

---

## **Work-Life Balance and Job Satisfaction on Employee Retention in the Telecommunication Industry**

**Muktar Mohammed<sup>1</sup>; Nanfa D. Kusa<sup>2</sup> & Abdullahi Mohammed Umar<sup>3</sup>**

<sup>1,2</sup>Department of Business Administration

Faculty of Management Sciences, University of Jos, Plateau State  
muktarfns@gmail.com; dannanfa2003@yahoo.com

<sup>3</sup> Department of Business Administration and Management

Gombe State Polytechnic, Bajoga, Nigeria  
abdumumar@gmail.com; +2348078278481

---

**DOI:** <https://doi.org/10.5281/zenodo.11077730>

### **Abstract**

This study is an examination of the relationship between work-life balance, job satisfaction and employee retention in the context of the telecommunication industry. The researchers investigated the extent to which work-life balance influences job satisfaction and employee retention, as well as the mediating role of job satisfaction in this relationship. The researchers employed quantitative methods, collecting data from 245 employees in multiple telecom organisations located in Jos and Bauchi. The collected data were analysed, using PLS-SEM through the SEMinR software. The findings of the study provided empirical evidence supporting the positive influence of work-life balance on both job satisfaction and employee retention. The analysis revealed a significant direct relationship between work-life balance and job satisfaction, indicating that an improvement in work-life balance leads to higher levels of job satisfaction. Furthermore, the findings showed that job satisfaction partially mediated the relationship between work-life balance and employee retention. These findings underscored the importance of organisations prioritising work-life balance initiatives to enhance job satisfaction and improve employee retention rate. Based on the results, it was recommended that telecom organisations should promote work-life balance initiatives, offer supportive policies and foster a positive work culture that values employee.

**Keywords:** Work-Life Balance, Job Satisfaction and Employee Retention

### **Introduction**

The telecommunications industry is a vital component of modern society, providing individuals and businesses with communication services through various mediums such as telephone, internet, and television. The industry is characterised by rapid technological advancements and changing consumer preferences, resulting in a dynamic and highly competitive environment (Bataineh, 2019; Efendi, Purwanto & Sugiono, 2022). The COVID-19 pandemic has further highlighted the importance of the telecommunications industry, as it plays a crucial role in enabling remote work and digital communication (Waworuntu, Kainde & Mandagi, 2022). In Nigeria, the industry has contributed significantly to the country's economic growth and development, with a contribution of 12.45% to the GDP in Q2 of 2021 and accounting for 1130% of total investment inflows in 2020. The industry has also helped to increase access to communication services, with

### *Work-Life Balance and Job Satisfaction on Employee Retention in the Telecommunication Industry*

over 200 million active mobile phone lines and 151.512 million internet users as of July 2021, while also creating over 300,000 jobs directly and indirectly (NCC, 2021; NBS, 2021).

Despite its significant contributions, there is a notable concern regarding the high turnover rate among telecom employees in Nigeria. This is a major challenge for the industry, with factors such as poor working conditions, job dissatisfaction, and lack of career development opportunities cited as major reasons (Sismawati & Lataruva, 2020; Rahmawati & Gunawan, 2019; Waworuntu *et al* 2022). This can result in negative impacts on service quality and ultimately customer satisfaction, leading to a decline in market share and revenue for telecommunication companies; hence, the need to address the challenges of high employee turnover and promote long-time employee retention for quality service delivery (Silaban & Margaretha, 2021).

Job satisfaction is another crucial factor that can significantly impact staff retention. Staff who lack job satisfaction are unlikely to achieve psychological contentment and may exhibit negative attitudes or behaviours in the workplace, which, in turn, can lead to frustration (Silaban & Margaretha, 2021; Waworuntu *et al* 2022). However, there are a lot of factors which go together to ensure high job satisfaction rates in a company such as hygiene factors like good pay, work life balance, perks, leaves etc. play a very important role in making sure that the employee is pleased in the job (Suslova & Holopainen, 2019; Rahmawati & Gunawan, 2019). Job satisfaction can be a relative term as it may depend on an individual's perception, but overall job satisfaction can be judged through various indirect parameters like productivity, attrition rate and employee feedback. It may also differ from industry to industry (Rahmawati & Gunawan, 2019).

Various studies have attempted to address the issue of employee retention by examining factors such as job satisfaction, employee engagement, work-life balance, interpersonal conflict, job stress, supervisor support, high-performance organisation, leadership, corporate social responsibility, role performance, motivation and effective training (Waworuntu *et al* 2022; Fletcher *et al* 2018; Sajuyigbe *et al* 2022; Hadi & Ahmed, 2018; Anwar *et al* 2018). However, the current academic discourse highlights the need for further investigation into the mechanisms that explain the relationship between work-life balance and employee retention (Sajuyigbe *et al* 2022; Ahmad, 2022). Therefore, this study was carried out to examine the mediating effect of job satisfaction on the relationship between work-life balance and staff retention within the telecom industry in Bauchi and Plateau State.

