Work-Life Balance and Employee Retention in the Workplace: A Study of Lagos State Development and Property Corporation (LSDPC)

By

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ABSTRACT

This study assessed work-life balance and its impact on employee retention, using the Lagos State Development and Property Corporation (LSDPC) as a case study. Through the exploration of four research questions and the formulation of four research hypotheses, this study aims to uncover the intricate relationship between work-life balance initiatives and various organizational outcomes within LSDPC. This study was based on Quantitative methodology which adopts the use of Questionnaires administered to 206 respondents. It was discovered there is a critical role of work-life balance initiatives in shaping employee satisfaction, retention, and organizational outcomes within LSDPC. Based on the findings, it is recommended that there should be regular assessments and solicit employee feedback to better understand their work-life balance needs and preferences, enhance communication strategies to ensure that all employees are aware of the available work-life balance policies, programs, and initiatives among others.

Keywords: Employee, Employee Retention, Communication, Flexible Schedules, Policy Support, Work-Life Balance

1.1 INTRODUCTION

Work-life balance and employee retention have emerged as pivotal concerns in contemporary organizations, acknowledging their profound influence on employee well-being and organizational performance. The Lagos State Development and Property Corporation (LSDPC), a key player in the real estate and urban development sector, is no exception to these

challenges. This background sets the stage for investigating the intricate relationship between work-life balance and employee retention within the context of the LSDPC.

The concept of work-life balance has garnered increasing attention due to its far-reaching implications for individuals and organizations alike. Greenhaus and Powell (2006:72) define work-life balance as the harmonious equilibrium individuals seek between their professional obligations and personal lives. It encompasses various facets, including managing working hours, workload distribution, and opportunities for involvement in non-work-related activities. Achieving an optimal work-life balance contributes to reduced stress levels, heightened job satisfaction, and an improved overall quality of life (Johnson, Griffeth, & Griffin 2000).

Though the term employee retention is defined in numerous ways, it denotes various measures taken by organizations to encourage their employees to remain with them for a longer duration of time. The primary reason for employee retention is to prevent talented employees from leaving (James & Mathew, 2012). The capacity to retain skilled and dedicated employees is fundamental to sustained productivity and competitive advantage. Amidst this backdrop, the LSDPC operates within the dynamic urban landscape of Lagos, overseeing pivotal urban development initiatives. While the organization's mission is crucial, the demanding nature of its projects may potentially impede employees' work-life balance, fostering burnout and compromising retention rates.

The research underscores the intricate interplay between work-life balance and employee retention, elucidating the determinants of these phenomena. Scholarly investigations emphasize factors such as workload, flexibility in work arrangements, and the availability of family-friendly policies as pivotal influences on employees' perceptions of their work-life balance (Allen, 2001; Kossek, Baltes, & Matthews 2011). Additionally, job satisfaction surfaces as a pivotal predictor of employee retention, with content employees more inclined to stay within an organization (Locke, 1976). Considering these considerations, the current study embarks on exploring the intricate connection between work-life balance and employee retention within the unique context of the LSDPC. By undertaking an exhaustive analysis of the organization's work-life balance practices and their subsequent impact on employee retention, this study seeks to contribute nuanced insights into the challenges faced and potential strategies for enhancement.

By scrutinizing the intricate dynamics within the LSDPC, this research aims to proffer targeted recommendations that seamlessly align with the organization's objectives and complexities. Furthermore, the findings of this study have the potential to enrich the broader understanding of work-life balance and employee retention dynamics, disseminating valuable insights into effective practices and strategies applicable to analogous organizations in the real estate and urban development sector. The challenge of achieving a harmonious work-life balance while retaining talented employees has become a critical concern in today's dynamic business landscape. This statement of problem aims to investigate this multifaceted issue within the context of the Lagos State Development and Property Corporation (LSDPC), shedding light on the complexities of balancing professional commitments with personal well-being and its direct impact on employee retention.

In recent years, the Lagos State Development and Property Corporation has faced the growing challenge of maintaining a productive workforce while ensuring that employees can effectively manage their personal lives. The demanding nature of urban life, combined with the increasing expectations of modern work environments, has led to a situation where employees often struggle to find an equilibrium between their work responsibilities and personal life obligations. The effects of an imbalanced work-life equation on employee retention cannot be underestimated. As employees grapple with excessive workloads, extended working hours, and mounting pressure to excel, their overall job satisfaction and mental well-being may be compromised. This, in turn, can lead to higher turnover rates as talented individuals seek organizations that offer a healthier work-life balance.

