

Work-Life Balance and Its Impact on Employee Retention in IT Sector: A Comparative Analysis of Infosys, Wipro, TCS and IBM with Special Reference to Gujarat State

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ABSTRACT

Work-life balance has emerged as a critical factor influencing employee satisfaction, productivity, and long-term organizational sustainability, particularly within the rapidly evolving Information Technology (IT) sector. This study investigates the relationship between work-life balance practices and employee retention through a comparative analysis of Infosys, Wipro, Tata Consultancy Services, and IBM, with special reference to Gujarat. The research evaluates how organizational initiatives such as flexible working arrangements, remote work facilities, leave policies, and employee support mechanisms influence employees' intentions to remain with their organizations. The study adopts a quantitative research approach and collects primary data from 200 IT employees using structured questionnaires. Statistical techniques, including Pearson correlation and regression analysis, were applied to examine the relationship between work-life balance and employee retention. The findings reveal a strong positive association between supportive work-life balance policies and employee retention levels. The regression analysis further indicates that effective work-life balance practices significantly contribute to employees' commitment and reduce turnover intentions. The demographic analysis also suggests that employees across different age groups, educational backgrounds, and experience levels consider work-life balance an important aspect of their professional lives. The study concludes that organizations implementing employee-centric work-life balance strategies are more likely to achieve higher job satisfaction, improved workforce stability, and enhanced organizational performance. The research provides practical insights for IT companies in designing sustainable HR policies that support employee wellbeing and strengthen retention strategies.

Keywords: Employee Retention, Employee Wellbeing, Flexible Work Practices, IT Industry, Job Satisfaction, Organizational Policies, Remote Work, Work-Life Balance.

Introduction

Work-life balance (WLB) has become an important concept in modern organizations and is widely discussed in both academic and professional fields. According to Gragnano et al. (2020), organizations increasingly recognize work-life balance as an essential factor for employee well-being and organizational effectiveness. It refers to the ability of employees to manage their professional responsibilities along with their personal and social lives in a balanced manner. Cherry (2025) explained that employees who successfully balance work and personal commitments are more likely to experience improved satisfaction, health, and productivity.

The growing adoption of remote and hybrid work models has further increased the importance of work-life balance. Flexible working arrangements allow employees to manage their schedules more

effectively and reduce the stress associated with long commuting hours. Such flexibility gives employees greater control over their time, helping them focus on family responsibilities, personal health, and professional commitments simultaneously. As a result, employees often perform more efficiently and maintain better concentration at work.

In demanding sectors such as Information Technology, healthcare, and social services, maintaining work-life balance is highly important for reducing stress and preventing burnout. Mandalahi et al. (2024) and Ray and Pana-Cryan (2021) stated that supportive work environments and balanced work practices contribute positively to employee mental health, motivation, and overall job performance. Research also indicates that flexible work schedules and employee-friendly policies significantly improve job satisfaction and employee engagement (Mahima Chack et al., 2025).

Employee retention refers to an organization's ability to retain skilled and talented employees for a longer period. Pratt (2025) described employee retention as a strategy adopted by organizations to reduce employee turnover and create a supportive work environment. Companies achieve this by offering competitive compensation, recognition, career growth opportunities, and employee welfare benefits. In today's competitive business environment, retaining experienced employees has become essential for organizational success.

Organizations are increasingly using modern HR practices and technology to improve employee retention. According to Radley (2024), effective recruitment, onboarding, communication, and employee engagement strategies help organizations build employee loyalty and commitment. Employees who feel respected, valued, and supported are more likely to remain with the organization for a longer duration.

Employee retention also benefits organizations by reducing recruitment costs, preserving organizational knowledge, and improving team stability. Kieckhaefer (2024) highlighted that supportive leadership, fair recognition, and opportunities for professional development strengthen employee motivation and organizational commitment. Similarly, Holliday (2026) noted that organizations with higher employee retention often experience better teamwork, improved morale, and higher productivity. Therefore, work-life balance plays a major role in increasing employee satisfaction and retention in the IT sector.

Objectives of the Study

- To study the influence of work-life balance practices on employee retention in the IT sector in Gujarat.
- To examine how organizational policies such as flexible working hours, remote working arrangements, and leave benefits affect employee retention among IT employees in Gujarat.
- To understand the role of work-life balance in improving employee satisfaction, commitment, and long-term association with organizations.
- To compare the work-life balance practices and employee retention strategies adopted by Infosys, Wipro, Tata Consultancy Services, and IBM operating in Gujarat.