### **Conceptual Review**

Employee retention is a critical challenge for employers due to the scarcity of skilled labour and high turnover rates (Silaban & Margaretha, 2021). Retention, as defined by Silaban & Margaretha (2021), refers to the ability of a company to keep employees attached to the organisation for longer periods compared to other companies. It can be seen as a long-term relationship or commitment between employees and the company. Effective employee retention strategies play a vital role in enhancing organisational performance (Silaban & Margaretha, 2021). In today's competitive environment, organisations strive to attract, select, and retain the best talent (Silaban & Margaretha, 2021). In order to achieve this, employers should implement practices that benefit both the organisation and employees, ultimately leading to higher standards of performance (Silaban & Margaretha, 2021).

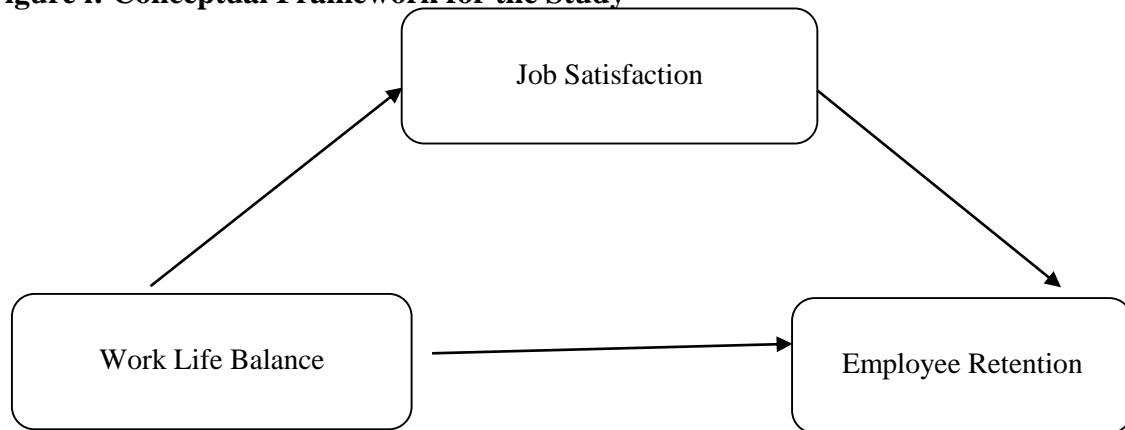
Work-Life Balance (WLB) refers to an individual's perception of successfully managing and harmonising their work and personal activities (Kalliath & Brough, 2008). It encompasses the ability to strike a flexible equilibrium between one's personal and professional life, leading to enhanced psychological well-being and job satisfaction (Dodi *et al* 2021). In today's rapidly evolving world, where work demands and concerns continue to grow, achieving a healthy work-life balance has become increasingly crucial. WLB also refers to the extent to which individuals can effectively manage multiple roles in their lives, such as work, family, and other significant responsibilities (Haar & Brougham, 2020). Ferguson *et al* (2012) highlight that the term "balance" encompasses the interconnectedness, enrichment and potential conflict between work and personal life domains. By promoting WLB, organisations can contribute to employees' psychological well-being, job satisfaction and ultimately, employee retention.

Job satisfaction is a crucial concept in organisational psychology, representing a positive emotional state that arises from the evaluation of one's entire job experience (Jang *et al* 2022). It is defined as the extent to which a staff feels self-motivated, content & satisfied with his/her job (Oktem *et al* 2020). Job satisfaction happens when a staff feels that he/she is having job stability, career growth and a comfortable work life balance (Ali *et al* 2018; Baqir *et al* 2020). This implies that the staff is having satisfaction at job as the work meets the expectations of the individual. Job satisfaction may not only be about compensation, perks or assets a staff might get but also is about the environment, culture and quality of work which a company can offer to staff (Shuvro & Alam, 2020).

Understanding the mediating effect of job satisfaction in the relationship between work-life balance and employee retention can provide valuable insights for the industry seeking to enhance their retention strategies. By fostering a positive work-life balance and promoting job satisfaction, employers can create an environment that supports and retains their talented workforce. Ultimately, this research contributes to the ongoing efforts to develop effective strategies for staff retention, which is essential for organisational success in today's competitive landscape.

### **Conceptual Framework**

**Figure 1: Conceptual Framework for the Study**



Source: Researchers Construct, (2023).

