



# The link Between Work Life Balance Practices and Employee Retention in the Missionary Health Sector of Cameroon

Emelem Regina<sup>1</sup>, Tabi Atemnkeng Johanness<sup>2</sup>, and Nwahanye Emmanuel<sup>3</sup>

<sup>1,3</sup>Department of Management Sciences University of Buea Cameroon

<sup>2</sup>Department of Economics University of Buea Cameroon

**Abstract**— This study assessed the effect of work life balance practices on employee retention in the Missionary Health Sector of Cameroon. With the exorbitant cost that organisations incur in recruiting a new worker rather than maintaining an old one, organisations have put in place strategies to keep treasured workers. For the purpose of this study, three work life balance practices were explored which are; fringe benefits, flexible work arrangements, and financial stability. Data used for the study were collected through questionnaires from 565 employees of 45 Missionary Hospitals in Cameroon. Data analyses were both descriptive and inferential statistics using ordered logit regression technique, executed via the SMART PLS v 4.0 software. The findings of the study showed that work life balance practices have a positive and significant effect on employee retention. It further recommends that top management should reinforce the implementation of WLBP such as fringe benefits, flexible work arrangements and ensure the financial stability of their employees. This will make the employees to be more committed and increase their rate of employee retention.

**Keywords**— Work Life Balance Practices, and Employee retention.

## INTRODUCTION

Employees in every organisation have remained the most strategic asset which if well managed is a great source of competitive advantage (Barney, 1991). Therefore, organisations need to make sure their employees are well harnessed as their contribution to the achievement of organisational goals is worth mentioning across the globe. Employees' retention is one of the challenges faced by many business organisations in the world today (Azharuddin et al, 2016). The growth in the health sector of Cameroon alone also raised such issues within the organisation. Employee retention has long been a crucial issue as it remains critical to the life of an organisation (Adrian et al, 2023) and the missionary health sector of Cameroon inclusive. Retaining employees is an essential synopsis because the longer employees stay with their employer, they become a tool or one of the factors that affect the company's productivity; employees become a factor that drives success and a tool to develop the company (Ghani et al., 2022).

Employee retention therefore, refers to a strategy or approach aimed at motivating employees to remain with the company for an extended duration (Tirta & Enrika, 2020). Employee retention is beneficial for the organisation as well as the employee (Leena & Lissy, 2012). It is therefore the responsibility of the employer to put in place strategies to retain their best employees, if not; the organisation will lose the star performers (Gurumani, 2010). The main purpose of retention strategies is to prevent the loss of competent employees from the



organisation (Leena & Lissy, 2012). Work life balance is one of those high-performance human resource practice that has become increasingly important for retaining staff or workers (Hyde et al, 2013).

Work life balance is defined as the maintenance of balance between the responsibilities at work and at home (Ciere et al, 2002). Work life balance is concerned with both employee and organisation (Sailatha & Rama 2022, Allen et al. 2000; Hammer et al. 2008). Although employees spend time looking for jobs, when they finally get a job, they also got another life to live at home which is of utmost importance (Sailatha & Rama 2022). On the other hand, benefits for employers include increased productivity through improved employee outcomes such as commitment, morale, motivation, talent retention and reduced turnover intentions (Carrasquer & Martin, 2005; Hughes & Bozionelos, 2007). Organisational factors such as work life balance is a significant factor for employee retention. Retaining a sound work life balance reduces stress and so prevents office burnout (Ujjwal & Santosh, 2024). This practice can further attract outside talents and reduce conflict among current employees, which ultimately improves organisational performance (Garg & Yajurvedi, 2016).

However, understanding the criticality of work life balance is important because it contributes to improve HR policies and WLBP in the Cameroon health care industry. WLBP in the missionary health sector of Cameroon have been explored by several researchers over the years. This area of study is particularly important given the demanding nature of healthcare workers and the unique challenges faced by missionary health institutions. Teke (2010), examines the difficulties healthcare workers in missionary hospitals in Cameroon face in achieving a balance between their work and personal lives. The study highlights the lack of formal work life balance policies, ignorance of their existence and the reliance on informal support systems within these institutions. Therefore, employees will feel more attached to the organisation if they get a lot of autonomy desired for both work and family which influence employees' psychological attachment to their organisations (Döckel, 2003). The association between work life balance and employee retention has been verified from various perspectives including the nurses (Aamir, Hamid, Haider & Akhtar, 2016), who constitute majority of the health workers in the Missionary Health Sector of Cameroon; executive (Akila, 2012), and information technology professional (Garg & Yajurvedi, 2016).

