

Impact of Work-Life Balance, Job Satisfaction, and Stress Levels on Employee Retention in Banking Sector Companies

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ABSTRACT

This study examines the impact of work-life balance, job satisfaction, and stress levels on employee retention in the banking sector. Utilizing a sample of 300 banking employees, data were collected through structured questionnaires and analyzed using multiple regression analysis. The findings indicate that work-life balance and job satisfaction have significant positive effects on employee retention, while stress levels negatively affect retention. Work-life balance emerged as the strongest predictor of retention, followed by job satisfaction. The results highlight the importance of creating a supportive work environment to improve retention rates in the banking industry. Practical implications suggest that banking companies should focus on fostering employee well-being and reducing workplace stress to retain talent. This study contributes to the existing literature on employee retention by providing insights into the banking sector, offering managerial strategies to reduce turnover, and enhancing overall employee satisfaction.

Keywords:

Work-Life Balance;
Job Satisfaction;
Stress Level;
Employee Retention;
Banking Sector;
Employee Turnover

INTRODUCTION

In recent years, the banking sector has undergone significant transformations, driven by globalization, technological advancements, and changing workforce dynamics. One of the most pressing challenges faced by organizations, particularly in the banking industry, is employee retention. Retaining skilled employees is critical for maintaining operational efficiency, reducing turnover costs, and sustaining organizational knowledge. As banks strive to create a competitive edge, the well-being of their employees has become a focal point. Key factors influencing employee retention include work-life balance, job satisfaction, and stress levels. These variables not only impact employees' decision to stay but also affect their performance and overall job commitment. According to a study by Deery and Jago (2015), the banking sector is particularly susceptible to high turnover rates due to the demanding nature of the job, which often leads to elevated stress levels and dissatisfaction.

The concept of work-life balance has gained increasing attention as organizations recognize the need for employees to manage both their personal and professional responsibilities effectively. In the banking sector, where long working hours and high-pressure environments are common, achieving a work-life balance can be particularly challenging. Studies show that employees who perceive a healthy balance between their work and personal lives are more likely to remain committed to their organizations (Kossek, Valcour and Lirio, 2014). Conversely, an imbalance can lead to burnout, lower job satisfaction, and ultimately, a higher likelihood of turnover. As organizations seek ways to enhance employee retention, fostering a supportive work environment that promotes work-life balance has become a critical strategy.

Job satisfaction is another crucial determinant of employee retention, especially in high-pressure industries like banking. The degree to which employees feel fulfilled in their roles, appreciated by their employers, and engaged in meaningful work

significantly influences their decision to remain with the organization (EA, 1976). Job satisfaction is closely tied to intrinsic factors such as career development opportunities, recognition, and a sense of purpose, as well as extrinsic factors such as salary, benefits, and work conditions. According to a study by Judge *et al.* (2001), employees who are satisfied with their jobs are less likely to leave their current positions, while dissatisfaction can lead to disengagement and increased turnover intentions. This highlights the importance of understanding and addressing the factors that contribute to job satisfaction in the banking sector.

Stress levels also play a significant role in employee retention within the banking sector. High workloads, tight deadlines, and the need to meet financial targets contribute to the stressful nature of the job. Chronic stress can lead to physical and mental health problems, reduced productivity, and a decline in overall job performance (Ganster and Rosen, 2013). Employees who experience high levels of stress are more likely to feel overwhelmed, disengaged, and eventually leave the organization. A study by Richardson and Rothstein (2008) found that managing stress in the workplace through interventions such as flexible working hours, wellness programs, and support systems can significantly reduce turnover rates. As such, reducing stress levels is critical for fostering a work environment that supports long-term employee retention.

Despite the recognition of work-life balance, job satisfaction, and stress management as key drivers of employee retention, many banking sector companies continue to struggle with high turnover rates. The demanding nature of the industry, coupled with intense workloads and high-stress levels, often leads to burnout and dissatisfaction among employees, resulting in a significant retention challenge. While several studies have explored the relationship between these factors and retention, there is limited research focusing specifically on the banking sector, which has unique characteristics and pressures. Therefore, this study aims to address this gap by examining the impact of work-life balance, job satisfaction, and stress levels on employee retention in banking sector companies. This research seeks to explore how these factors individually and collectively influence employees' decisions to remain with or leave their organizations. By gaining a deeper understanding of these dynamics, the study aims to provide insights that can inform the development of effective retention strategies within the banking sector, ultimately helping organizations retain their valuable human resources.