### *Work-Life Balance and Job Satisfaction on Employee Retention in the Telecommunication Industry*

The conceptual model suggests that work-life balance has both direct and indirect effects on employee retention. The direct effect implies that a better work-life balance can positively influence employee retention, leading to higher rates of employee satisfaction and commitment. The indirect effect occurs through job satisfaction, indicating that an improved work-life balance can enhance job satisfaction, which in turn increases the likelihood of employee retention.

#### **Empirical Review**

Employee retention is a significant challenge for organisations, particularly in the era of knowledge workers (Silaban & Margaretha, 2021). In their study, Silaban & Margaretha (2021) supports this statement, as it demonstrated that rewards and compensations have the second-strongest influence on organisational performance after the practice of work-life balance. Their study further revealed a positive relationship between WLB and employee retention. A study by Garg (2016) found that work-life balance has a positive effect on employee retention. Garg concluded that companies should increase the availability of work-life balance options, such as flexible working hours, task delegation and breaks, to facilitate employees' coordination between their family and professional lives.

Recent studies also documented evidence of the link between work-life balance and employee job satisfaction (Bataineh, 2019; Fajri, 2022; Nurjanah & Indawati, 2021; Sismawati & Lataruva, 2020). For instance, recent research uncovered that employees with good feelings and small levels of stress at work and home are more likely to experience job satisfaction (Bataineh, 2019). This research is in line with the results of related studies (Nurjanah & Indawati, 2021; Sismawati & Lataruva, 2020) found that a good work-life balance can make someone feel happy because they can balance work obligations and personal life so that the higher the employee's work-life balance, the higher the perceived job satisfaction. Employees have expectations to balance time and contributions in work and personal life.

Another interesting study (Puspitasari & Darwin 2021) looked into two dimensions of work-life balance: work enhancement with personal life and personal life enhancement with work. The results found a positive influence between work enhancement with personal life and personal life enhancement with work on job satisfaction. In other words, employees feel happy when they can overcome personal and work problems (Puspitasari & Darwin 2021). In a nutshell, when employee expectations are met leads to job satisfaction. In other words, the higher the employee's work-life balance, the higher the job satisfaction felt because they can balance work obligations and personal life (Fajri, 2022; Bataineh, 2019; Sismawati & Lataruva, 2020).

Job satisfaction is the most important factor for organisation success. George & Jones (2002) study explains that level of job satisfaction in the work place is the factor that influences absenteeism which in turn it may cost employee turnover and the impact of it is at times employees might resign or leave their jobs. The impact of work-life balance on employee retention could be mediated through employees' job attitudes and professional perceptions (Pranata *et al* 2022). Job satisfaction is a simple single summary measure of employees' job attitudes (Saufi *et al* 2023). It is the central factor in the traditional retention model, many empirical studies have confirmed a consistent and

significant positive relationship between job satisfaction and employee retention (Saufi *et al* 2023).

## **Theoretical Review**

### **Job-Demands Resources (JD-R) Theory**

The JD-R theory has gained prominence in the field of organisational psychology and provides a framework for understanding the relationship between job characteristics, employee well-being, and performance. The JD-R Theory is based on two fundamental assumptions: job demands and job resources. Job demands refers to the physical, psychological, social or organisational aspects of a job that require effort and may be associated with physiological and psychological costs. According to the theory, both job demands and job resources have separate and unique effects on employee well-being and performance. High job demands can lead to increased strain, burnout, and decreased well-being, while job resources can contribute to increased motivation, engagement and well-being. Moreover, job resources act as buffers against the negative effects of job demands, helping individuals cope with stress and promoting positive outcomes. The theory suggests that work-life balance can be considered a job resource. When individuals have a favorable work-life balance, they experience reduced job demands and increased job resources, such as autonomy and control over their personal lives. This can lead to higher levels of job satisfaction, well-being and ultimately, staff retention. Individuals with better work-life balance may feel less overwhelmed, have more energy and enthusiasm for their work and experience a greater sense of control, which can positively impact their job satisfaction and their desire to remain with the organisation.

### **Social Exchange Theory (SET)**

The social exchange theory focuses on the idea of social relationships as exchanges of resources and the principles of reciprocity and fairness. The key assumption of Social Exchange Theory is that individuals engage in social interactions with the expectation of receiving rewards or benefits while minimising costs (Gouldner, 1960; Thibault & Kelley, 1959; Blau, 1964). According to this theory, people evaluate their relationships based on a cost-benefit analysis, comparing the resources (support, rewards) they invest in the relationship with the resources they receive in return.