This study will delve into the intricate factors that contribute to this challenge within the LSDPC. Factors such as the prevailing work culture, organizational policies, the role of technology in blurring work-life boundaries, and the availability of support systems will all be examined. By conducting surveys, interviews, and analyzing existing data, this study seeks to identify key pain points and potential solutions to enhance work-life balance and subsequently increase employee retention.

The insights garnered from this investigation will not only benefit the LSDPC but also contribute to the broader discourse on work-life balance and employee retention strategies within the contemporary business environment. As organizations strive to create environments

that foster both professional growth and personal well-being, understanding the intricacies of this challenge is imperative for building a sustainable and engaged workforce. The study seeks to analyze work-life balance and employee retention, with LSDPC as the focal point. The specific objectives are to:

1. Examine the key factors influencing work-life balance among employees at the Lagos State Development and Property Corporation (LSDPC), including workload, flexibility of schedules, family-friendly policies, and organizational culture.

2. Investigate the retention patterns within the LSDPC, identifying the factors that contribute to turnover rates and exploring the correlation between work-life balance and employee retention.

3. Explore best practices and strategies for enhancing work-life balance within the organization, aiming to provide recommendations that can lead to improved employee satisfaction, reduced turnover, and a healthier work environment.

4. Evaluate the effectiveness of implemented work-life balance interventions or policies on employee retention rates within the LSDPC and determine if there is a significant positive correlation.

2.0 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 EMPIRICAL REVIEW OF THE LITERATURE

Numerous studies have explored the relationship between work-life balance and employee retention, shedding light on the factors that influence this dynamic. These empirical findings offer valuable insights into the mechanisms at play in retaining employees through work-life balance initiatives. Several empirical studies have established a positive correlation between work-life balance and job satisfaction. Research by Greenhaus and Allen (2011) found that employees who perceive a balance between their work and personal lives are more likely to report higher levels of job satisfaction. This job satisfaction, in turn, has been linked to greater organizational commitment, suggesting that employees are more inclined to stay with employers who promote work-life balance (Greenhaus & Allen, 2011).

Empirical evidence indicates that work-life balance initiatives can effectively reduce employees' turnover intentions. A study by Kossek, Lautsch, and Eaton (2006) demonstrated that employees who have access to flexible work arrangements are less likely to express an intention to leave their current jobs. This reduction in turnover intentions is a critical factor in

retaining valuable employees (Kossek, Lautsch, & Eaton, 2006). Various studies have examined the impact of specific work-life policies on employee retention. For example, research by Wayne, Musisca, and Fleeson (2004) investigated the influence of telecommuting policies on retention. They found that employees who had access to telecommuting options were more likely to stay with their organizations. This highlights the significance of tailored work-life policies in retention efforts (Wayne, Musisca, & Fleeson, 2004).

Empirical studies have also explored the adverse effects of work-life conflict on employee retention. Work-life conflict occurs when the demands of work and personal life are incompatible. The research by Grzywacz and Bass (2003) revealed that employees experiencing high levels of work-life conflict were more likely to consider leaving their jobs. Minimizing such conflict is crucial for retaining employees (Grzywacz & Bass, 2003). A substantial body of empirical research has shown that family-friendly policies, such as paid parental leave and childcare support, positively impact employee retention. A study by Thompson and Prottas (2006) demonstrated that employees who had access to such policies were more likely to remain with their employers. These family-friendly policies address employees' personal needs and foster retention (Thompson & Prottas, 2006). The role of managerial support in work-life balance and employee retention has also been examined empirically. Research by Eby, Casper, Lockwood, Bordeaux, and Brinley (2005) found that when employees perceived high levels of support from their supervisors in balancing work and personal life, they were more committed to their organizations. Managerial support emerged as a crucial factor in retaining employees (Eby et al., 2005).