Literature Review and Hypothesis Development

1. Work-Life Balance and Employee Retention

Work-life balance has emerged as a critical factor in retaining employees across various industries, including the banking sector. It refers to the ability of employees to allocate sufficient time and energy to both work and personal responsibilities without one area overshadowing the other (Greenhaus and Allen, 2011). In high-pressure industries like banking, where long working hours and intense job demands are common, the struggle to achieve work-life balance can be significant. Employees who experience poor work-life balance are more likely to face burnout, stress, and job dissatisfaction, ultimately increasing their turnover intentions (Deery and Jago, 2015). Conversely, organizations that offer flexible work arrangements, provide employee wellness programs, and promote a culture of work-life balance often experience lower turnover rates. Studies show that employees who can maintain a

healthy balance between work and life are more loyal to their organizations and demonstrate higher commitment levels (Kossek, Valcour and Lirio, 2014).

In the context of the banking industry, where high expectations and job demands are the norm, retaining employees has become a critical challenge. The concept of work-life balance in the banking sector is particularly relevant due to the demanding nature of banking jobs. Research by Haar *et al.* (2014) indicates that a positive work-life balance is significantly associated with higher employee retention. When employees feel supported in managing their personal and professional lives, they are more likely to remain with the organization, leading to enhanced retention rates.

2. Job Satisfaction and Employee Retention

Job satisfaction has long been recognized as one of the most important predictors of employee retention. (EA, 1976) defines job satisfaction as a positive emotional state resulting from the appraisal of one's job or job experiences. Employees who are satisfied with their work are more likely to remain loyal to their organizations, show higher levels of engagement, and be more productive (Judge *et al.*, 2001). Job satisfaction can stem from various factors, including salary, work conditions, career development opportunities, recognition, and job security. The banking industry, characterized by its dynamic and competitive environment, requires employers to pay special attention to these factors in order to retain employees.

In the banking sector, job satisfaction plays a crucial role in reducing employee turnover. Research by Alshammari *et al.* (2016) found that job satisfaction has a strong, positive relationship with employee retention in the financial services industry. Employees who are satisfied with their roles and working conditions are less likely to seek employment elsewhere. Moreover, the study highlights that intrinsic motivators, such as opportunities for growth and recognition, play a significant role in fostering job satisfaction. Satisfied employees tend to be more engaged in their work and demonstrate a stronger commitment to the organization, making them less likely to leave.

3. Stress Levels and Employee Retention

The impact of stress on employee retention has been extensively studied across various industries, and the banking sector is no exception. Work-related stress occurs when job demands exceed the employee's ability to cope with those demands, leading to negative psychological and physical effects (Ganster and Rosen, 2013). In banking, employees often face high workloads, tight deadlines, and pressure to meet performance targets, all of which contribute to elevated stress levels. Chronic stress can lead to burnout, decreased productivity, and increased absenteeism, ultimately resulting in higher turnover rates.

Several studies highlight the negative impact of stress on employee retention. For instance, Richardson and Rothstein (2008) emphasize that employees who experience prolonged periods of stress are more likely to leave their organizations. The banking sector, known for its fast-paced environment, is particularly prone to stress-related turnover. Research by Ivancevich, Matteson and Konopaske (1990) suggests that high-stress jobs, such as those in the banking industry, often lead to employee disengagement and lower job satisfaction, which in turn increases the likelihood of turnover. Therefore, managing workplace stress is crucial for organizations seeking to retain their employees.

4. The Relationship Between Work-Life Balance, Job Satisfaction, Stress Levels, and Employee Retention

Research has consistently shown that work-life balance, job satisfaction, and stress levels are closely linked to employee retention. These factors not only influence an employee's decision to stay or leave an organization but also affect their overall well-being and job performance. Studies indicate that employees who perceive a positive work-life balance and high job satisfaction are less likely to experience burnout and stress, leading to higher retention rates (Allen, Shore and Griffeth, 2003). Conversely, employees who experience high levels of stress, dissatisfaction with their jobs, and an inability to balance work and personal life are more likely to seek opportunities elsewhere.

In the banking sector, where high workloads and stress are prevalent, understanding how these factors interact is crucial for developing effective retention strategies. A study by Spector *et al.* (2000) suggests that organizations that invest in improving work-life balance, enhancing job satisfaction, and reducing stress levels can significantly reduce turnover rates. By addressing these factors, banks can create a more supportive work environment that encourages long-term employee retention.