In the context of work-life balance, the social exchange theory suggests that employees perceive their organisation's support for their work-life balance needs as a form of resource exchange. When employees feel supported in managing their work and personal lives, they develop a sense of obligation and gratitude towards the organisation. This positive exchange fosters mutual trust and commitment, leading to higher levels of job satisfaction and increased likelihood of staff retention. The theory also highlights the importance of fairness in social exchanges. Employees compare their inputs (effort, time) and outcomes (rewards, recognition) in work-life balance practices with those of their colleagues. Perceived fairness plays a crucial role in shaping employees' attitudes and behaviours. When employees perceive inequity in work-life balance practices, such as unequal distribution of support or resources, it can lead to job dissatisfaction and potentially impact staff retention. Specifically, the theory helps in understanding how employees' perception of support for work-life balance creates a positive social exchange, fostering job satisfaction and increasing their commitment to the organisation.

### *Work-Life Balance and Job Satisfaction on Employee Retention in the Telecommunication Industry*

Additionally, the theory highlights the importance of fairness in work-life balance practices and its impact on employee satisfaction and retention within the telecom industry.

#### **Methodology**

The researchers adopted the explanatory design and quantitative approach based on a cross-sectional descriptive survey. The cross-sectional descriptive survey allowed for data collection at a particular point in time in a pre-determined and structured way. The population of the study is 245 employees in the various departments of the MTN, Airtel, Glo and 9-mobile operating in Jos and Bauchi Metropolis. A convenience sampling method was used to select respondents in the study area. The data collection was done through questionnaire method and all the 245 respondents filled and returned their questionnaire successfully. The collected data were analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through the SEMinR software. The variables for the study were measured using item scales developed by previous scholars with minor modifications where necessary to fit the study context - telecom service providers in Nigeria.

#### **Results and Discussion**

The data obtained were analysed to describe the demographic characteristics of the population and the hypothesised relationships was tested.

**Table 1: Demographic Characteristics of Study Participants**

	Demographics	Frequency	Percentage
<b>Gender</b>	Female	121	49.8
	Male	122	50.2
<b>Age</b>	21-30 years	69	28.4
	31-40 years	113	46.5
	41-50 years	57	23.5
	above 51 years	4	1.6
<b>Educational Level</b>	Secondary Cert.	6	2.5
	Diploma and NCE	121	49.8
	BSc. and HND	105	43.2
	Master and PhD	11	4.5
<b>Work Experience</b>	0-5 years	37	15.2
	6-10 years	113	46.5
	11-15 years	61	25.1
	above 15 years	32	13.2

Table 1 provides information about the demographics of respondents from the telecom companies surveyed. Overall, the demographic characteristics of the participants in the study exhibit a relatively balanced gender distribution and include a diverse range of age groups. 46.5% of them were between 31-40 years old, 28.4% - between 21-30 years old,

23.5% are between 41-50 and very few of them were above 50. In terms of education level, most respondents have attended advance educational level and are therefore suitable for the job. However, limitations may exist in terms of the representation of older individuals, educational diversity and the proportion of participants with advanced degrees. Regarding work experience, majority with a percentage higher than 80% have indicated a presence of individuals with extensive professional backgrounds.

**Analytical tool**

Using SEMinR software package, this section showed the development of the partial least square path model for estimation and hypotheses testing. To use the PLS-SEM, a sample size 10 times larger than the highest number of model construct items is required (Hair *et al* 2010). This is done to ensure that the sample size yields consistent data results.

In order to analyse the data using PLS-SEM, three procedures must be followed. First, the measurement model is evaluated to establish the reliability and validity of the constructs, which can be modelled reflective or formative. The reflective model was used in this study. Second, the structural model is evaluated to validate the proposed hypothesised relationship using a bootstrapping routine.

**Table 2: Assessment of the Measurement Model**

<b>Construct</b>	<b>Item</b>	<b>Loading</b>	<b>CA</b>	<b>CR</b>	<b>AVE</b>
Work Life Balance (WLB)	WLB2	0.867	<b>0.890</b>	<b>0.919</b>	<b>0.658</b>
	WLB3	0.825			
	WLB5	0.814			
	WLB6	0.855			
Job Satisfaction (JS)	JS1	0.832	<b>0.921</b>	<b>0.939</b>	<b>0.718</b>
	JS2	0.835			
	JS3	0.798			
	JS4	0.891			
	JS5	0.852			
	JS6	0.873			
Employee Retention (ER)	ER1	0.785	<b>0.820</b>	<b>0.869</b>	<b>0.526</b>
	ER2	0.750			
	ER4	0.710			
	ER5	0.702			
	ER6	0.751			

**CA=** Cronbach Alpha **CR=** Composite Reliability **AVE=** Average Variance Extracted

**Source: SEMinR, 2023**

As illustrated in table 2, the loading factors of WLB ranged between 0.814 and 0.867 to achieve the construct reliability. Additionally, JS had the loading factors between 0.798 & 0.891 and the variable of ER had loading factors, ranging from 0.702 to 0.785, implicating that the criteria would be reached. At the same time, the construct achieved the discriminant validity as the cross loading value was more than 0.70. As depicted in table 2, the model has meet the composite reliability when the CR score is greater than

*Work-Life Balance and Job Satisfaction on Employee Retention in the Telecommunication Industry*

0.70 and the Cronbach’s Alpha was greater than 0.70. Overall, the value of WLB, JS and ER achieved the composite reliability. AVE statistics in the current study show that all the constructs except for JS have slightly lower AVE. Hence, convergent validity is not an issue.