Work life balance be facilitated in the Missionary Health Sector of Cameroon through flexible working time, job design, fringe benefits, and family-friendly culture (Nchinda, 2015; Mbah, 2018). Researchers have consistently suggested a positive effect of work-life balance on retention (Tirta & Enrika, 2020; Sharma & Gupta, 2020; Aamir, Hamid, Haider & Akhtar, 2016; Garg & Yajurvedi, 2016). These findings show the importance of work-life balance, particularly in retaining the employees. In other words, employees who experience work-life balance will tend to stay (Tirta & Enrika, 2020). Most researchers have emphasized work life balance has become one of the most important criteria managers use to ensure employees retention and organisational improvement (Hye, 2014; Hana & Meily, 2021; Azharuddin et al, 2022). But in recent time, it is seen that a successful work life balance practice is beneficial to both the employee and the organisation (Greenhaus & Powell, 2006; Hammer et al, 2005). This is because the disadvantages associated with it, will impact both the employer and the employee (Mulanga et al, 2018). Furthermore, the absence of work life balance practices causes low morale hence, high turnover of



employees (Fron et al, 1997). Also, the benefits of work life can improve both the quality of life of employees and the effectiveness of the organisation.

Work life balance programmes have started as far back as in the early 1930's. The work life balance programmes make the employee to work effectively, efficiently and balance their personal life too (Sailatha & Rama, 2022). Also, this statement is supported by research conducted by Too and Kwasira (2017) that showed rewards and compensations have the second-strongest influence on employee retention after the practice of work life balance, and the results of their study has shown that WLB has a positive relationship with employee retention. Garg (2016) also stated that work life balance has a positive effect on employee retention. The conclusion of Grag's research stated that companies need to increase the use of work life balance options such as flexible time, division of labour and taking breaks from work so that employees can feel that the organisation facilitates their coordination in family and professional work life which gives them reasons to remain with their organisation.

Theoretical debates on work life balance have evolved significantly over the years, reflecting changes in societal norms, workplace practices, and academic understanding. In the 1970s, Rosabeth (1977) introduced the concept of "work-family spillover theory" which emphasized how stress or satisfaction in work can affect family life and vice versa, laying the groundwork for understanding the interconnectedness of work and personal life. Later in the 1980s Greenhaus & Beutell (1985) introduced the Work-family conflict theory which identified three forms of work-family conflict: time-based, strain-based, and behaviour-based, highlighting how demands in one domain can interfere with responsibilities in the other. After wards, Clark (2000) came up with the Work/Family Border Theory that discussed how individuals manage the boundaries between work and family, suggesting that more flexible and permeable boundaries can help in achieving better work life balance. Furthermore, Greenhaus & Powell (2006) came up with the Work-Family Enrichment Theory which proposed that work and family roles can enrich each other, suggesting that positive experiences in one domain can enhance the quality of life in the other.

On the other hand, Allen et al (2000) formulated the Consequences of Work-Family Conflict theory, conducted a meta-analysis highlighting the negative outcomes of work-family conflict, such as job dissatisfaction, stress, and reduced well-being. Kossek, Thompson and Lautsch (2011) introduced the Work life Flexibility theory. They examined how organisational support for work life flexibility impacts employees' ability to balance work and personal life, suggesting that supportive policies can improve both work and personal outcomes. While Hammer et al (2009) formulated the Work-Family Resource Model. They emphasized the role of resources in managing work and family demands, suggesting that access to resources such as social support, flexible work arrangements can mitigate work-family conflict and enhance balance. Allen, Golden and Shockley (2015) came up with Remote Work and Work Life Balance theory. They investigated the impact of remote work on work life balance, highlighting both the potential benefits such as flexibility, reduced commute and challenges such as boundary management and isolation. The latest theory came up in 2020 by Keller, Bamberg and Gregersen who introduced the Concept of COVID-19 and Work life Balance. The theory explored how the COVID-19 pandemic affected work life balance, focusing on the sudden shift to remote work, the blurring of work life boundaries, and the role of organisational support in helping employees navigate these changes.



The number one operational priority for organisations is retaining their skilled employees which is even above revenue ([Organisational Wellbeing Report Gallagher, 2023](#)) but in the world today, retaining these valuable employees is one of the biggest problems that plague companies in the competitive marketplace, because replacement costs usually are 2.5 times the salary of the individual (Krishnamoorthy & Aisha, 2022). The most difficult problem that businesses must solve today is how to effectively manage their employees so that they remain productive and enthusiastic about their work for as long as possible (Himanshu & Sushmita, 2023). African countries such as Nigeria, Ghana, and Kenya have not been an exception, where 61% of employers are having difficulty retaining employees ([Integrated Benefits Institute Study, 2023](#)). Today, 1 in 2 organisations has a turnover rate greater than 15%, and 1 in 5 has a rate greater than 30% ([Organisational Wellbeing Report Gallagher, 2023](#)). Also, most of these organisations are yet to understand the underlying costs poor implementation of work life balance

policies such financial instability and lack of flexible work schedules, where the morale of employees has been constantly affected resulting to low job satisfaction making them to keep quitting their jobs.

