



THE IMPACT OF ORGANIZATIONAL CULTURE AND WORK-LIFE BALANCE ON
EMPLOYEE RETENTION: AN EMPIRICAL STUDY OF MICROFINANCE BANKS IN
KHAIRPUR, PAKISTAN

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Abstract

Retention of employees has become major challenge for today's organizations especially in the banking sector where frequent employee turnover not only affects the performance of organizations but also increase cost of recruiting and training new workers. The purpose of this study is to determine the impact of organizational culture and WLB on employee retention among employees of microfinance banks in Khairpur, Pakistan. This study adopted quantitative approach which was based on philosophy of positivism and deductive method. Data were collected from 88 employees through structured questionnaire, which used five-point Likert Scale. The gathered data was analysed by using SPSS software version 24, which used demographic analysis, reliability analysis, correlations analysis and regression analysis. The findings of the study show that good organizational culture has positive and significant effect on employee retention with value of ($r = 0.693, p = 0.000$). Similarly, good work and life balance also has positive and significant effect on employee retention ($r = 0.734, p = 0.000$). According to the regression analysis, these two factors together explained 61.2% of the change in employee retention ($R^2 = 0.612$), which indicates that these two factors play significant role in employee retention. The entire hypothesis presented in the study was found to be accepted. The study concludes that if conducive environment is created in the organization and employees are provided with facilities for good WLB among staff members in microfinance banks will stay with organization for extended duration. These findings provide useful guidance for bank managers and human resource professionals to develop policies that improve the organizational climate, increase employee satisfaction and commitment in order to reduce the tendency to leave the job.

Keywords: Organizational Culture, Work-Life Balance, Employee Retention, Microfinance Banks in Khairpur, Pakistan.

1. Introduction

The job environment has changed dramatically in recent times and retaining capable employees has become major challenge for organizations around the world. If employees frequently leave their jobs, it negatively affects the organization's speed of work, costs, retention of experience and knowledge and the morale of other employees. Research conducted in different countries around the world has shown that when employees leave their jobs in large numbers, organizations have to spend more on hiring, training, and educating new people, which also reduces organizational performance (Ghani et al., 2022; El-Safty & Oraby, 2022). Previously, organizations relied solely on salary increases or top-down management to retain employees but these methods are no longer so effective. Now a days many social, cultural and organizational factors influence employee engagement, well-being and job satisfaction (Ali & Anwar, 2021; Uzair &



Mehmood, 2021). As employee expectations change, organizations need to adopt strategies that include good organizational culture and work-life balance (Paaïs & Pattiruhu, 2020; Krupskyi & Kuzmytska, 2020).

With diversity of the global workforce and rise of modern technology, many organizations are now adopting policies that enhance engagement of worker, dedication and devotion to organization rather than focusing solely on pay. This is especially important for organizations like microfinance, where employees have to perform stressful work and often receive low pay. Thus, it is essential to understand what are reasons that keep jobholders in their jobs (Austin-Egole et al., 2020; Hameed et al., 2021). Today, organizations around the world are trying to create an environment where everyone is respected, listened to and their well-being is taken care of. Therefore, it is very important to look at the issue of employee retention in microfinance institutions in context of the organizational environment and work-life balance. Although microfinance institutions work for the financial assistance and social welfare of the poor, they often leave their jobs due to the workload, strict targets and difficult tasks (Hngoi et al., 2023; Mia, Jibir & Omeke, 2023).

This situation shows that on the one hand, it is important to fulfill the purpose of the organization, on the other hand it is also important to keep employees happy and keep organization strong in the long term. Research has shown that if an organization has good environment where there are shared values, supportive managers and opportunities for growth, employees feel safe and see the organization's goals as connected to their own which reduces the likelihood of leaving the job (Asbari et al., 2020; Gomes, 2020). At the same time, WLB is also vital factor for employee happiness and possession (Allen et al., 2012; Thilagavathy & Geetha, 2021). In microfinance institutions where employees have to perform demanding and mentally exhausting work and have little time for rest or flexibility, WLB becomes not only matter of self-preference but also crucial for the success of organization. However, there is very little research that explains how organizational environment and WLB together impact worker's decision to remain or depart their jobs. Most studies have examined these two factors separately such as their effects on productivity, engagement or satisfaction but have not directly linked them together to employee retention.

