

The Relationship Between Work-Life Balance and Employees Retention Among Employees at Klang Valley Area in Malaysia

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ABSTRACT: This study adapted the conceptual framework from the researcher group of Azman, Ghani, Hashim and Sabri (2016). 171 sets survey of questionnaires were distributed among employees from various places within Klang Valley area. Data that has been collected and analyzed by using SPSS version 22.0. The method of data analysis included correlation and regression testing. There is a correlation between work-life balance and employee retention was founded at the end of this study. The utmost influence of work-life balance factors on employee retention is job burnout ($r=.709$, $n=300$, $p>0.01$) and the smallest influence is job sharing ($r=-.134$, $n=300$, $p>0.01$). The finding of this study would assist and provide additional information to the researcher, organization and future researcher. These findings also revealed that the organization should create flexible work schedule and offering the employees to do job sharing among themselves. Although this study is a replication from previous studies, it presented different findings from the perspective of employee at Klang Valley area which is valuable to the existing body of knowledge.

KEYWORDS: work-life balance, employee retention, flexible working schedule, job burnout, job sharing

I. INTRODUCTION

This study is to examine the relationship between work-life balance factors and employee retention among the employees at Klang Valley area in Malaysia. Today, many organization is facing a challenging issue on losing their key workers. This is what we called employee's retention issue which as leading the strongest matter for organization especially for service industry. There is also related to high costing for organization which is persistent issues that Human Resources department facing every day. According to Tymon, Stump, and Smith (2011), they said that an organization need to focus on doing many ways in order to retain their best workers in the organization. On the same note, it also good if they can be maintaining their best employees by eliminating bad recruitment conducts which can lead them to retain their expertise area. However, is not easy task to retain a valuable employee even the managers and top management of an organization are constantly facing the issues globally. The process of employee retention actually will benefit an organization in terms of the cost of hiring, loss of company's knowledge when they leave and the worst part is turnover will leads to more turnovers. Several factors have been highlighted and encourage the employee's retention to happen in preview research by Kyndt, Dochy, Michielsen, and Moeyaert (2009). One of the main factor that leading the employees to stay working in an organization is work-life balance. Langford (2008) mentioned that an employee who have the ability to meet their work and family commitments meaning to say their balance the two of the most important fields of a person's life of work and personal life is termed as work-life balance. Between work and life there will be surely some negative effects happen among the employees with their spouse, children and friends, Ruppanner (2013). It will also happen for the organization at the bottom line. Absence of appropriate harmony between his work and private life makes he will not able to facing the challenges in both situations. This employee will be leading to demonstrate a low commitment to the goals of the organization which will occur loss for the organization.

II. RESEARCH QUESTIONS

The research questions were constructed to guide the study as follows:

- RQ1:** What is the relationship between the flexible work schedule and employee retention among the employees at Klang Valley area.
- RQ2:** What is the relationship between the job burnout and employee retention among the employees at Klang Valley area?
- RQ3:** What is the relationship between the job sharing and employee retention among the employees at Klang Valley area?

Hypotheses: Hypotheses has been developed for this study. The three factors flexible work schedule, job sharing and burnout which is standpoint for independent variables and as dependent variable is the employee retention.

Null Hypothesis: Work-life balance is negative relationship towards employee retention among the employee at Klang Valley area.

H1: Hypothesis 1: Flexible work schedule is positive relationship towards employee retention among the employees at Klang Valley area.

H2: Hypothesis 2: Job burnout is positive relationship towards employee retention among the employees at Klang Valley area

H3: Hypothesis 3: Job sharing is positive relationship and employee retention among the employees at Klang Valley area

III. DISCUSSION

Research Question 1

What is the relationship between flexible working schedule and employee retention among the employee at Klang Valley area?

