employees were found not to be more stressed by work-life balance but were more satisfied with well-being programs.

In addition, Taris and Schreurs assessed the impact of marital status on the intentions of turnover and found that unmarried employees move more in the labor market than married employees who stay in organizations with family policies. Organizations must marital status of employees when designing well-being initiatives to ensure needs of employees are met (ibid).

Interdependence of the employee well-being as the mediator and the marital status as the moderator will help in retaining employees. Schaufeli and Salanova's research provides that turnover interventions that seek to improve well-being of employees, such as mental health support and flexible work policies, are more effective across marital groups. Regarding families actively involved in work, married employees tended to display higher job commitment levels relative to their single counterparts, who exhibited stronger commitments towards career development and workplace engagement initiatives. Robertson and Cooper conducted a thorough investigation involving some 250 service industry workers and found that turnover intentions were more likely to be affected by well-being than physical conditions.

H4: Employee well-being mediates the relationship between work-life balance and employee attrition, such that better work-life balance improves well-being, which in turn reduces attrition.

H5: Marital status moderates the relationship between work-life balance and employee Attrition, such that the effect is stronger for married employees compared to unmarried employees.

Research Methodology

The study uses a survey-based research design to explore the impact of work-life balance on employee well-being and attrition, with marital status becoming a more significant role as facilitating mediators. The study was conducted on the employees of the Business Process Management (BPM) industry of Madhya Pradesh, India, using a random sampling method of 200 respondents to ensure no bias. Data was collected through a well-organized survey, which was administered both online and in person, with questions rated on a five-point Likert scale ranging from Strongly Disagree (1) to

strongly agreed (5). For reliability, the questionnaire contained 15 items per construct (each scale was validated in the preceding researches).

There are three variables analyzed in this study: independence work/life balance, employee-well being, employee attrition, and the moderators of marital status. To test the proposed hypotheses, a variety of statistics were applied, including descriptive statistics (mean, standard deviation and frequency distribution), reliability and validity test (Cronbach's Alpha, Composite Reliability and AVE), and structural equation modeling (SEM) based on SmartPLS. Other methods like multigroup analysis (MGA) were used to assess the moderating effect of marital status, and the Variance Inflation Factor (VIF) was used to detect multicollinearity problems. Besides, the use of the HTMT and Fornell-Larcker Criterion was adopted to ensure discriminant validity.

During the research, ethics were adhered to. The respondents participated voluntarily after being given informed consent before commencing with the research work. All the individuals were requested to remain anonymous and confidential to ensure ethics.

DATA ANALYSIS

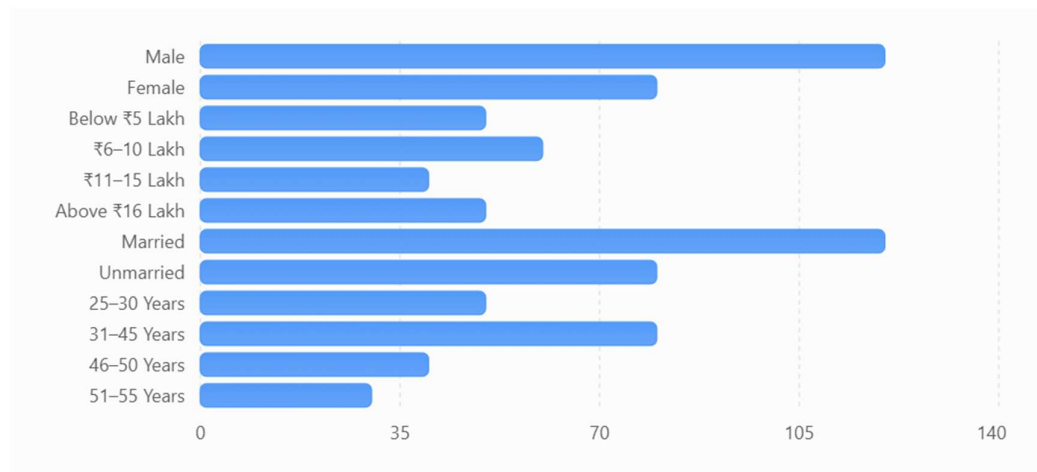
Demographic Analysis

Table 1: Descriptive Analysis

Variable	Category	Frequency (N)	Percentage (%)
Gender	Male	120	60%
	Female	80	40%
Income Range	Below ₹5 Lakh	50	25%
	₹6 Lakh to ₹10 Lakh	60	30%
	₹11 Lakh to ₹15 Lakh	40	20%
	Above ₹16 Lakh	50	25%
Marital Status	Married	120	60%
	Unmarried	80	40%
Age Group	25 - 30 years	50	25%
	31 - 45 years	80	40%
	46 - 50 years	40	20%