**Table 3: Discriminant Validity: Heterotrait-Monotrait Ratio (HTMT) Criterion Work-Life Balance**

	WLB	JS	TI
Work-Life Balance			
Job Satisfaction	0.885		
Employee Retention	0.636	0.665	

**Source: SEMinR, 2023**

Table 3 indicated that the HTMT ratios were within the threshold value of 0.90 for all constructs. In other words, strong support for the establishment of discriminant validity was provided.

**Assessment of the Structural Model**

**Table 4: Inner VIF Values**

Constructs	VIF
Work-Life Balance	2.842
Job Satisfaction	2.842
Employee Retention	-

**Source: SEMinR**

Table 4 shows the findings of assessing collinearity among the variables for this study. The inner VIF values for each variable were obtained, and none of the VIF values were above 5. Therefore, the study does not have issues of multi collinearity.

**Assessment of the Model Explanatory Power**

**Table 5 Model Explanatory Power (R<sup>2</sup>- Coefficient of Determination, f<sup>2</sup>- Effect Size)**

H		R <sup>2</sup> (R-Sq)	Magnitude	f <sup>2</sup> (f-Sq)	Magnitude
	R <sup>2</sup>	0.377	Moderate	0.069	Small
Ho1	WLB -> ER	0.235	Week	0.036	Small
Ho2	WLB -> JS	0.805	Substantial		
Ho3	JS -> ER	0.408	Moderate		

**Source: SEMinR**

The structural model assessment was conducted through the co-efficient of determination R<sup>2</sup> criteria from (Cohen, 1988; Chin, 1998). Table 5 showed that the R value of employee turnover retention is 0.377, while for job satisfaction 0.805. According to Hair *et al* (2017), the higher the R value, the better the model variance explanation; thus, R<sup>2</sup> value of 0.25 is considered week, 0.50 moderate, and 0.70 substantial. From the result, work-life balance (WLB) and job satisfaction (JS) accounts for 37.7% of the variance in turnover retention of telecom employees; while job satisfaction alone accounts for 40.8% of the variance in turnover retention of telecom employees.



**Test of Hypotheses**

A total of four (4) hypotheses were tested in the structural model, out which three (3) are direct relationships, and one (1) an indirect relationship. The hypothesised relationship was restated in table 6, showing the direct and indirect relationship that was tested.

**Table 6: Restatement of Hypotheses**

Hypotheses	Hypothesised Path
Ho1:	Work-life balance has no significant influence on employee Retention in the telecom industry. WLB→ ER
Ho2:	Work-life balance has no significant influence on job Satisfaction in the telecom industry. WLB→JS
Ho3:	Job satisfaction has no significant influence on employee retention in the telecom industry. JS → ER
Ho4:	Jos satisfaction does not mediate the relationship between work life balance and employee retention in the telecom industry. WLB → JS → ER

Source: Researchers Construction

**Testing for the Direct and Indirect Relationship**

In testing for the direct relationship, the results on the paths between work-life balance and employee retention (t-value = 14.168, p <0.05). Job satisfaction and employee retention (t-value =5.244, p<0.05) and work-life balance and job satisfaction (t-value = 32.59 1, p< 0.05), were all found to be positive and significant. Thus, all the hypothesised statements were rejected. The outputs of the relationships are displayed in table 7. For the indirect relationship, the structural model path coefficient assessment for the mediation analysis, Preacher & Hayes (2008) approach was used to ascertain if there is a significant relationship between work-life balance and employee retention through job satisfaction. This is done through and evidence of mediation is established when the indirect effect is statistically significant (t-value =7.168, p<0.00\*) with t-value > 1.96 two tailed, p<0.05 (Preacher & Hayes, 2004; Zhao *et al* 2010).

In addition, confidence intervals are evaluated to confirm the mediation effect. To confirm the mediation effect's presence, the t-value and the confidence interval were assessed to determine if the mediating include a zero in between the lower confidence and the upper confidence limits (Hayes, 2015). Relationship was significant. The results displayed in table 7 evidenced the mediation effect of job satisfaction in the relationship between work-life balance and employee retention. From the result, the indirect effect of job satisfaction on work-life balance and employee turnover intention was positive and significant.