The missionary health sector of Cameroon plays a significant role in providing health services all over the country though they continue to experience high level of turnover of their workers as major conflicts arise trying to balance work, family, and other private matters related to their life resulting to poor attitude towards work and lack of commitment on the part of health workers. These conflicts are due to long working hours, unpredictable working hours, reduced presence at home, missing social activities, low compensation and child sicknesses which affects their morale as well as affect the upbringing of children hence, increase rate of employee turnover causing retention rate. Cameroon like any other developing country faces employee turnover as a common phenomenon in many sectors in the country are facing today with the missionary health sector inclusive. Organisations invest immensely in recruiting and developing their employees but still there is the high tendency of them leaving for more secured jobs with better pay packages. Hence, employee turnover is a potential loss for any firm because of the heavy cost of recruiting new workers and the ideas old workers leave with.

HR managers try to prevent the employee turnover by implementing effective retention strategies (Leena & Lissy, 2012) though it still remains a serious issue in spite all attempts to mitigate this effect. Employee turnover has remained a common phenomenon in the Missionary Health Sector of Cameroon though not exaggerated as other lay private health sector yet it's impact on the health workers is worth mentioning. However, the nature of the job of these workers, requires these healthcare professionals to; work in shifts, work overtime, report to duty at odd hours, take care of people who are sick and are sometimes terminally ill. The recent trends like growing population, with increasing awareness about healthcare has putting a lot of burden on healthcare system as the Doctor/Patients ratio remains very high. The nurses are most represented category who have the tendency of moving from one hospital to another and others traveling abroad for greener pastures due to low salaries and poor working conditions (Tinyami et al 2015). Pharmacists are few and hospitals still face challenges retaining this few. The physicians with a 5.74 % of the national workforce had a percentage representation of <1 % in eight out of the ten regions of the nation. Also, it is noticed that female employees occupy more than half of the national





missionary health sector workforce with 60% personnel, and 40% personnel for males. Female workers have many reasons to leave their organisations especially during period of child birth.

With the above-mentioned challenges face by these health organisations, the missionary health sector of Cameroon has put in place concrete measures by adopting different types of WLBP to address such issues like; job design, flextime, fringe benefits, telecommuting and leave programmes. For instance, the work arrangements of most of these institutions are flexible giving employees time to me up with other demands. These WLB policies are aimed at balancing work life of their workers, which creates a proper environment for employee to stay though they can also be an expensive investment too (Konrad & Mangel, 2000). However, the effectiveness of these policies has not been studied in the Cameroon context especially with the missionary health sector.

Thus, this research seeks to provide an answer to the question:

What is the effect of work life balance practices on employee retention in the Missionary Health Sector of Cameroon?

## **DEFINITION OF CONCEPTS**

### ***Work life balance***

Work life balance has various definitions from different authors based various perspectives from which work life balance can be viewed, ranging from equilibrium between roles, managing demands, dynamic processes, to the influence of organisational support and policies. Work life balance is also seen as an individual's ability to meet work and family commitments, as well as other non-work responsibilities and activities (Parkes & Langford; 2008). Work life balance is viewed as the steadiness between work life and

life outside the work that is personal life (Dwi & Nida; 2018). WLB is also defined as the maintenance of a balance between responsibilities at work and home (De Cieriet al. 2005). Kirchmeyer, 2000 defined work life balance as an achievement when an individual's effectiveness and satisfaction in both their work and personal roles are in balance. Work life balance is measured by strain, time, and behaviour-based conflicts (Work Life Balance Centre, 2021).

### ***Work Life Balance Practices***

Many authors have come up with different definitions of work life balance practices. Akinyele et al (2016) define Work life balance practices are deliberate organisational changes in programmes or organisational culture that are designed to reduce work life conflict and enable employees to be more effective at work and in other roles. Cappelli (2000) defined work life practices as a main component that will affect employee's job satisfaction as well as organisational loyalty and productivity. For organisations to strike a balance between the work and family life of their employees, they have instituted policies and strategies to help them to do so which are known as work life balance practices. Today, organisations are forced to look beyond the mundane human resources (HR) interventions and execute initiatives such as flexible working hours, alternative work arrangements, leave policies in lieu of family care responsibilities and employee assistant programmes (Kar1 & Misra, 2013).

### ***Flexible working arrangements***

Galea et al. (2014) defined flexibility in the workplace as being basically the arrangements of working time by the mutual agreement of management and professionals which implies the scheduling of work flexibility to motivate professionals to achieve a better WLB, which subsequently leads to employees performing better within a lenient and flexible work pattern (Galea et al., 2014). FWA is becoming an essential component of the 21st century labour market which is facilitating a rebalancing between the demands of the employer and employee.