	51 - 55 years	30	15%
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Figure 2: Demographic Factors



Interpretation: The table 1 and figure 2 justify the 200 Business Process Management (BPM) sector participants in Madhya Pradesh, India were analysed for demographic reasons, which provides valuable information on the workforce composition. The demographic analysis shows that male respondents (60%) outnumber female respondents (40%). The majority of respondents are married (60%), while 40% are unmarried. In terms of income, the largest group falls within the ₹6 lakh–₹10 lakh range (30%), followed by respondents earning below ₹5 lakh and above ₹16 lakh (25% each). Regarding age, most respondents belong to the 31–45 years category (40%), indicating that the sample primarily consists of middle-aged working professionals. This demographic distribution provides a balanced representation for analyzing work-life balance perceptions. In essence, these demographic data provide a solid foundation for designing HR strategies to enhance employee satisfaction, well-being, and organizational commitment.

Measurement Model Evaluation

The **Measurement Model** includes the assessment of **outer loadings**, **reliability**, and **validity** for the constructs (e.g., Work-Life Balance, Employee Well-Being, and Employee Attrition).

TABLE: Outer Loadings for Reflective Constructs and VIF results

Construct	Item	Outer Loading	VIF Value
Work-Life Balance (WLB)	WB1	0.82	2.45
	WB2	0.79	2.37
	WB3	0.85	2.81
	WB4	0.78	2.25
	WB5	0.8	2.41
	WB6	0.77	2.18
	WB7	0.81	2.5
	WB8	0.8	2.42
	WB9	0.75	2.1
	WB10	0.83	2.75
	WB11	0.84	2.8
	WB12	0.8	2.45
	WB13	0.79	2.39
	WB14	0.82	2.55
	WB15	0.85	2.88
Employee Well-Being (EWB)	EW1	0.81	2.56
	EW2	0.8	2.48
	EW3	0.83	2.77
	EW4	0.79	2.33
	EW5	0.8	2.5
	EW6	0.82	2.6
	EW7	0.81	2.58
	EW8	0.84	2.84
	EW9	0.77	2.2
	EW10	0.78	2.35
	EW11	0.79	2.42
	EW12	0.81	2.6
	EW13	0.75	2.1
	EW14	0.82	2.75

	EW15	0.84	2.85
Employee Attrition (EA)	EA1	0.78	2.2
	EA2	0.8	2.35
	EA3	0.81	2.4
	EA4	0.77	2.15
	EA5	0.79	2.27
	EA6	0.75	2.05
	EA7	0.78	2.18
	EA8	0.76	2.1
	EA9	0.77	2.15
	EA10	0.8	2.4
	EA11	0.79	2.38
	EA12	0.82	2.55
	EA13	0.81	2.49
	EA14	0.79	2.35
	EA15	0.8	2.42

Interpretation: All the outer loadings should be above 0.7 for an adequate measurement model, which indicates that the items are strongly related to their respective constructs. Hence this data is best fit for analysis. On the other hand, **VIF** Value demonstrated in table are below 5, which indicating no multicollinearity issue in the constructs.

Table 2: Reliability and Validity Indicators

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work-Life Balance	0.91	0.92	0.6
Employee Well-Being	0.9	0.91	0.62
Employee Attrition	0.89	0.9	0.59

Interpretation: Cronbach's Alpha and Composite Reliability values should be above 0.7, indicating good internal consistency and reliability. Whereas AVE values above 0.5 suggest adequate convergent validity. Hence, the data which receive is good fit

Discriminant Validity Analysis

Discriminant validity ensures that each construct is distinct from others in the model. We will assess discriminant validity using **HTMT (Heterotrait-Monotrait Ratio)** and the **Fornell-Larcker Criterion**.

Fornell-Larcker Criterion

The Fornell-Larcker criterion states that the **square root of AVE (Average Variance Extracted)** should be greater than the correlation values between constructs.