**Table 7. Direct and Indirect Relationship Path Coefficient Assessment**

	Beta Coefficient (B)	STDEV	T Statistics	P Values	2.5% CI	97.5% CI	Decision
WLB -> ER	0.564	0.04	14.168	0.001	5.244	0.639	Reject
WLB -> JS	0.805	0.025	32.591	0.000	0.753	0.849	Reject
JS -> ER	0.408	0.078	5.244	0.002	0.27	0.568	Reject
WLB -> JS – ER	0.361	0.05	7.168	0.000	6.244	0.838	Reject

Source: SEMinR

$P < 0.05$ , CI – Confidence Interval, STDEV- Standard Deviation

### **Discussion of findings**

From the results presented, we incorporated a multivariate data analysis method to analyse the data collected. Several procedures from past studies were adopted to evaluate the validity and reliability of the constructs. The measurement model evaluates individual item loading, internal consistency, convergent validity and discriminant validity. All construct factor loading were assessed to ensure their conformity with the threshold value of 0.708 (Hair *et al* 2017) or 0.70 (Hair *et al* 2013) and their suitability for inclusion in further analysis before the establishment of the reliability and validity of all construct. However, Sarstedt *et al* (2017) suggested that indicators with loadings between 0.40–0.70 should be considered for deletion if doing so improves the composite reliability and AVE values above the recommended threshold. Furthermore, Nunnally (1978), recommended that Cronbach's alpha (CA) must be higher than 0.70. Moreover, the assessment of internal consistency reliability (Bagozzi & Yi, 1988), recommended that composite reliability (CR) of the construct should be higher than 0.70. This study's result of CR lies between 0.869 and 0.939. Both indicators of reliability have reliability statistics over the required threshold of .70 (Hair *et al* 2010). Hence, construct reliability is established. While, for the assessment of convergent validity (Fornell & Larcker, 1981), suggested that the average variance extracted (AVE) should be equivalent or exceeds the 0.5. Henceforth, as shown in Table 2, it retained between 0.526 and 0.718. AVE statistics in the current study show that all the constructs except for JS have slightly lower AVE. Hence, convergent validity is not an issue.

To indicate the dissimilarity between construct measures used for this study, the Heterotrait-Monotrait Ratio (HTMT) of correlations was used. This approach is favoured against the cross loading and the Fornell-Lacker criterion based on the argument of Henseler *et al* (2015) and Ali *et al* (2018) that neither approach can reliably detect discriminant validity issues. According to Henseler *et al* (2015), discriminant validity is established when the two true correlations between latent variables are equal to or less than 0.90. Therefore, a value above 0.90 shows a lack of discriminant validity. As illustrated in table 2 & 3, the value of WLB, JS and ER achieved the composite reliability and discriminant validity criteria respectively.

In the context of PLS-SEM, VIF values above 5 are indicative of probable collinearity issues among predictor constructs; but collinearity can also occur at lower VIF values of 3-5 (Becker, Ringle, Sarstedt & Völckner, 2015; Mason & Perreault, 1991). If collinearity is a problem, a frequently used option is to create higher-order constructs (Hair, Risher, Sarstedt & Ringle, 2019; Hair, Sarstedt, Ringle & Gudergan, 2017).

The findings regarding Hypothesis 1, which examined the influence of work-life balance on employee retention in the telecom industry revealed an important relationship. The finding is consistent with previous studies such as Silaban & Margaretha (2021); Garg (2016) who highlighted the importance of prioritising and fostering a positive work-life balance among employees. By recognising the significance of work-life balance in influencing employee retention, organisations can develop strategies and implement

practices that support employees in effectively managing their work responsibilities and personal lives.

Creating a flexible work environment, offering work-life balance initiatives and promoting policies that enable employees to maintain a healthy equilibrium between work and personal obligations can contribute to higher employee retention rates. Additionally, these findings emphasised the need for organisations to invest in work-life balance practices as a means of enhancing employee satisfaction and overall organisational performance. The findings pertaining to hypothesis 2, which investigated the impact of work-life balance on job satisfaction in the telecom industry, provided valuable insights. The finding is consistent with previous studies like Bataineh (2019); Fajri (2022); work-life balance as a means of increasing job satisfaction levels. Providing flexibility in work and Nurjanah & Indawati (2021) who highlighted the significance of fostering a positive schedules, promoting remote work options, and offering family-friendly benefits are examples of strategies that can contribute to an improved work-life balance and consequently lead to higher levels of job satisfaction. Recognising the influence of work-life balance on job being and create a positive work environment, ultimately contributing to a more satisfied and satisfaction can guide organisations in developing initiatives that prioritise employee well-engaged workforce.