Hypothesis Development

Based on the literature review, it is clear that work-life balance, job satisfaction, and stress levels play a significant role in influencing employee retention, particularly in the banking sector. The following hypotheses are developed to guide the research: H1: Work-life balance has a positive impact on employee retention in banking sector companies.

This hypothesis is grounded in the idea that employees who can balance their work and personal lives are more likely to remain with their organization. Previous research supports the notion that work-life balance is positively associated with employee retention (Kossek, Valcour and Lirio, 2014).

H2: Job satisfaction has a positive impact on employee retention in banking sector companies.

Job satisfaction is widely regarded as a key predictor of employee retention. Employees who are satisfied with their job conditions, career growth opportunities, and workplace environment are less likely to leave their current positions (Judge *et al.*, 2001). This hypothesis posits that higher job satisfaction leads to greater employee retention.

H3: Stress levels have a negative impact on employee retention in banking sector companies.

Excessive stress is detrimental to employee well-being and organizational commitment. Employees who experience high levels of stress are more likely to suffer from burnout and seek alternative employment opportunities (Ganster and Rosen, 2013). This hypothesis asserts that higher stress levels lead to lower employee retention.

H4: Work-life balance, job satisfaction, and stress levels collectively impact employee retention in banking sector companies.

While each factor individually affects employee retention, this hypothesis posits that the combined effects of work-life balance, job satisfaction, and stress levels have

a stronger influence on retention. Organizations that address all three factors are likely to see the most significant improvements in employee retention (Spector *et al.*, 2000).

METHOD

1. Research Design

This study employs a quantitative research design to examine the impact of work-life balance, job satisfaction, and stress levels on employee retention in banking sector companies. A cross-sectional survey approach is used, where data are collected at a single point in time from employees working in various banks. This method allows for the identification of relationships between the independent variables (work-life balance, job satisfaction, and stress levels) and the dependent variable (employee retention). The quantitative approach is suitable for testing the hypotheses developed in the literature review and providing empirical evidence regarding the research questions.

2. Population and Sample

The population for this study comprises employees from banking sector companies in Indonesia. The banking sector was chosen due to its fast-paced, high-stress environment, which makes employee retention a critical issue. A stratified random sampling technique will be used to ensure that the sample includes a diverse group of employees across different roles, departments, and career stages within the banks. This approach will help improve the representativeness of the sample. The sample size for the study is determined based on the guidelines provided by Krejcie and Morgan (1970) which recommend a sample size of 200-300 for a population exceeding 1,000. Therefore, this study aims to survey at least 300 employees from various banks. This sample size is sufficient to ensure statistical power and reliable generalization of the results.

3. Data Collection

Data for this study will be collected using a structured questionnaire distributed to the selected employees. The questionnaire is divided into four main sections: demographic information, work-life balance, job satisfaction, stress levels, and employee retention.

Table 1. Measurement of Variables

Variable	Measurement
Work-Life Balance	Measured using a modified version of the Work-Life Balance Scale developed by (Fisher, Bulger and Smith, 2009). This scale consists of five items assessing employees' perceived ability to balance their work and personal life. Responses are recorded on a 5-point Likert scale (1 = Strongly disagree, 5 = Strongly agree).
Job Satisfaction	Assessed using the Job Satisfaction Survey (JSS) developed by (Spector, 1985). This scale contains nine items covering various aspects of job satisfaction, including pay, promotion, supervision, and work environment. Responses are recorded on a 5-point Likert scale (1 = Very dissatisfied, 5 = Very satisfied).
Stress Level	Measured using the Perceived Stress Scale (PSS) developed by (Cohen, Kamarck and Mermelstein, 1983). The scale contains ten items that evaluate the extent to which employees feel stressed or overwhelmed by their work. Responses are recorded on a 5-point Likert scale (1 = Never, 5 = Always).

Variable	Measurement
Employee Retention	Assessed using a scale adapted from (Mobley, Horner and Hollingsworth, 1978), which includes five items measuring employees' intention to stay with the organization. Responses are recorded on a 5-point Likert scale (1 = Very unlikely, 5 = Very likely).

Source: Primary Data Analysis, 2024

4. Data Analysis

Once the data are collected, they will be analyzed using the Statistical Package for the Social Sciences (SPSS) software. Descriptive statistics, such as mean and standard deviation, will be used to summarize the respondents' demographic characteristics and responses to each scale. Inferential statistical techniques, including multiple linear regression, will be employed to test the relationships between work-life balance, job satisfaction, stress levels, and employee retention. Before conducting the regression analysis, tests for normality, multicollinearity, and homoscedasticity will be performed to ensure the data meet the assumptions required for regression. A significance level of 0.05 will be used to determine whether the hypotheses are supported or rejected.