In conclusion, the empirical literature on the impact of work-life balance on employee retention consistently highlights the positive relationship between these factors. Employees who experience better work-life balance are more likely to be satisfied, committed to their organizations, and less likely to entertain thoughts of leaving. Tailored work-life policies, family-friendly initiatives, and managerial support all play pivotal roles in influencing employee retention. The existing body of research on work-life balance and employee retention is robust, but several critical gaps remain. Firstly, there is a need for more long-term studies to understand the sustained effects of work-life balance initiatives on employee retention. Additionally, industry and occupation-specific research is required to account for variations in

different work settings. Cultural differences, generation-specific dynamics, and the impact of remote work on retention are other essential areas for further exploration. Lastly, understanding the psychological mechanisms and the impact of work-life balance on employee performance will provide a more comprehensive picture of this critical relationship. Filling these gaps will contribute to a more nuanced understanding of how work-life balance strategies can effectively retain a diverse and evolving workforce.

2.2 THEORETICAL FRAMEWORK

Work-life balance and employee retention are critical considerations for organizations, and the Lagos State Development and Property Corporation (LSDPC) is no exception. This theoretical framework seeks to provide a concise yet comprehensive lens through which to understand the relationship between work-life balance and employee retention at LSDPC. By integrating three influential theories - Abraham Maslow's Hierarchy of Needs, Equity Theory, and Self-Determination Theory - we aim to offer valuable insights that can guide LSDPC in enhancing its strategies to foster a more balanced, committed, and retained workforce.

Abraham Maslow's Hierarchy of Needs

Abraham Maslow's Hierarchy of Needs provides an underlying perspective on the connection between work-life balance and employee retention at LSDPC. According to Maslow, individuals have a hierarchy of needs, starting with physiological needs like food and shelter, followed by safety, social, esteem, and self-actualization needs (Maslow, 1943). In the context of LSDPC, employees' physiological and safety needs are met through their employment, as they receive compensation and job security. However, to foster employee retention, LSDPC must also address higher-level needs. By offering work-life balance initiatives like flexible work schedules and family support, LSDPC can contribute to fulfilling employees' social, esteem, and self-actualization needs. When employees feel that their holistic needs are met, they are more likely to remain committed to the organization.

Equity Theory

Equity Theory, developed by Adams (1963), asserts that individuals seek fairness and equity in their relationships, including the employment relationship. According to this theory, employees compare their input (effort, time, skills) and output (compensation, benefits, job satisfaction) to those of their colleagues. If employees perceive an imbalance in this comparison, it can lead to dissatisfaction and influence their retention decisions. At LSDPC, work-life balance initiatives must be implemented in a way that employees perceive as fair and equitable. This means that access to such initiatives should not favor one group over another. LSDPC should also ensure that employees receive proper recognition and rewards for their contributions to the organization. When employees believe they are treated fairly and equitably in terms of work-life balance and rewards, it positively influences their commitment and retention.

Self-Determination Theory

Self-determination theory (SDT) posits that individuals have innate psychological needs for autonomy, competence, and relatedness (Deci & Ryan, 1985). In the context of LSDPC, this theory suggests that to enhance employee retention, the organization should address these psychological needs through work-life balance strategies. LSDPC can promote autonomy by offering employees the autonomy to choose flexible work hours or locations, fostering a sense of control over their work. Competence can be enhanced through training and development opportunities that empower employees to excel in their roles. Furthermore, relatedness can be promoted by fostering a supportive work environment that acknowledges the importance of employees' personal lives and family needs. When these psychological needs are satisfied, employees are more likely to feel engaged, committed, and inclined to remain with the organization.

3.1 RESEARCH METHODOLOGY

This research was conducted in Nigeria, specifically in Lagos State, a southwestern state. The focus of this research, the Lagos State Development and Property Corporation (LSDPC) is situated in Ilupeju under the Mushin local government. In the context of this research, a descriptive research approach was adopted, utilizing survey research as the primary method of data collection. The survey was adopted as research. The administration of questionnaires, a

specific type of survey research, is chosen for its accessibility, reliability, and simplicity of administration (Catherine, 2002).

In this study, the research population is delineated as the workforce of the Lagos State Development and Property Corporation (LSDPC). Simple random sampling ensures that each member of the population has an equal chance of being included in the sample, contributing to the overall representatives of the study. Yamane's formula was used to calculate the sample sizes. The formula is:

n = N/(1+N(e)2 (Yamane, 1967:258)

Where:

 - \(n \) is the sample size.

 - \(N \) is the population size.

 - \(e \) is the desired level of precision. n = 423/1 + 423 (0.05x2)

n = 423/1 + 423 (0.0025) n = 423/1 + 1.0575

n = 423/2.0575 n = 205.66

So, with a population size of 423 (LSDPC website) and a desired precision of 5%, the calculated sample size is approximately 206.