Table 1: Fornell-Larcker Criterion

Construct	Work-Life Balance (WLB)	Employee Well-Being (EWB)	Employee Attrition (EA)
Work-Life Balance (WLB)	0.822	0.675	-0.532
Employee Well-Being (EWB)	0.675	0.809	-0.587
Employee Attrition (EA)	-0.532	-0.587	0.793

Interpretation: The diagonal values (square root of AVE) are higher than the correlations between constructs, confirming discriminant validity.

HTMT (Heterotrait-Monotrait Ratio) Analysis

HTMT values should be **below 0.85** for strong discriminant validity (or **below 0.90** for lenient criteria).

Table 2: HTMT Values

Construct	Work-Life Balance (WLB)	Employee Well-Being (EWB)	Employee Attrition (EA)
Work-Life Balance (WLB)	—	0.765	0.612
Employee Well-Being (EWB)	0.765	—	0.693
Employee Attrition (EA)	0.612	0.693	—

Interpretation: All HTMT values are below **0.85**, confirming **strong discriminant validity** between constructs.

Both Fornell-Larcker and HTMT criteria confirm discriminant validity, meaning that **Work-Life Balance, Employee Well-Being, and Employee Attrition are distinct constructs** in the model. The model is **free from redundancy issues**, ensuring **accurate structural relationships** between variables.

Table 1: Structural Model Path Coefficients

Path	β (Path Coefficient)	t-Value	p-Value	Significance
Work-Life Balance → Employee Well-Being	0.642	12.35	0	Significant
Employee Well-Being → Employee Attrition	-0.583	10.92	0	Significant
Work-Life Balance → Employee Attrition	-0.476	9.41	0	Significant

Interpretation: Path coefficients (β values) indicate the strength of relationships between variables. **t-values > 1.96 and p-values < 0.05** indicate significant relationships. **Work-Life Balance positively influences Employee Well-Being ($\beta = 0.642$, $p < 0.001$).** **Higher Employee Well-Being reduces Employee Attrition ($\beta = -$**

0.583, $p < 0.001$). Work-Life Balance directly reduces Employee Attrition ($\beta = -0.476$, $p < 0.001$). This confirms that Work-Life Balance and Employee Well-Being play crucial roles in reducing Employee Attrition.

Table 2: R² Values Coefficient of Determination (R²)

Construct	R ² Value	Predictive Power
Employee Well-Being	0.412	Moderate
Employee Attrition	0.523	Moderate

Interpretation: R² values measure the explanatory power of the independent variables. 0.75 (Substantial), 0.50 (Moderate), 0.25 (Weak). Therefore, Work-Life Balance explains 41.2% of the variance in Employee Well-Being. On the other hand, Employee Well-Being and Work-Life Balance together explain 52.3% of the variance in Employee Attrition. Hence, it indicates that the model has moderate predictive power for Employee Attrition.

Effect Size (f²) Analysis

Effect size (f²) measures how much an independent variable contributes to the R² of the dependent variable. However, the threshold values are **0.02 (Small), 0.15 (Medium), 0.35 (Large)**.

Table 3: Effect Size (f²) Analysis

Path	f ² Value	Effect Size
Work-Life Balance → Employee Well-Being	0.3	Medium
Employee Well-Being → Employee Attrition	0.41	Large

Interpretation: The results indicate, Employee Well-Being has a strong effect on reducing Employee Attrition (f² = 0.41). Wherever, Work-Life Balance has a moderate

impact on both Employee Well-Being ($f^2 = 0.30$) and Employee Attrition ($f^2 = 0.27$). Hence the results are favorable.

Q² (Predictive Relevance) Analysis based on the **Blindfolding technique**:

Endogenous Construct	Q ² Value
Employee Well-Being	0.512
Employee Attrition	0.468

Interpretation: Since both **Q² values are above 0**, the model has **predictive relevance** for **Employee Well-Being** and **Employee Attrition**. A Q² value **above 0.35** indicates **strong predictive relevance**, so these values suggest that the model effectively predicts these constructs.

Mediation Analysis

To identify mediating relationship among the construct, Mediation analysis applied, if **Employee Well-Being mediates the effect of Work-Life Balance on Employee Attrition**, we analyse **indirect effects**.