Hashim et al. (2016), Khatun, Rahman and Khatun (2023), Nzuva and Kimanzi (2022) have examined work-life balance, organizational climate and compensation systems separately but have found little correlation between these factors and employee retention. Furthermore, most studies have been conducted in large cities or large companies which may not fully apply their findings to microfinance banks in rural areas where local culture, limited resources and employment conditions can have significant impact on how employees work. Therefore, there is still limited knowledge about how shared traditions and personal sacrifices in small organizations together influence the decision to leave or stay. At the same time, it is also unclear which organizational characteristics such as supportive attitude, good communication or leadership style and which work-life balance facilities such as vacations, flexible duty hours or consideration of family responsibilities have the greatest impact on retention of employee.

This research will explore how organizational climate and WLB affect retention of employee in microfinance banks in Khairpur. The aim of this study is to obtain practical results that will help managers and human resources (HR) personnel to develop policies that improve the organizational climate and strengthen the WLB of employees. Since employee retention maintains the quality of organizational services and ensures continuity in the organization's work, the findings of study will not only beneficial for academicians but will be helpful in improving HR policies in the microfinance sector.

1.1 Research Objectives

1. To know the impact of organizational culture on employee retention.
2. To know the impact of work-life balance on employee retention.
3. To know the combined impact of organizational culture and work-life balance on employee retention.

1.2 Research Questions

1. What is the impact of organizational culture on employee retention?
2. What is the impact of work-life balance on employee retention?
3. What is the combined impact of organizational culture and work-life balance on employee retention?



1.3 Research Significance

In this rapid organizational environment to keep employee with you for long period of time is essential for any type of organization to understand factors that affect performance of employee. This study is also based on these elements in order to understand how retention of employee can affect by organizational culture and work-life balance.

Focus of this research is on the influence of organizational culture and work-life balance on employee retention at microfinance banks working in Khairpur, Pakistan. This study will also provide valuable evidence for management of microfinance banks in Khairpur, human resource professionals and policymakers in developing organizational policies and management practices that enhance employee retention. The findings will contribute to existing body of knowledge by helping decision-makers understand the vital of fostering positive organizational culture and promoting healthy work-life balance to improve employee commitment and reduce turnover intentions. The evidence generated from this study can be used to strengthen human resource strategies, improve employee satisfaction and enhance organizational performance within microfinance banking sector. Furthermore, this study will serve as valuable reference for future researchers interested in employee retention, organizational behaviour, human resource management and microfinance industry in Pakistan.

2.Literature Review

Retention of employee is essential element of organizational success, especially in microfinance banking sector where worker plays vital role in settlement and achievement of targets and retention of worker is affected by several elements but organizational culture and WLB being the most significant. Previous studies also show employee retention is influenced by organizational culture and WLB. Organizations should effectively manage distribution of tasks among workers and maintain supportive organizational culture; this enables employees to deliver their best possible output and ensures the organization's success.

2.1 Organizational Culture and Employee Retention

Core values, collective beliefs, norms and routines cause change in behaviour of worker and determine how work is done within organization is called organizational culture (Schein, 2017). When organizational culture is strong, it creates supportive surrounding where workers feel valued, esteemed and correspond with company's goals. As a result, their commitment to the organization increases and their intention to depart from decreases (Al Shehhi et al., 2021). Organizations that foster teamwork, trust and employee involvement through positive culture are more successful in retaining talented employees (Ababneh, 2021). Similarly, culture of organization strengthens employee engagement & long-term commitment, which in turn improves employee retention outcomes (Naranjo-Valencia, Jiménez-Jiménez, and Sanz-Valle, 2016). Sheridan (1992) also reported, environments where supportive culture exists, workers tend to stay longer because they feel valued and gain sense of identity, which strengthens their connection with organization.

H1: There is positive and significant impact of organizational culture on employee retention.