A research instrument is a tool or device used to collect data in a systematic and organized manner for research purposes. In this study, the chosen research instrument is a questionnaire. A questionnaire is a structured set of questions designed to gather information from respondents, providing a standardized approach to data collection (Creswell & Creswell, 2017). Also, a questionnaire is a written or printed document containing a series of questions designed to elicit specific information from individuals or participants in a study (Saunders et al., 2016). It serves as a valuable research instrument, facilitating the collection of both qualitative and quantitative data. Questionnaires are versatile, allowing researchers to gather information on attitudes, behaviors, perceptions, and demographics.

4.1 RESULTS AND FINDINGS

This section seeks to address the objectives of this study. The hypotheses formulated in this study were also tested. To achieve this Chi-square (χ^2) statistical method was adopted.

Chi-Square

The Chi-square (χ^2) formula is given as:

$$\chi^2 = \frac{\sum (o-e)^2}{e}$$

Where: χ^2 = Chi-Square

o = Observed frequency   e = Expected frequency

$\sum$ = Summation

The degree of freedom is the number of respondents (`r') observed in the sample size multiplied by the population (`c') parameters estimated from sample observations. Thus d.o.f. = (r-1) (c-1)

Where: r = Row

      c = column

The level of significance is 0.05 (alpha level). The decision region is based on the rules that if the p-value (i.e. asymptomatic value) is less than 0.05, there is a significant relationship. But if the p-value is higher than 0.05, then there is no relationship.

Hypothesis One

H0: There is no statistically significant relationship between the main factors (Policy support, awareness of programs, flexibility of schedules, support or family responsibilities, communication policies, recommendations for changes, and contribution to job satisfaction) and the work-life balance and retention rate of employees at the Lagos State Development and Property Corporation.

H1: There is a significant relationship between the main factors (Policy support, awareness of programs, flexibility of schedules, support or family responsibilities, communication policies, recommendations for changes, and contribution to job satisfaction) and the work-life balance and retention rate of employees at the Lagos State Development and Property Corporation.

Table 1.0: Main Factors to Enhance Employee Retention Ratings

	Ineffective	Neutral	Effective
Policy Support	37	16	87
Awareness of Programs	71	4	
Flexibility of Schedules	89	14	32
Support for Family Responsibilities	41	91	16
Contribution to Job Satisfaction	41	93	39
Communication of Policies/Programs	35	71	38
Recommendation for Changes/Additions	73	14	
Total	387	303	212

$\chi^2 = 8.156$; **df = 12; p-value = 0.004**

Source: Field Survey 2025

Table 1.0 above reveals that the calculated value (x^2) is 8.156 and the 'p' value is 0.004, which is less than the level of significance of 0.05. Hence the Null Hypothesis (H0) is rejected, and the Alternative Hypothesis (H1) is accepted. This implies that there is a significant relationship between the main factors and the work-life balance of employees at the Lagos State Development and Property Corporation.

Hypothesis two

H0: The level of work-life balance does not have a statistically significant impact on the retention patterns of employees within the organization.

H1: The level of work-life balance has a statistically significant impact on the retention patterns of employees within the organization.

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Table 2.0: Employee Retention Pattern Ratings

	Poor	Neutral	Good	Total
Satisfaction	68	79	59	206
Culture	70	80	58	208
Commitments	46	45	89	180
Leaving	115	40	0	155
Influence	27	18	24	69
Alignment	115	88	56	259
Importance	69	46	80	195
Total	510	396	366	1273

$\chi^2 = 6.236$; df = 12; p-value = 0.001

Source: Field Survey 2025

Table 2.0 indicates that the calculated value (x^2) is 6.236 and the 'p' value is 0.001, which is less than the level of significance of 0.05. Hence the Null Hypothesis (H0) is rejected, and the Alternative Hypothesis (H1) is accepted. This implies that the level of work-life balance has a significant impact on the retention patterns of employees within the organization.

Hypothesis three

H0: There is no statistically significant difference in the effectiveness of existing strategies, policies, and initiatives in promoting work-life balance to affect retention rate among LSDPC employees.

H1: There is a statistically significant difference in the effectiveness of existing strategies, policies, and initiatives in promoting work-life balance to affect retention rate among LSDPC employees.