RESULTS AND DISCUSSION

1. Descriptive Statistics

The study collected responses from 300 employees in the banking sector. Table 2 summarizes the demographic characteristics of the respondents, including gender, age, years of experience, and educational background.

Table 2. Demographic Characteristics of Respondents

Demographic Variable	Frequency (N = 300)	%
Gender		
• Male	170	56,7
• Female	130	43,3
Age		
• 20-30 years	90	30
• 31-40 years	150	50
• 41-50 years	40	13,3
• 51 years and above	20	6,7
Years of Experiences		
• Less than 5 years	80	26,7
• 5-10 years	140	46,7
• More than 10 years	80	26,7
Educational Background		
• Bachelor's Degree	220	73,3
• Master's Degree	60	20
• PhD	20	6,7

Source: Primary Data Analysis, 2024

The sample is fairly balanced in terms of gender, with 56.7% male and 43.3% female respondents. The majority of the respondents fall in the age range of 31-40 years (50%) and have 5-10 years of work experience (46.7%). Most of the employees hold a bachelor's degree (73.3%).

2. Descriptive Statistics for Main Variables

Table 3. Descriptive Statistics

Variable	Mean	Standard Deviation
Work-Life Balance	3,851	0,722
Job Satisfaction	3,671	0,812
Stress Levels	3,127	0,880
Employee Retention	3,925	0.751

Source: Primary Data Analysis, 2024

The respondents report a relatively high level of work-life balance (mean = 3.85) and employee retention (mean = 3.92). Job satisfaction is moderately high (mean = 3.67), while stress levels are moderate (mean = 3.12). The standard deviations indicate a moderate variation in responses.

3. Validity and Reliability Assessment

Table 4. Validity of Construct

Type of Validity	Measurement	Result	Interpretation
Content Validity	Expert Review	All items reviewed and refined based on expert feedback	Ensures the items represent the construct comprehensively.
Construct Validity	Factor Analysis	Factor loadings above 0.40 for all items.	Items load appropriately on their respective factors.
Convergent Validity	Average Variance Extracted (AVE)	AVE values above 0.50 for all constructs.	Constructs exhibit good convergent validity.
Discriminant Validity	Fornell-Larcker Criterion	Square root of AVE greater than correlations with other constructs	Constructs are distinct from one another.

Source: Data Processed by Author, 2024

Table 5. Reliability of Construct

Construct	Cronbach's Alpha (α)	Composite Reliability (CR)	Interpretation
Work-Life Balance	0,822	0,835	High internal consistency and reliability.
Job Satisfaction	0,859	0,866	High internal consistency and reliability.
Stress Levels	0,800	0,817	High internal consistency and reliability.
Employee Retention	0,781	0,799	High internal consistency and reliability.

Source: Data Processed by Author, 2024

The validity and reliability tests for the constructs in this study confirm the robustness of the measurement instruments. Table 4 demonstrates strong content, construct, convergent, and discriminant validity, with factor loadings above 0.40 and Average Variance Extracted (AVE) values exceeding 0.50, ensuring the constructs appropriately measure the intended variables (Hair *et al.*, 2010). The Fornell-Larcker criterion further confirms discriminant validity, indicating that each construct is distinct from the others. As shown in Table 5, Cronbach's alpha values for all constructs

exceed 0.70, and composite reliability (CR) values are above 0.80, indicating high internal consistency and reliability (Nunnally and Bernstein, 1994). These results validate that the scales used for work-life balance, job satisfaction, stress levels, and employee retention are reliable and valid for the study.

4. Classic Assumption Tests

Table 6. Classic Assumption Test

Variable	Method	Results
Normality	Shapiro-Wilk	Data is normally Distributed
Multicollinearity	VIF (Variance Inflation Factor)	No significant multicollinearity
Homoscedasticity	Scatter Plots of Residuals	Assumption of homoscedasticity met.
Linearity Test	Scatter Plots of Residuals	Assumption of linearity met.
Independence of Errors	Durbin-Watson	No autocorrelation of errors.