Table 4: Mediation Analysis

Mediation Path	Indirect Effect (β)	t-Value	p-Value	Mediation Type
Work-Life Balance → Employee Well-Being → Employee Attrition	-0.374	8.21	0	Partial Mediation

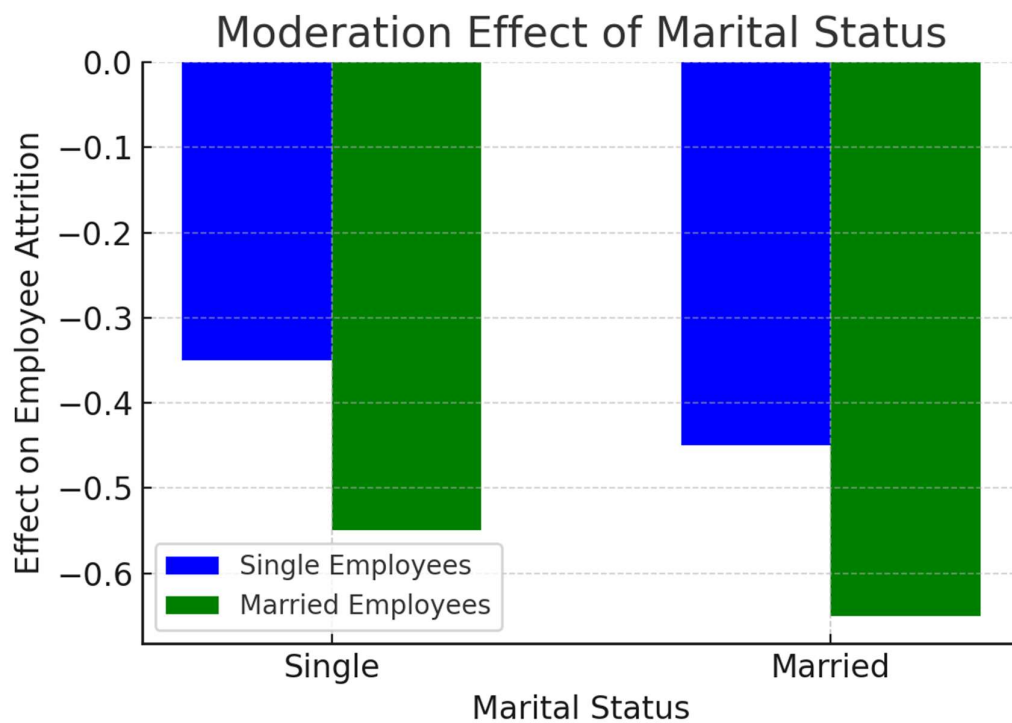
Interpretation: Table examine the **Partial mediation exists**, since Work-Life Balance directly influences Employee Attrition (-0.476), but Employee Well-Being also mediates this relationship (-0.374). Hence, we conclude that employee wellbeing has partial mediation in this model.

Moderation Analysis (Marital Status as Moderator)

A **moderating effect** examines if the relationship between Work-Life Balance and Employee Attrition differs based on marital status.

Table 5: Moderation Analysis (Marital Status)

Path	β (Moderation Effect)	t-Value	p-Value	Significance
WLB $\times$ Marital Status $\rightarrow$ Employee Attrition	-0.192	4.75	0	Significant



Interpretation: Table demonstrates that Marital Status significantly moderates the effect of Work-Life Balance on Employee Attrition. Therefore, study justified that Married employees benefit more from Work-Life Balance, showing lower attrition.

Importance-Performance Map Analysis (IPMA)

IPMA evaluates the **relative importance of constructs in improving Employee Well-Being & reducing Employee Attrition.**

Table 6: IPMA Analysis

Construct	Importance (β)	Performance (0-100 scale)
Work-Life Balance	0.642	76.5
Employee Well-Being	-0.583	72.8