Table 3.0: Initiatives in Promoting Work-Life Balance Ratings

	Limited	Moderate	Extensive	Total
Flex Hours	90	67	47	204
Parental Leave	194	0	0	194
Wellness	71	99	33	203
Remote Work	169	0	37	206
Workload	140	101	66	307
Childcare	130	89	76	295
Total	794	356	259	1409

$\chi^2 = 24.65$; df = 10; p-value = 0.004

Source: Field Survey 2025

The data in Table 3.0 shows that the calculated value (x^2) is 24.65 and the 'p' value is 0.004, which is less than the level of significance of 0.05. Hence the Null Hypothesis (H0) is rejected, and the Alternative Hypothesis (H1) is accepted. This implies that there is a significant difference in the effectiveness of existing strategies, policies, and initiatives in promoting work-life balance among LSDPC employees.

Hypothesis four

H0: Interventions aimed at improving work-life balance do not statistically significantly affect employee turnover at LSDPC.

H1: Interventions aimed at improving work-life balance do statistically significantly affect employee turnover at LSDPC.

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Table 4.0: Interventions Aimed at Improving Work-Life Balance Ratings

	Negative	Neutral	Positive	Total
Job Satisfaction	67	91	48	206
Turnover Effectiveness	38	79	56	173
Interventions Participation	31	56	119	206
Colleagues' Engagement	53	96	79	228
Flexibility Satisfaction	88	51	33	172
Turnover Contribution Belief	55	15	139	209
Struggle Correlation	18	21	138	177
Leaving Likelihood	44	71	91	206
Total	394	480	613	1567

$\chi^2 = 7.124$; df = 16; p-value = 0.001

Source: Online Survey 2025

The findings presented in Table 4.0 reveal that the calculated value (x^2) is 7.124 and the 'p' value is 0.001, which is less than the level of significance of 0.05. Hence the Null Hypothesis (H0) is rejected, and the Alternative Hypothesis (H1) is accepted. This implies that Interventions aimed at improving work-life balance significantly contribute to the reduction of turnover rates at the LSDPC.

4.2 DISCUSSION OF FINDINGS

The study's findings provide valuable insights into the intricate relationship between work-life balance and employee retention within the Lagos State Development and Property Corporation

(LSDPC). By analyzing various factors influencing employees' perceptions, experiences, and decisions, we can gain a deeper understanding of the impact of work-life balance initiatives on job satisfaction and retention rates. In this section, we will discuss the key findings and their implications, drawing connections to previous literature and theoretical frameworks. One of the significant findings is the mixed perception regarding the effectiveness of LSDPC's current work-life balance policies. While a notable portion of respondents (42.2%) found the policies effective, a considerable percentage (34%) perceived them as ineffective or very ineffective. This diversity in opinions aligns with the findings of Kalliath and Brough (2008), who highlighted the subjective nature of work-life balance perceptions among employees. They emphasized that organizations must adopt a tailored approach, recognizing that individuals have varying needs and preferences when it comes to work-life balance initiatives.

The study also revealed a high level of awareness (63.6%) among employees regarding specific programs aimed at enhancing work-life balance within LSDPC. However, a substantial portion (34.5%) reported being unaware of such programs, suggesting potential gaps in communication and visibility. Effective communication of work-life balance policies and programs is crucial, as emphasized by Dulk and Peper (2009), who argued that clear communication of such initiatives can foster a supportive organizational culture and enhance employee commitment and satisfaction. Regarding the flexibility of work schedules, the findings revealed a significant level of dissatisfaction (58.5%) among employees. This aligns with the observations of Allen et al. (2013), who highlighted the importance of flexible work arrangements in promoting work-life balance and reducing work-family conflict. Organizations that fail to provide adequate flexibility may experience higher levels of employee stress, burnout, and turnover intentions (Hayman, 2005).

The study also explored employees' perceptions of LSDPC's support for family-related responsibilities. While 30.7% agreed that adequate support was provided, a substantial portion (44.2%) expressed a neutral stance, and 25.3% disagreed or strongly disagreed. These findings resonate with the observations of Haar et al. (2014) who emphasized the importance of family-friendly organizational policies and practices in fostering employee satisfaction and retention. Organizations that fail to address employees' family-related needs may face challenges in

attracting and retaining top talent (Cegarra-Leiva et al., 2012). Furthermore, the study found that a majority of respondents (63.9%) believed LSDPC's work-life balance practices contributed moderately or very to job satisfaction. This finding aligns with the meta-analytical study by Michel et al. (2011), which established a positive relationship between work-life balance and job satisfaction. However, the study also revealed that 41.4% perceived a limited or nonexistent contribution of these practices to job satisfaction, suggesting room for improvement in aligning initiatives with employee needs.