Flexible working schedule and employee retention has an affirmative relationship in this study with the value shows at $r=.036$, $n=300$, $p>0.01$. There is a total of 116 employees who mostly answers the item number 5 which is “**Occasionally, I apply for a leave to attend to family emergencies and event**” Employees think they need to employ in a flexible working schedule environment in order for them be there when there are emergencies happen to their family. As a result, majority of the respondents come to an understanding that flexible working schedule has control on the employee retention personally in the organization.

Research Question 2 : What is the relationship between job burnout and employee retention among the employees at Klang Valley area? Job burnout variable shows a great significant relationship between job burnout and employee retention with the result value shows as $r=.709$, $n=300$, $p>0.01$. Employees at Klang Valley area decide that job burnout had relationship towards employee retention. We can see the total mean for job burnout is 3.50. This come to an extend that it is a common situation happen among employees that work in Klang Valley Area are experiencing the job burnout and from the survey resulting they repeatedly answering the item number 4 which is “I feel I

cannot do anything productive anymore”. We can conclude that job burnout has the high impact among employee working in Klang Valley area. If the employees feel very tense on their daily job, they will tend to seeking for another job outside of the organization.

Research Question 3: What is the relationship between job sharing and employee retention among the employees at Klang Valley area? Job sharing variable has been identified that there is a negative relationship between job sharing and employee retention with the result value shows at $r=-.134$, $n=300$, $p>0.01$. The means result for this is 3.7 and this is the highest mean result if you compare with the other independent variables. Most of respondents answered the question item number 4 which is “In compare with full time jobs in job sharing less problems occur”. Employees within Klang Valley area agreed that job sharing in an organization can help them to doing their job properly and avoid making mistakes. Moreover, by sharing job they can minimize their work loads.

IV. CONCLUSION

This study was conducted to investigate the relationship between WLB and ER among employees at Klang Valley Area. Three identified WLB factor that can affect employee, whether want to retain or not in an organization, are flexible work schedules, job burnout and job sharing as the independent variables. 300 working adults among employees at Klang Valley area was selected for this research purpose. Researcher is referring to sample size that suggested by Krejcie and Morgan (2007) and decided the sample goes from 300 to 169. The instrument for the data collection is the survey questionnaires. The top influence of WLB factors on employee retention in this research is job burnout ($r=.709$, $n=300$, $p>0.01$) and the minimum impact can happen on employee retention is job sharing ($r=-.134$, $n=300$, $p>0.01$). These WLB should not be overlooked by an organization in order to retain their employees.

V. Recommendations

There are few recommendations to suggest to the organization, employees and future researcher were identified from the findings of this research. More flexible work schedule can be arranging by the organization to support the employee's need to working at flexible working hours. By providing the flexible working time, employees will able to adjust their time with work and their family life. Flexible working schedule has a powerful impact on employee retention because if employees not able to apply leave if they need to take day off and spend their time with family, it will lead the emotional breakdown and demotivating them to stay in the organization. For employee's part, a fair enough of work distribution is very important. The managers in the organization need to take it seriously. Each employee must have the right amount of task to avoid overload work on hand. If the workload is too much by doing job sharing is one of the ways to moderate the amount of their work daily. However, the successful story of job sharing part will happen if employees take the responsibility seriously. Job sharing required more than one employee who willing to work responsibly to complete the given task. For Future Researcher part, future researcher may consider to enhance this research to investigate other factors that affecting on employee retention and finding more inclusive data collection that integrated to WLB and employee retention. The way of collecting data in this research is mainly using online platforms which are super-fast and very efficient because it is easy to access by many respondents. Thus, future researcher should take into consideration on the data collection procedure in future. Looking at the employee retention issue, job satisfaction also could be one of the reasons that an organization need to improve by providing a better working environment. Proving them working tools that they need to complete them as such as laptop, table, chairs and the list can go on will increase the employee's feeling and happily working longer in the organization. In order to collect the information on what employees need in their work place, top management of an organization need to provide a platform for the employee to give feedback. Superiors need to communicate regularly and handle the employee complaints appropriately. An Effective human resource management team in an organization also should be practicing the company policy and able to manage any issue related to their employees.

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