Source: Data Processed by Author, 2024

The classical assumption tests for the regression analysis confirm that the model meets all necessary assumptions. Table 6 shows that the data is normally distributed based on the Shapiro-Wilk test, satisfying the normality assumption. The Variance Inflation Factor (VIF) test results indicate no significant multicollinearity, meaning the independent variables do not excessively correlate with one another. The scatter plots of residuals confirm both homoscedasticity and linearity, ensuring that the variance of errors is constant and that relationships between variables are linear. Lastly, the Durbin-Watson statistic confirms that there is no autocorrelation of errors, meaning the residuals are independent. These results indicate that the regression model is reliable and meets the necessary statistical assumptions for valid analysis (Gujarati, 2009).

5. Correlation Analysis

Table 7. Correlation Analysis Result

Variable	Work-Life Balance	Job Satisfaction	Stress Level	Employee Retention
Work-Life Balance	1			
Job Satisfaction	0,522	1		
Stress Level	-0452	-0,385	1	
Employee Retention	0,584	0,541	-0,490	1

Source: Data Processed by Author, 2024

The correlation analysis results in Table 7 reveal significant relationships between the variables. Work-life balance shows a positive correlation with job satisfaction ($r = 0.522$) and employee retention ($r = 0.584$), indicating that better work-life balance is associated with higher job satisfaction and improved employee retention. Conversely, work-life balance is negatively correlated with stress levels ($r = -0.452$), suggesting that employees with better work-life balance experience lower stress. Job satisfaction also has a moderate positive correlation with employee retention ($r = 0.541$), while stress levels are negatively correlated with both job satisfaction ($r = -0.385$) and employee retention ($r = -0.490$). These findings suggest that improving work-life balance and job satisfaction while reducing stress can enhance employee retention, aligning with previous research on employee well-being and retention (Allen and Shanock, 2013).

6. Regression Analysis

Table 8. Regression Analysis Results

Predictor Variable	Coefficient (β)	Standard Error (SE)	β	t-value	p-value
Work-Life Balance	0,347	0,071	0,386	4,860	0.000
Job Satisfaction	0,290	0,080	0,311	3,633	0.000
Stress Levels	-0,277	0,061	-0,325	-4,500	0.000

R-squared = 0.510, Adjusted R-squared = 0.500
F-statistic = 102,450, p = 0.000 (Model is significant)

Source: Data Processed by Author, 2024

The regression analysis results in Table 8 demonstrate that all three predictor variables—work-life balance, job satisfaction, and stress levels—significantly influence employee retention. Work-life balance has a positive and significant impact on employee retention ($\beta = 0.347$, $p = 0.000$), indicating that better work-life balance leads to higher retention. Similarly, job satisfaction also positively influences employee retention ($\beta = 0.290$, $p = 0.000$), meaning that higher job satisfaction enhances retention. Conversely, stress levels negatively affect employee retention ($\beta = -0.277$, $p = 0.000$), suggesting that higher stress leads to lower retention. The model explains 51% of the variance in employee retention (R-squared = 0.510), and the overall model is statistically significant ($F = 102.450$, $p = 0.000$). The regression equation is:

$$\text{Employee Retention} = 0.347(\text{Work-Life Balance}) + 0.290(\text{Job Satisfaction}) - 0.277(\text{Stress Levels})$$

Discussion

1. Work-Life Balance and Employee Retention

The results indicate that work-life balance has a significant positive effect on employee retention ($\beta = 0.347$, $p = 0.000$), corroborating existing literature that highlights the importance of balance between personal and professional life in retaining employees. Previous studies, such as those by Haar *et al.* (2014) emphasize that employees who experience better work-life balance tend to stay with their organizations longer. In the highly demanding banking sector, where employees often face long working hours and high-pressure environments, providing opportunities for a more flexible and balanced work-life dynamic can reduce turnover intentions.

The positive correlation between work-life balance and employee retention ($r = 0.584$) suggests that when employees are able to manage their work responsibilities alongside personal life commitments, they are more likely to remain engaged and loyal to the organization. Flexible working arrangements, such as remote work, flexible hours, or compressed workweeks, can be effective in fostering better work-life balance. A study by Allen and Shanock (2013) found that employees with greater work-life balance reported higher organizational commitment, which in turn led to lower turnover rates.

This finding has significant practical implications for human resource management in the banking industry. Organizations can enhance employee retention by offering policies that promote work-life balance, such as flexible working conditions and wellness programs. In doing so, banks may reduce recruitment and training costs associated with high employee turnover. Furthermore, creating a culture that values work-life balance can improve job satisfaction, which is another key factor in retention.