### ***Fringe Benefits***

Fringe benefits refer to the variety of benefits and services provided by employers to employees as part of their overall compensation package, such as health insurance, retirement benefits, and paid leave, which are designed to enhance the employee's well-being and job satisfaction (Cascio, 2015). They consist of any non-monetary compensation types provided by an employer. This excludes salaries, bonuses, and other types of cash compensation. The term fringe benefit might give the impression that these are extra goodies offered by companies. In fact, some benefits must be provided by law. Common fringe benefits are basic items often included in hiring packages. These include health insurance, life insurance, tuition assistance, childcare reimbursement, cafeteria subsidies, below-market loans, employee discounts, and personal use of a company-owned vehicle.

### ***Financial stability***

As anyone who has tried to define financial stability knows, there is as yet no widely accepted model or analytical framework for assessing financial system stability and for examining policies as there is for economic systems and in other disciplines (Garry, 2004).

This is because the analysis of financial stability is still in its infant stage of development. It refers to a condition in which an economy's mechanisms for pricing, allocating, and managing financial risks (credit, liquidity, counterparty, market) are functioning well enough to contribute to the performance of the economy (Schinasi 2004). Financial stability is defined as the ability of an individual or household to meet its obligations and have a sense of financial security (Yombwe, 2023). He adds that financial stability is an essential component of work life balance.

### ***Employee Retention***

Employee retention is a complex concept defined in many ways. In general, it means that organisations take various measures to encourage employees to remain within the organisation for a long time. Employee retention involves implementing HR strategies that address employees' needs and preferences, thus reducing voluntary turnover and enhancing organisational stability (Hausknecht, Rodda & Howard, 2009).

According to the Boushey & Glynn (2012), employee retention are strategies and initiatives employed by an organisation to prevent its employees from leaving their jobs prematurely and instead encouraging them to remain with the organisation for an extended period. It is addressing employee needs through HR strategies helping most organisations to attain their human resource objectives.

**Work life Balance Practices and Employee Retention**

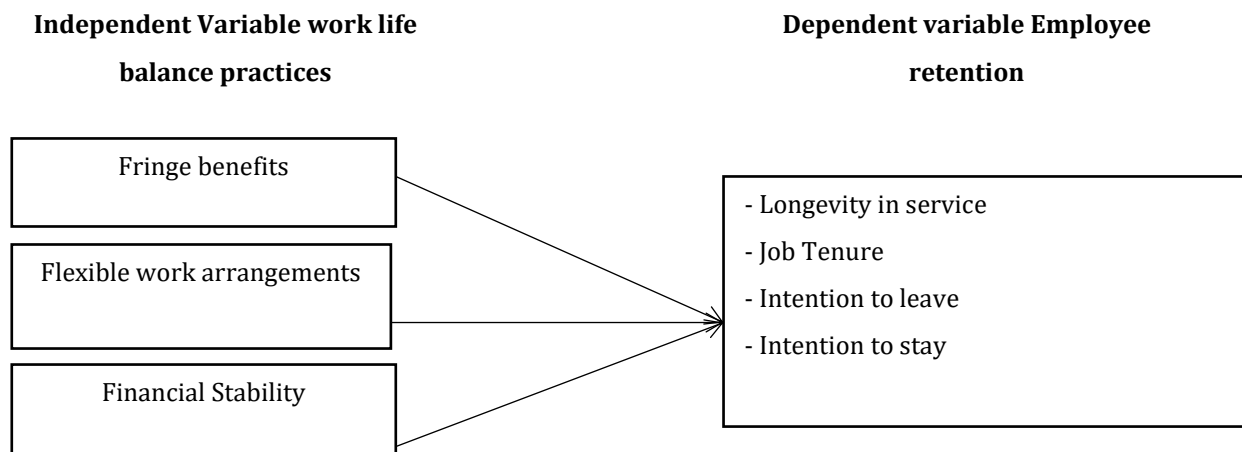
The dynamic of the business environment of today's has brought many organisational challenges. This is because the current labour market belongs to employees whose talent in the global job skills market have luxurious options (Too & Kwasira, 2017). Employees, new or old, realise that they are more flexible in choosing an organisation (Clarke, 2001) and organisations have built strategies one of which is retaining skilled workers. Work life balance practices implemented by organisations have been identified as a crucial factor of employee retention (Hill, 2005; Allen, 2001).

Achieving a balance between work and personal life can greatly improve the job satisfaction and overall well-being of an employee, which creates a veil benefit if enhanced employee loyalty and reduces the likelihood of turnover (Yombwe, 2023). Employees who are unable to create an equilibrium between work life and personal life may experience burnout, stress and fatigue, which can result in decreased productivity and increased absenteeism. However, organisations that fundamentally understand that work life balance is a key facet of employee retention are not only able to attract skilled employees but also retain those in the organisation (Yombwe, 2023). Grady et al (2008) identified the possible benefits an organisation can achieve by implementing different aspects of work life balance such as flexibility, childcare facilities and counseling.