Hypothesis

- H₀₁** (Null Hypothesis): Work-life balance initiatives do not significantly influence employee retention among employees in the IT sector of Gujarat.
- H₁₁** (Alternative Hypothesis): Work-life balance initiatives significantly influence employee retention among employees in the IT sector of Gujarat.
- H₀₂** (Null Hypothesis): Organizational practices related to work-life balance, including flexible work schedules, remote working options, and leave facilities, are not significantly associated with employee retention in the IT sector of Gujarat.
- H₁₂** (Alternative Hypothesis): Organizational practices related to work-life balance, including flexible work schedules, remote working options, and leave facilities, are significantly associated with employee retention in the IT sector of Gujarat.

Review Literature

Haider and Khan (2025) examined the effect of ergonomics and workplace practices on employee retention. Their study found that comfortable working conditions and supportive organizational policies positively influence employee loyalty and long-term retention. Work-life balance was also identified as an important factor improving employee satisfaction and commitment.

Pathak (2025) highlighted that work-life balance has become a major factor influencing employee retention in modern organizations. The study emphasized that flexible work arrangements, positive organizational culture, and supportive leadership improve job satisfaction and reduce employee turnover intentions.

Sheshadri et al. (2024) studied the relationship between work-life balance, job satisfaction, and employee retention in the IT sector. The findings revealed that flexible work practices, including remote and hybrid work models, positively affect employee satisfaction and retention. The study also stressed the importance of employee well-being in sustaining organizational performance.

Bahar et al. (2022) investigated the impact of work-life balance on Generation Y employee retention. The study concluded that work-life balance practices significantly improve retention, while job satisfaction acts as a mediating factor between work-life balance and employee loyalty.

Shockley et al. (2017) explained that organizations focusing on employees' work-life concerns are more successful in attracting and retaining talented employees. Their study found that work-life conflict negatively affects organizational commitment, while supportive work-family policies improve employee retention and workplace satisfaction.

Research Gap

Previous studies have examined the connection between work-life balance and employee retention; however, limited research has focused specifically on the IT sector in Gujarat. Existing literature mainly concentrates on Western countries or general organizational settings, with less attention given to hybrid work models and flexible policies in Indian IT companies. In addition, only a few studies have analyzed multiple work-life balance practices together using primary data from employees of leading IT organizations. Therefore, the present study aims to examine the impact of work-life balance practices on employee retention in major IT companies operating in Gujarat.

Research Methodology

Research Design

This study adopts a quantitative, descriptive-analytical research design based on primary data. It examines the impact of work-life balance practices on employee retention in the IT sector of Gujarat. A structured questionnaire was used to collect standardized responses from employees working in major IT companies. The design includes a descriptive component to present respondent profiles and an analytical component to test relationships between variables such as flexible working hours, remote work, leave policies, and employee retention.

Research Approach

The study follows a deductive approach, beginning with existing theories and literature on work-life balance and employee retention. Based on this foundation, hypotheses were developed and empirically tested. This approach ensures objectivity and allows validation of theoretical concepts in the context of the Gujarat IT sector using measurable data and statistical tools.

Research Method

A survey method was used for data collection from employees of selected IT companies. A structured questionnaire with closed-ended questions was designed, including demographic details and Likert-scale statements. This method was chosen as it enables efficient data collection from a large group and allows quantitative analysis of employee perceptions regarding work-life balance and retention.

Sample Size and Sampling Design

The study includes a sample of **200 employees** selected using a random sampling technique to reduce bias and ensure fair representation. Respondents were drawn equally from four leading IT companies: Infosys, Wipro, Tata Consultancy Services, and IBM, with 50 employees from each organization. This ensured diversity in age, experience, and educational background, improving the reliability of findings.

Data Collection

Primary data were collected through both online and offline questionnaires. Participants were informed about the purpose of the study, and confidentiality was assured. The questionnaire included demographic questions and five-point Likert scale items ranging from strongly disagree to strongly agree, focusing on work-life balance practices and employee retention. Incomplete responses were excluded before analysis.

Data Analysis

Data were analysed using SPSS 22.0. Descriptive statistics such as frequency and percentage were used to summarize demographic data. Pearson correlation was applied to examine the relationship between work-life balance practices and employee retention, while regression analysis was used to assess the impact of independent variables on retention. These techniques helped determine the strength and significance of relationships between variables.