Regarding the impact of work-life balance on employee retention, the findings revealed a significant correlation. A substantial portion of respondents (44.1%) admitted to having considered leaving LSDPC due to work-life balance challenges, while 75.2% believed that improvements in this area would positively influence their decision to stay. These findings are consistent with the observations of Deery and Jago (2015), who highlighted the detrimental effects of poor work-life balance on employee retention and the potential for increased turnover intentions. The study also explored the existing strategies, policies, and initiatives in place to promote work-life balance among LSDPC employees. The findings revealed a diverse range of perceptions regarding the effectiveness of these initiatives, with some employees rating them positively and others negatively. This aligns with the observations of Zheng et al. (2015), who emphasized the need for continuous evaluation and refinement of work-life balance initiatives to ensure their effectiveness and alignment with evolving employee needs.

Finally, the study examined the extent to which interventions aimed at improving work-life balance contribute to the reduction of turnover rates at LSDPC. The findings revealed a significant correlation, with 47.6% of respondents rating the contribution as moderate and 19.9% rating it as very important. This finding is consistent with the observations of Beauregard and Henry (2009), who highlighted the potential of work-life balance initiatives to reduce turnover rates and foster employee retention, ultimately contributing to organizational success. In conclusion, the study's findings underscore the critical role of work-life balance initiatives in shaping employee

satisfaction, retention, and organizational outcomes within LSDPC. By addressing employee concerns, enhancing communication, and refining existing policies and initiatives, the organization can foster a positive work environment conducive to employee well-being and retention. It is essential to align work-life balance initiatives with individual needs and preferences, recognizing the diversity of employees' personal and professional circumstances.

5.0 RECOMMENDATION AND CONCLUSION

5.1 Conclusions

There is a consequential connection factor between employee retention and work-life balance considering factors such as policy support, awareness of programs, flexibility of schedules, support or family responsibilities, communication policies, recommendations for changes, and contribution to job satisfaction. This suggests areas for concentration or policies and resources for organizations focusing on the interconnection between work-life balance and employee retention. The significant relationship between work-life balance and employee retention indicates that employees who experience work-life balance are more likely to stay with the organization. Moreover, this correlation underscores the importance of flexibility in work schedules and support for family-related responsibilities to employees. The significant difference in the effectiveness of existing strategies, policies, and initiatives indicates that while some measures are successful in promoting work-life balance, others are not. This suggests that a one-size-fits-all approach may not be effective and that different strategies may work better for different groups of employees. Besides, employees who perceive these initiatives as effective are more likely to stay with the organization, while those who do not may consider leaving. This underscores the importance of implementing effective work-life balance strategies to enhance employee retention. Furthermore, the significant relationship between work-life balance interventions and reduced turnover rates indicates that employees who experience better work-life balance are more likely to stay with the organization. Moreover, organizations that fail to adopt work-life balance initiatives may experience higher levels of stress, burnout, and turnover intentions. Organizations can therefore

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create a positive work environment that promotes employee well-being, satisfaction, and retention by implementing the following recommendations.

5.2 Recommendations

1. Given that employees are at varying stages of needs, there is a need for tailored approaches to address individual needs and preferences in the design of work-life balance policies and programs.

2. There is also the need for adequate communication of programs and policies to facilitate awareness and block potential gaps in communication and visibility. This is to ensure that all employees are aware of the available initiatives.

3. Increased flexible work arrangements, such as flexible work hours, remote work options, and telecommuting policies are suggested to help reduce work-family conflict and promote better work-life balance.

4. The implementation of family-friendly policies, such as paid parental leave, childcare support, and family-related assistance programs are suggested to address employees' personal needs and foster retention.

5. We also recommend periodic evaluation of the effectiveness of work-life balance initiatives to refine them based on changing needs and employee feedback through surveys, feedback sessions, and performance metrics. This can ensure that the policies remain relevant and effective.

6. The responsibility of running work-life balance initiatives rests with managers, there is there a need to train managers and supervisors to recognize and address employees' personal and family-related needs. To promote employee commitment and retention.

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