2.2 Work-Life Balance and Employee Retention

Maintaining personal life alongside work and ensuring there is no conflict between the two is known as WLB. (Greenhaus & Allen, 2011). Companies that support flexible work options and promote healthy equilibrium between work side and personal side often create more positive experience for workers, leading to greater satisfaction and stronger loyalty (Haar et al., 2014). Worker who perceives good WLB is less chances to leave company because they feel more supported by company (Deery and Jago, 2015). Malik et al. (2010) also observed good WLB significantly reduces turnover intentions because it reduces work-related stress and increases satisfaction. Furthermore, Johari, Tan and Zulkarnain (2018) concluded that effective WLB policies have positive impact on retention of workers because they strengthen organizational commitment.

H2: There is positive and significant impact of work-life balance on employee retention.

2.3 Association among Organizational Culture, Work-Life Balance and Employee Retention

Retaining qualified, talented and skilled workers for long term is known as employee retention. This goal is achieved by providing conducive environment of work and WLB measures (Das & Baruah, 2013).

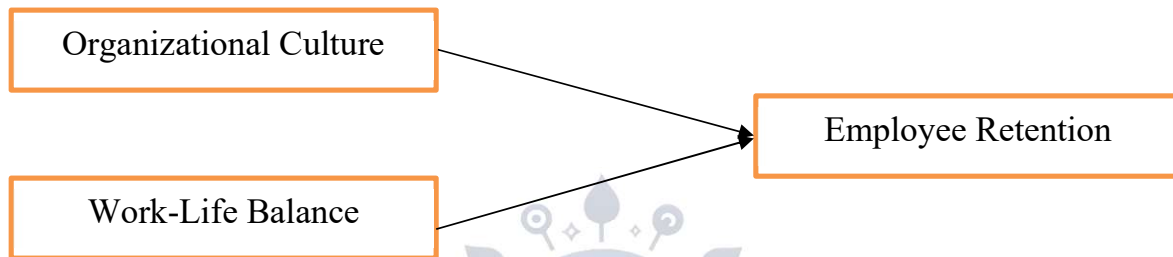


Retaining of talented employees is considered important strategy because it reduces charges of recruiting & training new workers and improves overall organizational stability (Allen, Bryant, & Vardaman, 2010). According to Kyndt et al. (2009), employees remain loyal to organizations that provide supportive culture of organization and WLB measures. Similarly, Ibrahim & Al Falasi (2014) found that organizational culture, supportive leadership and employee-friendly organizational policies have significant impact on employee retention. Therefore, organizations that prioritize positive organizational culture and take effective steps toward work-life balance are more successful in retaining valuable and talented employees.

H3: There is positive and significant impact of organizational culture and work-life balance on employee retention.

Figure 1

Research Model



2.4 Research Hypothesis

1. There is positive and significant impact of organizational culture on employee retention.
2. There is positive and significant impact of work-life balance on employee retention.
3. There is positive and significant impact of organizational culture and work-life balance on employee retention.

3. Materials and Methods

This research is based on philosophy of positivism that states testing anything through accurate observation, measurement and one should observe, examine, experiment and rely on facts & figures and reality must be same for everyone. Feelings, personal ideas, opinions or beliefs are not given much importance in this theory because they are not scientifically proven (Auguste Comte, 19th century).

Deductive research approach has been used in this study means that initial existing theories and research were reviewed related salary, promotion opportunities and employee retention.

The survey method was chosen because it provides information in the form of statistics from a large number of people easily and systematically. Mono method choice means that data was collected using single choice and only quantitative choice has been used for study. When once, data collected from workers is called cross-sectional time horizon and data was collected in single time for this study.

Data has collected from 88 employees working in microfinance banks at Khairpur in Sindh through structured questionnaire. For the questionnaire, the 5-point rating scale (Likert scale) was used. The rating was divided into five scales which are: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5).

Randomly, the questionnaire was distributed to employees through face-to-face meetings and Google Forms via email and WhatsApp were used because these methods were convenient for the participants. Before administering the questionnaire, the objective of the study was explained to everyone so that they would respond with interest and accuracy.

Secondary data was acquired from various sources like research articles, academic journals, books, theses & relevant websites. In this study, employee retention was treated as the dependent variable while organizational culture and WLB were the independent variables.