Hence organisations can benefit from the relationship between increased Work Life Balance and the retention of employees, and this has an impact upon commitment and productivity (Ryan & Kossek, 2008; Hill, 2005). However, to retain employees, the company must implement the WLB programme.

This statement is supported by research conducted by Too and Kwasira (2017) that showed rewards and compensations have the second-strongest influence on employee retention after the practice of work life balance, and the results of their study has shown that WLB has a positive relationship with employee retention.

Garg (2016) also stated that work life balance has a positive effect on employee retention. The relationship between work life balance practices and employee retention is depicted on the conceptual framework in figure 2.1 below:



**Figure 2.1: The relationship between work life balance practices and employee retention (Authors Conceptualisation, 2024)**



### ***Empirical Literature Review***

A work life balance culture that provides emotional support to employees will lower their intention to leave the organisation (Osman, 2013). Most of the past studies point towards the critical role of work life balance in today's environment (Jigisha & Vandana, 2022; Claudiu et al, 2023; Ibiba, 2023). Asma, Jugindar & Thilageswary, 2020 carried out an empirical study on the retention of employees through career development, employee engagement and work life balance among employees in the financial sector in Djibouti, East Africa. However, the results revealed that work life balance had an insignificant relationship with employee retention. Work life balance programmes have the potential to significantly improve employee morale, reduce absenteeism and retain organisational knowledge, particularly during the difficult economic times (Lockwood, 2003; Landaur, 1997). Research by Bergström, et al., (2019) dissected the impact of work life balance practices on employee turnover in Sweden and revealed that work life balance initiatives were positively impacting on employee retention. Similar findings were established in studies in Germany by Stößel & Nübling (2015). According to a study by Adeyemo, et al. (2018) aimed at scrutinizing the role of work life balance on employee intention among bank workers in Lagos state Nigeria, the study revealed that the two variables were positively correlated with employees who experienced work life balance more likely to stay within the origination.

While there are several studies that have justified the work life balance employee retention relationship, others have found unconvincing results regarding this association. For example, studies in Taiwan by Lu, et al. (2013) on the link between work life balance and employee turnover intention in nurses indicated that work life balance held no significant relationship on the nurses as they had strong family support structure and were used to extended working hours. Studies by Ramesh & Gelfand (2010) in the United States that sought to establish a link between work life balance and employee retention.

The results indicated that work life balance was positively linked to job embeddedness which is negatively related to employee retention. This is supported by another study by Jamal (2010) among health professionals in Canada, which established that work life balance was a significant predictor of not only job satisfaction but also retention among health care workers, the study indicated a similar implication. Another study by Haider & Fatima (2017) examining the role of Work life balance on employee turnover revealed an insignificant relationship in the context of the banking sector in Pakistan, this was due to the fact the industry has better competitive pay than other industries in the country.

The previous reviews reveal that there is uncertainty regarding the relationship. Although several studies support the relationship (Tirta & Enrika, 2020; Aamir, Hamid, Haider & Akhtar, 2016; Garg & Yajurvedi, 2016), there are studies that reported insignificant results (Parkes and Langford, 2008).

The existence of controversies in the literature on the link between work life balance practices and employee retention in the different sectors in the world as described above gives room for further study. In addition, few studies have been carried out on work life balance practices and employee retention in the Health Sector of Cameroon and in the Missionary Health Sector specifically, where employee retention and work life balance are current issues of concern with the effect of the ongoing crisis and increase awareness of health care.





## METHODOLOGY

This study uses a cross sectional survey because it captures a specific point in time and it can capture all the variable of the study. Data is collected mainly from the primary source through the administering of questionnaires to examine the effect of work life balance practices which are; flexible work arrangements, fringe benefits, leave programmes and financial stability on the retention of employees in 45 missionary hospitals who constitute 15 Catholics, 15 Baptist and 15 Presbyterian hospitals in Cameroon. The population of this study are the health workers of the three main missionary hospitals. For the purpose of this study, primary data comprises responses gotten through questionnaires issued to the targeted population under study. There are several advantages with the usage of this method within the selected missionary hospitals which include: accessibility to direct data or response from selected respondents, unbiased information, original data and a well-organized functioning body.