2. Job Satisfaction and Employee Retention

Job satisfaction also shows a strong positive relationship with employee retention, with a significant coefficient in the regression analysis ($\beta = 0.290$, $p = 0.000$) and a positive correlation ($r = 0.541$). This aligns with the extensive body of research suggesting that satisfied employees are more likely to stay with their employers (Nguyen and Ha, 2023). Job satisfaction can stem from various factors, including salary, benefits, work environment, leadership, and opportunities for career growth. When employees are content with their roles, they are less likely to seek alternative employment opportunities.

In the context of banking, job satisfaction may be particularly influenced by job security, growth opportunities, and organizational support. Research by (Susanto *et al.*, 2022) found that employees in the banking sector who felt supported by their organizations, had opportunities for career advancement, and received competitive compensation reported higher job satisfaction and were less likely to leave their jobs.

The positive impact of job satisfaction on employee retention suggests that banks should focus on improving the factors that contribute to job satisfaction. Offering competitive salaries, opportunities for professional development, and a positive work environment can go a long way in retaining employees. Additionally, fostering a supportive and inclusive work culture where employees feel valued can further boost job satisfaction, leading to higher retention rates.

3. Stress Levels and Employee Retention

Conversely, the study finds that stress levels have a significant negative impact on employee retention ($\beta = -0.277$, $p = 0.000$), indicating that higher stress is associated with lower employee retention. This negative correlation ($r = -0.490$) is consistent with findings in the literature, where excessive work stress is often linked to higher turnover intentions (Avey, Luthans and Jensen, 2009). High stress levels in the banking sector may arise from heavy workloads, tight deadlines, regulatory pressures, and the fast-paced nature of the industry.

The negative impact of stress on retention can be explained by the strain it places on employees' mental and physical well-being. Prolonged exposure to stress can lead to burnout, reduced productivity, and disengagement, all of which contribute to higher turnover. Research by Malik and Garg (2017) supports this, noting that employees experiencing high levels of stress are more likely to leave their jobs in search of a healthier work environment.

To mitigate the negative effects of stress on retention, banks should invest in stress management programs, employee assistance programs, and mental health initiatives. Offering resources such as counseling, wellness workshops, and promoting a healthy work-life balance can help reduce stress levels. By addressing the root causes of workplace stress, organizations can create a healthier work environment, thereby improving retention.

4. Theoretical Contributions

The findings of this study contribute to the theoretical understanding of employee retention by emphasizing the interconnected roles of work-life balance, job satisfaction, and stress levels. The results support the Job Demands-Resources (JD-R) model, which posits that job demands (such as stress) can lead to burnout, while job resources (such as work-life balance and job satisfaction) can foster engagement and retention (Bakker and Demerouti, 2007). This study adds to the growing body of

evidence that work-life balance and job satisfaction serve as critical job resources that positively impact retention, while stress functions as a job demand that detracts from retention. Furthermore, the study highlights the importance of considering multiple factors simultaneously when examining employee retention. While previous research has often focused on individual factors, this study demonstrates that a holistic approach, considering the interplay between work-life balance, job satisfaction, and stress, provides a more comprehensive understanding of employee retention dynamics.

5. Practical Implications

For human resource professionals and managers in the banking sector, the study provides actionable insights into improving employee retention. By prioritizing work-life balance initiatives, organizations can not only enhance employee well-being but also reduce turnover. Implementing flexible working conditions, promoting wellness programs, and ensuring that employees have adequate time for personal commitments can significantly improve retention rates. Moreover, banks should continuously strive to improve job satisfaction by creating an environment that fosters employee growth, recognizes contributions, and provides fair compensation. Regularly measuring employee satisfaction and addressing areas of concern can help organizations maintain a motivated and satisfied workforce. Stress management is another critical area for intervention. Organizations must recognize the detrimental effects of excessive stress and take proactive measures to reduce workplace stressors. Providing employees with the tools and support they need to manage stress can help improve retention, as employees are less likely to leave a supportive work environment.

CONCLUSION

The study concludes that work-life balance, job satisfaction, and stress levels significantly impact employee retention in the banking sector. Specifically, work-life balance and job satisfaction positively influence retention, while higher stress levels have a detrimental effect. These findings underscore the importance of fostering a supportive work environment that balances personal and professional life, enhances job satisfaction, and mitigates stress. By focusing on these key factors, organizations can reduce turnover and improve employee loyalty. The study also contributes to the understanding of retention dynamics, offering practical strategies for banking companies to maintain a stable workforce.

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