The collected data was analysed by using SPSS version 24. Demographic statistics were used to summarize demographic traits of respondents. Reliability analysis was performed to assess the consistency



and dependability among items. Pearson's correlations analysis was performed to find the relationship among variables while multiple regression analysis was performed to predict the value of retention of employee's measure effect of organizational culture and WLB.

Overall, research design, data collection process and analysis techniques ensured that findings of the study were objective, reliable, valid and capable of providing meaningful perceptions regarding elements affecting employee retention in microfinance banks in Khairpur.

4. Data Analysis

The Collected data was analysed by using SPSS software version 24. Demographic statistics was used to summarize respondent's characteristics while reliability analysis assessed internal consistency of measurement scales. Correlations analysis was performed to examine relationship among study variables and multiple regression analysis was performed to know impact of organizational culture and work-life balance on employee retention.

4.1 Demographic Analysis

Table 1

Demographic Characteristics of Respondents (N=88)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	53	60.2
	Female	35	39.8
Age	21–30 years	57	64.8
	31–40 years	26	29.5
	41–50 years	4	4.5
	Above 50 years	1	1.1
Education	Bachelor's Degree	48	54.5
	Master's Degree	37	42.0
	MPhil / MS	3	3.4
Experience	Less than 1 year	27	30.7
	1–3 years	41	46.6
	4–6 years	13	14.8
	7–10 years	2	2.3
	More than 10 years	5	5.7
Job Position	Junior Staff	40	45.5
	Mid-level Staff	20	22.7
	Senior Staff	10	11.4
	Managerial	14	15.9
	Others	4	4.5

Among 88 respondents 60.2% were male while 39.8% were female. This indicates that male respondents constituted majority of sample.

Most respondents between 21–30 years old with 64.8%, between 31–40 years old with 29.5% and between 41–50 years old with 4.5% and above 50 years with 1.1%. The findings show that sample was predominantly composed of young employees.

Majority of respondents with 54.5% held Bachelor's degree while 42.0% possessed Master's degree and 3.4% held MPhil/MS degree. This result shows that respondents were well educated.\

Nearly half of respondents with 46.6% had 1–3 years of experience, less than 1 year of experience accounted by 30.7%, 4–6 years of experience accounted by 14.8%, 5.7% had more than 10 years and 2.3% had 7–10 years of experience. Overall, this show majority of worker is at their early stage of work.

Majority of respondents were Junior Staff with 45.5%, Mid-level Staff accounted for 22.7%, Managerial staff for 15.9%, Senior Staff for 11.4% and others position for 4.5%. This shows that majority of respondent's occupied junior and mid-level job position within their organizations.



4.2 Reliability Analysis

Reliability Analysis

The internal consistency of the scales used in this study was assessed using Cronbach's alpha. As presented in Table 2, the reliability coefficients for all variables exceeded the acceptable threshold of 0.70 (Nunnally & Bernstein, 1994). Organizational Culture demonstrated good internal consistency with $\alpha = .792$ across 7 items. Work-Life Balance showed the highest reliability with $\alpha = .842$ for its 7 items, and Employee Retention exhibited acceptable reliability with $\alpha = .732$ based on 6 items. These results indicate that the measurement instruments were reliable for further analysis.

Table 2

Reliability Coefficients for Study Variables

Variable	Cronbach's Alpha	Number of Items
Organizational Culture	.792	7
Work-Life Balance	.842	7
Employee Retention	.732	6

Note. N = 88.

4.3 Correlation Analysis

A Pearson correlation analysis was conducted to examine the relationships between the study variables. The results, displayed in Table 3, indicate significant positive correlations among all variables.

The correlation between Organizational Culture and Work-Life Balance was moderate and significant ($*r = .670$, $*p < .001$). Organizational Culture had a moderate positive and significant relationship with Employee Retention ($*r = .693$, $*p < .001$). Furthermore, Work-Life Balance showed a high positive and significant correlation with Employee Retention ($*r = .734$, $*p < .001$). These findings suggest that a positive organizational culture and effective work-life balance are associated with higher employee retention.