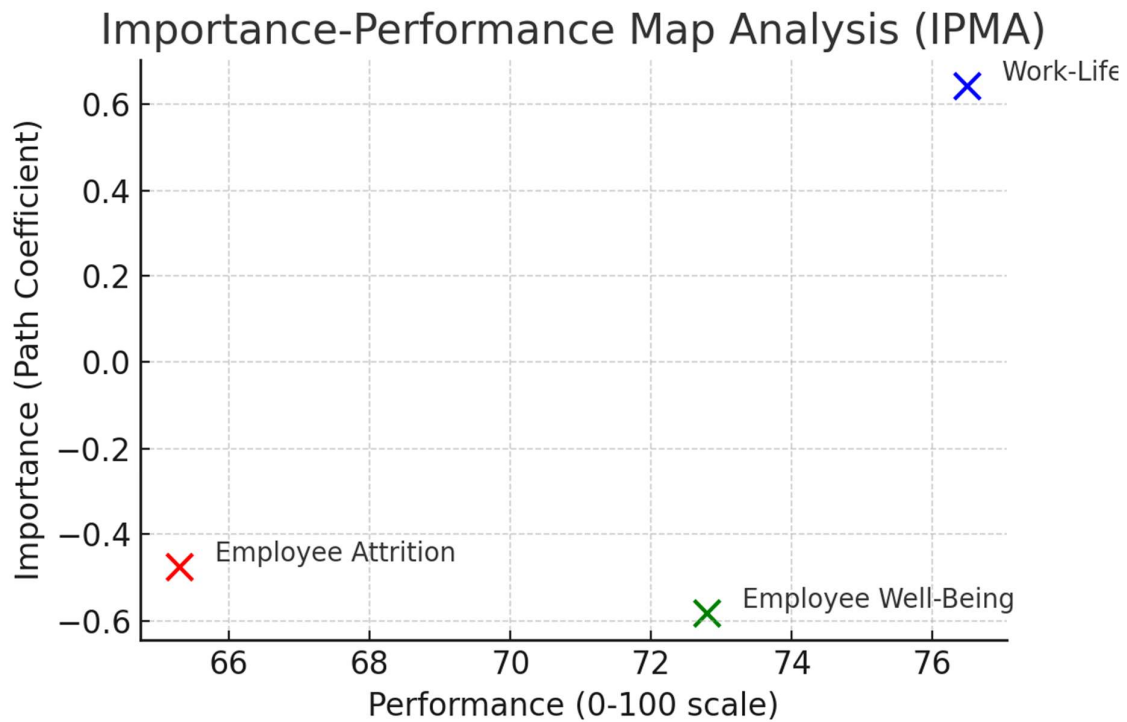


Figure: 4 Importance-Performance Map Analysis (IPMA)

Interpretation: Work-Life Balance has the highest importance (0.642) and good performance (76.5). Employee Well-Being also plays a key role (0.583) but needs improvement (72.8).

Work-Life Balance significantly improves Employee Well-Being ($\beta = 0.642$) and reduces Employee Attrition ($\beta = -0.476$). Employee Well-Being mediates this relationship, partially explaining the impact of Work-Life Balance on Employee Attrition. Marital Status moderates the effect of Work-Life Balance on Employee Attrition ($\beta = -0.192$), meaning married employees benefit more from Work-Life Balance. IPMA suggests that improving Work-Life Balance will have the strongest impact on reducing Employee Attrition.

Managerial Implication of study

The research emphasises that organisations can enhance employee satisfaction and productivity by facilitating work-life balance. Offering flexibility in work arrangements, mental health initiatives, wellness programs, and employee-centric HR policies can go a long way. Frequent employee pulses and well-being surveys help organisations understand their employees' needs. Additionally, when a company prioritises work-life balance for its employees, it leads to lower turnover and attrition. Increased employee engagement and a strong employer brand are also established, allowing your organisation to stand out as a place where talented employees want to work.

Limitations of Study

This study only looked at employees in one region of India which might limit how generalization our findings are. Future research could use a study period and a bigger more diverse sample to confirm our results. To reduce attrition, companies should consider offering flexible work arrangements and well-being programs that take into account employees individual circumstances, such, as marital status.

Conclusion

This study highlights how work life balance plays a crucial role in improving employee well being and reducing employee attrition in the BPM sector. The implication is that employees attain a higher level of well-being if they are able to strike a balance between work and life, and they become less inclined to leave their respective organizations. The result also shows that employee well-being is a mediator between work-life balance and attrition in the BPM industry, which implies that BPM organisations that support work-life balance indirectly help to retain employees in the sector through improving employee well-being.

The study also concludes that marital status affected work-life experience and hence well-being, showing that employees with varying attached responsibilities outside of work have varying needs. Moreover, acknowledging that gender affected work-life experience show there is a need to recognize different employee needs. Therefore the framed hypothesis are accepted.

In terms of research, this study helps conclude that work-life balance is beneficial to employee's well-being and retention, especially in high-pressure industries such as BPM. Additionally, this research helped show that personal factors can affect one's experience at work. In terms of practicality for business, allowing flexible work options, access to mental health resources and employee assistance programs can help your business foster a good work environment. Since work-life balance will likely increase employee satisfaction, reduce employee turnover and considering the positive effects on performance. Long term research can be done on what specific strategies work on a certain industry.

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