This study adopts a stratified random sampling technique because it is aim at ensuring that all the employees in the selected three missionary hospitals are well represented within the sample. Stratification is done base on the three selected main missionary hospitals which comprises of Catholic, Baptist and Presbyterian Hospitals spread all over the country. The sample size for this study is calculated using the formula by Yamane (1967), for a given population the estimated sample size of this study is 500, but 700 questionnaires were issued to the different hospitals based on their staff strength. Data is analysed using both descriptive and inferential statistical methods. The descriptive statistics is used by researchers to describe the data and come out with the measures of central tendency such as the percentages, mean and the standard deviation of the population. The descriptive tools use in the presentation of data are tables express in frequencies, percentages and pie charts. Statistical Package for Social Science (SPSS) version 26.0 is used for the treatment of data collected through questionnaires. The inferential statistical tool use is the ordered logit regression analysis to test the relationship between the independent variables and dependent variable. This analysis is also used to understand which among the independent variables are related to the dependent variable. Therefore, the ordered regression analysis is carried out to examine the effect of work life balance practices and employee retention in missionary hospitals in Cameroon.

Inspired by the work of Yombwe (2023) who carried out a study on work life balance and employee retention in international non-governmental organisation in Zambia and Azharuddin et al (2022) who carried out a study on the relationship between work life balance and employee retention among middle-level management at World Vest Base Malaysia. The model establishing the relationship between work life balance practices and employee retention is demonstrated below;

$$ER = f(WLBP)$$

$$ER = f(FB, FWA, FS, CV)$$

$$ER = \beta_0 + \beta_1 FB_i + \beta_2 FWA_i + \beta_3 FS_i + + \beta_4 CV_i + \epsilon_i \dots\dots\dots (1)$$

The following are the a priori expectations of this study:  $\beta_1 > 0$ ,  $\beta_2 > 0$ ,  $\beta_3 > 0$ ,  $\beta_4$

To ensure that the instrument measures exactly what it is supposed to measure, a pilot test was conducted in which the instrument underwent a pretest using 50 respondents. The data collected is tested for reliability using



the Cronbach coefficient Alpha method. The internal consistency assumption is not violated for all of the conceptual components with Alpha values all greater than 0.6.

## RESULTS

The descriptive statistics and data screening were meticulously computed using SPSS version 26, a robust statistical software package. Descriptive statistics such as frequencies and percentages are used in the analysis of personal characteristics. The inferential data analysis, the study employed STATA and ordered logit regression to test the relationship between the dependent variable and several independent variables. This hypothesis is tested using ordered regression analysis to find the positive relationship between Fringe Benefits, Flexible Work Arrangement, Leave Programmes, financial stability and employee retention in the missionary health sector of Cameroon. The Beta coefficient measures the strength and direction of a linear relationship between two variables. 700 questionnaires were distributed to the correspondents and 565 were returned. After thorough data cleaning 556 were left for data analysis giving a participation rate of 79.4%. For This rigorous and methodical approach to data analysis ensured the reliability and validity of the findings, providing a solid foundation for the subsequent discussions and conclusions drawn from this study.

## TEST OF HYPOTHESIS

The research seeks direction through appropriate hypothesis that is based on obvious assumptions. Having stated the primary objectives of the study and its secondary supporting objectives, the following hypotheses will be tested.

**H1:** Fringe benefits have a positive and significant relationship on employee retention in missionary hospitals in Cameroon.

**H2:** Flexible work arrangements have a positive and significant relationship on employee retention in missionary hospitals in Cameroon.

**H3:** Financial stability has a positive and significant relationship on employee retention in missionary hospitals in Cameroon.

The ordered logistic regression analysis was conducted to explore the impact of various work life balance practices, while gender, age, education levels, marital status, number of children and years of experience were included as controlled variables. The findings are presented on the table below.

### *Ordered logistic regression Results on the effect of work life balance practices on employee retention.*

ER	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
FB	.649	.167	3.89	0	.322	.976	***
FWA	.71	.212	3.35	.001	.294	1.125	***
FS	.396	.034	11.54	0	.329	.463	***
female	-.027	.156	-0.18	.861	-.334	.279	
Age1	.467	.268	1.74	.082	-.059	.992	*



Age2	.301	.211	1.43	.153	-.112	.714	
educ1	.71	.409	1.74	.083	-.092	1.512	*
educ2	.183	.22	0.83	.404	-.247	.613	
educ3	.243	.191	1.27	.203	-.131	.617	
mar_status	.149	.164	0.91	.363	-.172	.471	
children1	-.076	.164	-0.47	.642	-.398	.245	
children2	.615	.444	1.39	.166	-.255	1.484	
experience1	-.341	.196	-1.74	.082	-.725	.044	*
<b>Mean dependent var</b>	1.808		SD dependent var		0.721		
<b>Pseudo r-squared</b>	0.158		Number of obs		556		
<b>Chi-square</b>	471.346		Prob > chi2		0.000		
<b>Akaike crit. (AIC)</b>	2586.317		Bayesian crit. (BIC)		2759.147		
<b>*** p&lt;.01, ** p&lt;.05, * p&lt;.1</b>							

Note. WLBP = Work life Balance Practices, FB = Fringe Benefits, FWA = Flexible Work Arrangements, FS = Financial Security, EM = Employee Morale, ER = Employee Retention.