Table 3

Pearson Correlations Between Study Variables

Variable	1	2	3
1. Organizational Culture	—		
2. Work-Life Balance	.670**	—	
3. Employee Retention	.693**	.734**	—

Note. N = 88. ** $p < .01$ (2-tailed).

4.4 Regression Analysis

A multiple linear regression analysis was performed to assess the impact of Organizational Culture and Work-Life Balance on Employee Retention. The results are summarized in Table 4.

Table 3

Regression Model Summary and Coefficients for Employee Retention

Predictor	B	SE	β	*t*	*p*
(Constant)	1.622	1.845		0.879	.382
Organizational Culture	0.323	0.080	.366	4.020	<.001
Work-Life Balance	0.419	0.078	.489	5.380	<.001
Variable	R	R ²	Adjusted R ²	F	*p*
Model	.783	.612	.603	67.160	<.001

Note. N = 88. Dependent Variable: Employee Retention.

The regression model was statistically significant, $F(2, 85) = 67.160$, $*p < .001$, and accounted for a substantial 61.2% of the variance in Employee Retention ($R^2 = .612$). The ANOVA results (Table 3) further confirmed that the combination of predictors significantly explains the variance in the dependent variable.

As shown in the coefficients section of Table 3, Organizational Culture had a positive and significant unique contribution to Employee Retention ($\beta = .366$, $*t = 4.020$, $*p < .001$). Similarly, Work-Life Balance was also a significant positive predictor of Employee Retention ($\beta = .489$, $*t = 5.380$, $*p < .001$). This indicates



that for every unit increase in Organizational Culture, Employee Retention is predicted to increase by 0.323 units, and for every unit increase in Work-Life Balance, Employee Retention is predicted to increase by 0.419 units.

4.5 Hypothesis Testing

Based on the regression results, all three hypotheses were supported. The findings indicate that both independent variables significantly and positively impact Employee Retention (see Table 4).

Table 4

Hypothesis Testing Results

Hypothesis	Statement	*p*	Status
H1	There is a positive and significant impact of organizational culture on employee retention.	< .001	Accepted
H2	There is a positive and significant impact of work-life balance on employee retention.	< .001	Accepted
H3	There is a positive and significant impact of organizational culture and work-life balance on employee retention.	< .001	Accepted

5. Discussions

To determine the impact of organizational culture on employee retention correlations analysis was performed & findings show that organizational culture has moderate positive and significant relationship with employee retention with value of ($r = 0.693$, $p = 0.000$). Hausknecht, Rodda & Howard (2009), also argued that supportive workplace cultures strengthen employee engagement and improve employee retention. Allen and Shanock (2013), also said noticed institutional backing help reduce employee transition by deepening employees' emotional attachment and loyalty to the organization.

To determine the impact of work-life balance on employee retention correlations analysis was performed and findings show that WLB has high positive and significant relationship with employee retention with value of ($r = 0.734$, $p = 0.000$), Haar et al. (2014), also suggested that WLB increases employee satisfaction and reduces turnover mindset. This also reflects arguments of Greenhaus and Powell (2006), who emphasized important responsibility of work-family balance in generating positive organizational outcomes like better employee retention, stronger dedication and improved workplace performance.

In addition, there is also positive and significant relationship between organizational culture and WLB ($r = 0.670$, $p = 0.000$) indicating that organizations with positive culture are more likely to adopt policies and practices that support employees' work-life balance. A healthy organizational culture generally promotes mutual respect, flexibility, effective communication and employee well-being. which creates conducive environment where employees can successfully balance their professional responsibilities and personal lives. This relationship suggests that organizational culture and work-life balance collectively are mutually supportive in employee retention. Overall, the research findings support the hypotheses of this study that organizational culture and work-life balance are positively related to employee retention. The findings also suggest that organizations that want to improve employee retention rates should establish positive organizational culture and implement programs that improve employees' WLB and enable institutions to strengthen employee engagement & commitment, reduce employee turnover and improve overall organizational performance.