The findings pertaining to hypothesis 3, which explored the influence of job satisfaction on employee retention in the telecom industry, provide important insights into the relationship between these two variables. The finding is consistent with the theory and previous empirical studies such as Boakye *et al* (2023) underscore the critical role that job satisfaction plays in retaining employees. When employees experience higher levels of job satisfaction, they are more likely to remain with the organisation. The results highlighted the importance of creating a work environment that fosters job satisfaction, as this can contribute to improved employee retention rates. Organisations can focus on factors such as providing opportunities for career development, recognising and rewarding employee performance, ensuring fair compensation, promoting positive interpersonal relationships and offering a supportive work culture. By addressing these aspects and enhancing job satisfaction. Organisations can increase their chances of retaining talented employees and reducing turnover rates.

In hypothesis four, job satisfaction was hypothesised to have no mediation effect in the relationship between work-life balance and employee retention. Based on these results, we can conclude that job satisfaction partially mediates the relationship between work-life balance and employee retention in the studied context. The significant beta coefficient (B) of 0.361 suggests that work-life balance positively influences job satisfaction, which, in turn, contributes to employee retention. The rejection of the null hypothesis indicates that there is evidence to support the presence of a mediation effect.

This finding implies that enhancing work-life balance can positively impact job satisfaction, leading to increased employee retention. By promoting a supportive work environment that fosters work-life balance and addresses employees' needs and concerns, organisations can contribute to higher job satisfaction levels. Ultimately, this can have a positive influence on employee retention rates, as satisfied employees are more likely to remain committed to the organisation.

## **Conclusion**

This study provides empirical evidence supporting the significance of work-life balance in job satisfaction and employee retention in the telecom industry. This indicates that work-life balance has a direct positive influence. The results highlighted the importance of organisations prioritising work-life balance initiatives to enhance job satisfaction and improve employee retention rates. Creating a work environment that supports employees in effectively managing their work responsibilities.

These findings underscore the need for organisations in the telecom industry to recognise work-life balance as a critical factor in employee satisfaction and retention. By implementing policies and practices that promote work-life balance, organisations can foster a positive work environment that supports employee well-being and engagement. This, in turn, can lead to higher job satisfaction levels and increased employee retention rates.

## **Recommendations**

Based on the findings, the researchers hereby recommend that:

1. Telecom companies should provide opportunities for employees to be able to carry out work-life balance, through balanced work and personal life arrangements and should allow flexibility in performing work responsibility.
2. Telecom companies should offer supportive policies through consultation with employees and foster a positive work culture that values employees and increase their job satisfaction.
3. For adequate employee retention, telecom companies should implement a transparent career path and promotion system that provides opportunities for growth.

## **References**

- Ali, F., Rasoolimanesh, S. M., Sarstedt, M., Ringle, C. M. & Ryu, K. (2018). An assessment of the use of partial least squares structural equation modeling (PLS-SEM) in hospitality research. *International Journal of Contemporary Hospitality Management*, 30(1), 514–538.
- Anwar, A., Waqas, A., Shakeel, K. & Hassan, S. S. (2018). Impact of intrinsic and extrinsic motivation on employee's retention: A case from call center. *International Journal of Academic Research in Business and Social Sciences*, 8(6), 652-666.
- Bataineh, K. (2019). Impact of work-life balance, happiness at work, on employee performance. *International Business Research, Canadian Centre of Science and Education*, 12(2), 99-112.
- Becker, J. M., Ringle, C. M. & Sarstedt, M. (2015). How collinearity affects mixture regression results. *Mark Lett* 26, 643–659.
- Blau, P. M. (1964). Justice in social exchange. *Sociological Inquiry*, 34, 193-206.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences (2nd ed.)*. Hillsdale, NJ: Lawrence Erlbaum Associates, Publishers.
- Dodi, W. I., Khusnul, R. N. & Roz, K. (2021). Work from home: Measuring satisfaction between work–life balance and work stress during the COVID-19 pandemic in Indonesia. *Economies, MDPI*, 9(3), 1-13.