This study assessed the effect of fringe benefits on employee retention and the findings revealed that fringe benefits offered to employees have statistically significant and positive effect on employee retention ( $\beta = .649$ ,  $t(556) = 3.89$ ,  $p < .001$ , 95%: CI [.322, .976]). A positive coefficient (0.649) with a highly significant p-value ( $<0.001$ ) suggests that fringe benefits significantly improve employee retention. For every unit increase in fringe benefits, employee retention increases by 0.649 units. The findings revealed that employees who receive better fringe benefits are more likely to stay with their organisation compare to those who did not which is supported by Blau and Boal (1987) research on the idea that fringe benefits are a key component in organisational commitment and retention and contradicts the results of Yombwe. (2023) whose study indicated that wellness and health initiatives had no significant relationship on employee staying in an organisation. While theoretically, Herzberg's Two-Factor Theory posits that fringe benefits fall under hygiene factors, which, while not necessarily motivating, prevent dissatisfaction. Thus, adequate fringe benefits can significantly contribute to employee retention by preventing job dissatisfaction. In a similar manner, the effect of Flexible Work Arrangements on employee's retention in the missionary health sector was examined. The findings showed similar results that flexible work arrangements have a significant and positive impact on employee retention ( $\beta = .71$ ,  $t(556) = 3.35$ ,  $p = .001$ , 95% CI [.294, 1.125]). A positive coefficient (0.710) with a significant p-value (0.001) indicates that flexible work arrangements significantly enhance employee retention. For every unit increase in flexible work arrangements, employee retention increases by 0.710 units.

This indicated that the availability of flexible work schedules is associated with higher employee retention rates which is similar with studies by Baltes et al, (1999) & Yombwe, (2023) which indicated that flexible work arrangements enhance job satisfaction, reduce stress, and improve retention rates. Theoretically, it is also supported by the Work-Family Border Theory by Clark (2000) which suggests that flexible work arrangements help employees manage the boundaries between work and personal life, reducing conflict and increasing



retention. Finally, financial Stability (FS) showed a strong positive relationship with employee retention ( $\beta = .396$ ,  $t(556) = 11.54$ ,  $p < .001$ , 95% CI [.329, .463]). A positive coefficient (0.396) with a highly significant p-value ( $<0.001$ ) indicates that financial stability is a strong predictor of employee retention. For every unit increase in financial stability, employee retention increases by 0.396 units. Employees who feel financially stable are more likely to remain with their organization corroborates the study by Allen, Shore, and Griffeth (2003) that finds that perceptions of job security and financial stability are crucial for retention and also, Yombwe (2023), whose researching findings showed that financial stability has a significant and positive effect on employee retention. It is also supported theoretically by Maslow's Hierarchy of Needs theory explains that financial stability meets basic and security needs, which are fundamental before higher-order needs can be addressed. Ensuring financial stability can thus prevent turnover driven by economic concerns.

Apart from these variables, those with age below 30years showed a marginally significant positive relationship with retention ( $\beta = .467$ ,  $t(556) = 1.74$ ,  $p = .082$ , 95% CI [-.059, .992]) and the findings showed that younger employees may be more likely to stay, though this finding is not definitive. Also, those whose level of education was below high school approached significance, ( $\beta = .71$ ,  $t(556) = 1.74$ ,  $p = .083$ ), indicating a potential positive effect on retention. Again, Years of experience showed a marginally significant negative relationship with employee retention,  $B = -.341$ ,  $SE = .196$ ,  $t(556) = -1.74$ ,  $p = .082$ , 95% CI [-.725, .044], suggesting that more experienced employees might be less likely to stay with the organisation, though this finding is not definitive. While, all the remaining control variables were insignificant.

## CONCLUSION

This study aimed to examine the effect of work life balance practices on employee retention in the Missionary Health Sector of Cameroon which have come up with several key findings which provides and insight into the relationship of the variables of the study. The study has four main objectives stated using four different work life balance practices. The study's findings strongly suggest that work life balance practices have a significant positive impact on employee retention. The analysis demonstrates that fringe benefits, flexible work arrangements and financial stability all contribute substantially to retaining employees. Organisations that invest in comprehensive work life balance practices are likely to see improved employee retention rates. From this positive effect, the current findings showed that fringe benefits offered by the organisation, such as housing allowance, health benefits, and wellness programmes, have significantly encouraged employees to remain committed to their jobs. Bonuses as part of the compensation package further motivate employees to stay dedicated. Furthermore, the results denoted that flexible work arrangements are highly valued as they allow employees to adjust their schedules to address unforeseen family needs. The organisation recognizes the importance of flexible arrangements, ensuring that patient care remains a priority.