6. Conclusion

It concluded that microfinance institutions provide working environment where there is overall strong and supportive organizational culture. Employees generally identified an environment where teamwork, recognition through rewards, encouragement of new ideas, stability, open and transparent communication and overall satisfaction with their jobs are valued. These cultural characteristics have significant impact on how employees think about their roles and their continued affiliation with institution. It further revealed supportive measures like easy leave rights, adaptable task arrangements, welfare programs and policies that take family responsibilities into account have created conditions in which employees can better manage their personal and professional responsibilities. These practices not only increase workplace wellness but also decrease pressure and enhance work fulfillment, which are crucial for strengthening organizational commitment. In terms of employee retention, the study concluded that microfinance institutions are generally successful in maintaining relatively stable workforce.

The main reasons for this success are three key strategies: conscious efforts to create supportive and engaging work environment, wage and compensation system that is perceived by employees as fair and competitive and specific measures designed to recognize and develop employees. Together, these practices have strengthened employee loyalty and engagement with organization. The study also confirmed WLB and organizational culture are closely related with workforce stability. Workplaces that uphold strong organizational values and support systems while supporting employees in achieving healthy WLB has significant impact on employees' decision to stay with organization and organizational culture that prioritizes fair and meaningful rewards was found to be the most effective in retaining employees. Similarly, the facility to take leave when needed and welfare support facilities also proved to be particularly effective in keeping employees engaged with organization for long term.

6.1 Recommendations

- Microfinance banks ought to create positive and cooperative institutional environment where trust, teamwork, fairness and open communication are promoted as these factors play vital role in retaining employees in organization.
- Bank management should formulate and implement better policies to maintain WLB like reasonable workload & adequate leave facilities so that employees' job satisfaction increases and tendency to leave job decreases.
- Organizations should periodically assess employees' perceptions of WLB and culture of organization through questionnaire and worker feedback so that problems can be identified and improved in timely manner.
- Employee retention strategies should be made part of overall human resource policy so that organizational culture and work-life balance are always given importance.
- Continuous attention should be paid to training, motivating, praising good work and providing good leadership to employees to increase their commitment and ensure their long-term employment with organization.
- Microfinance banks in Khairpur should conduct regular training programs for managers and supervisors to promote effective leadership, better communication and good relations with employees.
- Where possible banks should introduce flexible duty schedules and strike good balance between worker's personal life and work.
- Management should establish regular system to recognize and reward good performance of employees so that employees have strong bonding and affiliation with institution.
- Periodic surveys should be conducted on employee satisfaction and retention in organization to identify problems pertaining to culture of organization and WLB in order to take appropriate measures to resolve them.



- HR department should formulate clear policies including development opportunities, transparent promotion system, appropriate salaries and benefits and employee health and wellness programs so that chances of employees leaving the job are reduced.

6.2 Limitations

This research has definite constraint which ought to acknowledge. First, data for this study was collected from microfinance banks working in Khairpur, Sindh. Therefore, the findings may not applicable for commercial banks, Islamic banks or other financial institutions and also other districts of Sindh. Second, this study is totally depended on employees working in microfinance banks so this study may not be applicable for other sectors or industries. Third, data was also collected in single phase which does not allow to determine changes in employees' perceptions over time and by using adopted quantitative questionnaire. Fourth, data has been collected from specific number of workers due to limited time and sources which may not necessarily represent all workers. Fifth, study has comprised of how organizational culture and work-life balance influence employee retention. However, these variables may not be sufficient to fully account variation in employee retention.

6.3 Future Directions

Future research can study on employees working in commercial banks, Islamic banks or other financial institutions and also other districts of Sindh or other provinces of Pakistan. They can also study on different sectors rather than banks and finance. They can collect data from employee at different times gathering data once, pausing for a while, collecting data again and pausing again in order to know changes in employees' perceptions over time. Data can also be collected from larger number of respondents that they can accurately reflect entire population. Future researches ought to integrate some other variables such as other factors such as compensation, leadership style, job satisfaction, career growth opportunities, training and development may also influence employee retention and should be considered in future research and holds significant potential to enhance academic literature, assist policymakers in developing effective, sustainable and employee focused strategies related their retention.

Conflict of Interest Statement

The author/s declare that there is no conflict of interest regarding the publication of this article.

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Data Availability

The datasets generated during and analysed during the current study are available from the corresponding author on reasonable request.

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