- Efendi, S., Purwanto, A. & Sugiono, E. (2022). The effect of work from home, work life balance, and work motivation on job satisfaction and their impact on the performance of non-lecturer education personnel at Pertamina University Jakarta. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(1), 5382-5397.
- Ferguson, C. J., Miguel, C. S., Garza, A. & Jerabeck, J. M. (2012). A longitudinal test of video game violence influences on dating and aggression: A 3-year longitudinal study of adolescents. *Journal of Psychiatric Research*, 46(2), 141-6.
- Fletcher, L., Alfes, K. & Robinson, D. (2018). The relationship between perceived training and development and employee retention: the mediating role of work attitudes. *International Journal of Human Resource Management*, 29(18), 2701-2728.
- George, J. M. & Jones, G. R. (2002). *Organisational behaviour*. (3<sup>rd</sup> ed.). New Jersey: Prentice Hall.
- Haar, J. & Brougham, D. (2020). Work antecedents and consequences of work-life balance: A two sample study within New Zealand. *Int. J. Hum. Resour. Manag.*, (33), 784–807.
- Hair, J. F., Black, W. C., Babin, B. J. & Anderson, R. E. (2010). *Multivariate data analysis, A global perspective* (7<sup>th</sup> ed.). Global Edition: Person Prentice Hall.
- Hair Jr, J. F., Hult, G M, T., Ringle, C. & Sarstedt, M. (2013). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications.
- Hair, J. F., Hult, G. T. M., Ringle, C. M. & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (K. DeRosa (ed.); Second). London: SAGE Publications Ltd.
- Hair, J. F., Risher, J. J., Sarstedt, M. & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24.
- Hadi, N. U. & Ahmed, S. (2018). Role of employer branding dimensions on employee retention: Evidence from educational sector. *Administrative Sciences*, 8(3), 30-39.
- Henseler, Jörg, Ringle, C. M. & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Springer. Retrieved from <https://doi.org/10.1007/s11747-014-0403-8>
- Kalliath, T. & Brough, P. (2008). Work-life balance: A review of the meaning of the balance construct. *Journal of Management & Organisation*, 14(3), 323–327.
- Mason, C. H. & Perreault, W. D. (1991). Collinearity, power and interpretation of multiple regression analysis. *Journal of Marketing Research*, 28(3), 268–280.
- Nurjanah, D. & Indawati, N. (2021). Effect of emotional intelligence on employee engagement and job satisfaction with work-life balance as intervening variables in the generation Z in Surabaya. *International Journal of Economics, Management, Business and Social*, 1(3), 316-328.
- Pranata, J. A., Hendrawan, S., Putra-Riyanto, R. M. & Gundadi, W. (2022). The effect of work-life balance and work motivation towards intention to work from home in the future with job satisfaction as a mediator. *Revista De Ceecetare Si Interventie Sociala*, 78(1), 7-25.
- Preacher, K. J. & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models behaviour. *Research Methods, Instruments and Computers*, 36, 717-731.

*Work-Life Balance and Job Satisfaction on Employee Retention in the Telecommunication Industry*

- Puspitasari, A. S. & Darwin, M. (2021). Effect of work-life balance and welfare level on millennial employee performance through work engagement. *International Journal of Science and Society*, 3(1), 334-444.
- Rahmawati, Z. & Gunawan, J. (2019). Hubungan job-related factors terhadap work-life balance dan kepuasan Kerja pada Generasi Milenial. *Jurnal Sains dan Seni ITS*, 8(2), 418-423.
- Sajuyigbe, A. S., Inegbedion, H. E., Adebajji, A. & Ogheneochuko, S. (2022). Compulsory citizenship behaviour, work-life balance and turnover intention in academia: Mediating effects of emotional intelligence. *The Journal of Behavioural Science*, 17(2), 58-72.
- Saufi, R. A., Binti, N., Nawi, C., Permnarupan, P. Y., Raihani, N., Zainol, B., Aidara, S., Kakar, A. S. & Jothi, B. A. P. (2023). Academic person-environment fit towards sustainable work-life balance and reduced turnover intention moderated by job opportunities. *Sustainability*, 15(3397), 1-15.
- Silaban, H. & Margaretha, M. (2021). The impact work-life balance toward job satisfaction and employee retention: study of millennial employees in Bandung City, Indonesia. *International Journal of Innovation and Economic Development*, 7(3), 18-26.
- Sismawati, W. & Lataruva, E. (2020). Analisis pengaruh work-life balance dan pengembangan karier terhadap turnover intention. *Diponegoro Journal of Management*, 9(3), 1-11.
- Suslova, A. & Holopainen, L. (2019). Job satisfaction and employee motivation: Case Generation Z. Bachelor of Business Administration Thesis: International Business Spring 2019. KAMK University of Applied Science.
- Thibaut, J. W. & Kelley, H. H. (1959). *The social psychology of Groups*. John Wiley & Sons, New York.
- Waworuntu, E. C., Kainde, S. J. R. & Mandagi, D. W. (2022). Work-life balance, job satisfaction and performance among Millennial and Gen Z Employees: A systematic review. *Journal of Society*, 10 (2), 384-398.
- Wong, K. K. (2013). Partial least squares structural equation modeling (PLS-SEM) techniques using SmartPLS. *Marketing Bulletin*, 24, 1-32.
- Zhao, X., JR, L. J. G. & Chen, Q. (2014). Reconsidering Baron and Kenny: Myths and truths about Mediation analysis. *Journal of Consumer Research, Inc.*37(2), 197–206.