Table 1: Demographic Profile of Respondents (N = 200)

Variables	Category	Frequency	Percent
Age	Below 25 years	40	20.0
	25–30 years	39	19.5
	31–35 years	38	19.0
	36–40 years	36	18.0
	Above 40 years	47	23.5
Gender	Male	123	61.5
	Female	77	38.5
Education	Graduate	87	43.5
	Postgraduate	84	42.0
	Other	29	14.5
Work Experience (Same Company)	Less than 1 year	37	18.5
	1–3 years	36	18.0
	4–6 years	39	19.5
	7–10 years	43	21.5
	Above 10 years	45	22.5
Total		200	100.0

Interpretation

The demographic analysis shows a balanced representation of respondents across different categories. In terms of age, the highest proportion of respondents (23.5%) are above 40 years, while the lowest (18.0%) fall in the 36–40 years group, indicating participation across all working age groups. Gender distribution indicates a higher participation of males (61.5%) compared to females (38.5%). Regarding education, most respondents are graduates (43.5%) followed closely by postgraduates (42.0%), showing a highly qualified workforce.

In terms of work experience within the same company, responses are distributed, with the highest proportion (22.5%) having more than 10 years of experience, suggesting representation from both early-career and experienced employees. Overall, the data reflects a diverse sample, strengthening the reliability of the study findings.

Hypothesis Testing

H₀₁: Work-life balance practices have no significant impact on employee retention in the IT sector of Gujarat.

Table 5: Regression Analysis - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.675	0.456	0.453	0.51722

ANOVA

Source	SS	df	MS	F	Sig.
Regression	44.427	1	44.427	166.076	0.000
Residual	52.968	198	0.268		
Total	97.395	199			

Coefficients

Variable	B	Std. Error	Beta	t	Sig.
Constant	1.332	0.253	—	5.270	0.000
Work-Life Balance Practices	0.695	0.054	0.675	12.887	0.000

Result (H₀₁)

The regression analysis shows a strong and significant positive relationship between work-life balance practices and employee retention ($R = 0.675$, $R^2 = 0.456$). The significance value ($p = 0.000 < 0.05$) indicates that the relationship is statistically significant.

Since the p-value is less than 0.05, H₀₁ (Null Hypothesis) is rejected, and H₁₁ (Alternative Hypothesis) is accepted. This confirms that work-life balance practices significantly impact employee retention in the IT sector of Gujarat.

H₀₂: There is no significant relationship between organizational work-life balance policies (flexible working hours, remote work, and leave benefits) and employee retention in the IT sector of Gujarat.

Table 6: Pearson Correlation

Variables	Correlation (r)	Sig. (2-tailed)	N
Organizational Work-Life Balance Policies & Employee Retention	0.652**	0.000	200

(Significant at 0.01 level)

Result (H₀₂)

The Pearson correlation result shows a strong positive relationship between organizational work-life balance policies and employee retention ($r = 0.652$, $p = 0.000$). Since the significance value is less than 0.01, the relationship is statistically significant.

Therefore, H₀₂ (Null Hypothesis) is rejected, and H₁₂ (Alternative Hypothesis) is accepted. This indicates that organizational work-life balance policies such as flexible working hours, remote work, and leave benefits significantly influence employee retention in IT organizations in Gujarat.

Discussion

The results clearly support both alternative hypotheses framed in the study. The regression analysis confirms that work-life balance practices have a significant positive impact on employee retention in the IT sector of Gujarat. Nearly 45.6% of the variation in retention is explained by these practices, showing their strong influence.

Similarly, correlation results validate those organizational policies such as flexible work schedules, remote work options, and leave benefits are strongly associated with employee retention.

Overall, both statistical tests confirm that better work-life balance practices lead to higher employee retention, improved satisfaction, and greater workforce stability in IT organizations.

Conclusion

The study concludes that work-life balance is a significant determinant of employee retention in the IT sector of Gujarat. The statistical results from regression and correlation analysis confirm a strong and positive relationship between work-life balance practices and employee retention, indicating that factors such as flexible working hours, remote work arrangements, and leave benefits play a crucial role in retaining employees. The findings also reveal that employees across different age groups, education levels, and experience categories consistently value work-life balance, highlighting its importance as a universal organizational priority rather than a segment-specific need. Furthermore, the study demonstrates that organizations implementing effective and employee-friendly work-life balance policies are more likely to reduce employee turnover, enhance job satisfaction, and improve overall productivity. Hence, it is evident that IT companies should continue to strengthen and institutionalize work-life balance practices to develop a more stable, committed, and high-performing workforce.

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