In addition, the findings concluded that effective leave policies can enhance employee retention by allowing employees to take necessary time off, which in turn can reduce stress and improve job satisfaction. Paid annual leave is instrumental in reducing work-related stress and providing time to address family matters, which enhances work life balance. The organisation's flexible leave policies allow employees to manage their personal lives effectively, increasing their desire to continue working at the hospital hence, strengthened employees'





intentions to remain with the organisation until retirement. Finally, employees who feel financially stable are more likely to remain with their organisation, underscoring the critical role of financial stability in employee retention strategies. Conclusively, the timely payments of salary by the organisation have enabled employees to manage family issues effectively, providing a sense of financial stability and psychological stability at work. Also, with the competitive pay package of missionary health sector, better than other private hospitals, employees are motivated to remain with the organisation.

## REFERENCES

- [1] Aamir, M., Hamid, M., Haider, Z., & Akhtar, M. (2016). Retention of nurses through work-life balance practices: The case of missionary health sector of Cameroon. *Journal of Human Resource Management Studies*, 24(3), 45-59.
- [2] Adeyemo, D., Adebayo, M., & Abiodun, S. (2018). The role of work-life balance in employee retention: A case study of bank workers in Lagos, Nigeria. *International Journal of Human Resource Management*, 29(3), 56-75.
- [3] Adrian, N., Hadi, A., & Jalal, M. (2023). Employee retention as a critical challenge in organizational development. *Journal of Management and Organizational Studies*, 45(2), 112-128.
- [4] Akila, R. (2012). A study on employee retention among executives at BGR Energy Systems Ltd, Chennai. *Journal of Business and Management*, 1(4), 1-7.
- [5] Akinyele, S. T., Akinyele, F. F., & Ogbari, M. (2016). Work-life balance practices and employee productivity in the banking industry: A study of selected banks in Lagos state. *Journal of Human Resource Management*, 4(2), 43-49.
- [6] Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29(1), 99-118. <https://doi.org/10.1177/014920630302900107>
- [7] Asma, A., Jugindar, S., & Thilageswary, R. (2020). Employee retention in the financial sector: The role of career development, employee engagement, and work-life balance. *East African Business Review*, 9(4), 89-99.
- [8] Azharuddin, M., Yusof, Z. N., & Hassan, F. (2016). Challenges of employee retention in the globalized market. *International Journal of Human Resource Management Studies*, 8(1), 65-77.
- [9] Azharuddin, M., Yusof, Z. N., & Hassan, F. (2022). Challenges of work-life balance and employee retention in the health sector: A study from Malaysia. *Journal of Human Resource Management Studies*, 10(2), 23-38.
- [10] Baltes, B. B., Briggs, T. E., Huff, J. W., Wright, J. A., & Neuman, G. A. (1999). Flexible and compressed workweek schedules: A meta-analysis of their effects on work-related criteria. *Journal of Applied Psychology*, 84(4), 496-513. <https://doi.org/10.1037/0021-9010.84.4.496>
- [11] Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120. <https://doi.org/10.1177/014920639101700108>
- [12] Bergström, E., Hedberg, S., & Lundberg, C. (2019). Work-life balance and employee turnover: A study of Swedish companies. *Journal of Scandinavian Business Studies*, 14(2), 12-25.



- [13] Blau, P. M., & Boal, K. B. (1987). Conceptualizing how job involvement and organizational commitment affect turnover and absenteeism. *Academy of Management Review*, 12(2), 288-300.
- [14] Boushey, H., & Glynn, S. J. (2012). There are significant business costs to replacing employees. Center for American Progress.
- [15] Cappelli, P. (2000). A market-driven approach to retaining talent. *Harvard Business Review*, 78(1), 103-111.
- [16] Carrasquer, P., & Martin, V. (2005). Work-life balance and retention of talent: A conceptual framework. *International Journal of Human Resource Management*, 5(2), 111-121.
- [17] Cascio, W. F. (2015). *Managing human resources: Productivity, quality of work life, profits* (10th ed.). McGraw-Hill.
- [18] Ciere, H., Finegold, D., & Suttle, J. L. (2002). Balancing work and family: Human resources practices that benefit employers and employees. *Journal of Human Resource Management*, 24(5), 545-566.
- [19] Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53(6), 747-770.
- [20] Clarke, M. (2001). Flexible work policies: A comparative review. *International Labour Review*, 140(2), 43-56.
- [21] Claudiu, B., Ioana, T., & Maria, S. (2023). Work-life balance and organizational outcomes: The role of employee support. *Journal of Applied Psychology and Human Resources*, 31(1), 78-91.
- [22] De Cieri, H., Holmes, B., Abbott, J., & Pettit, T. (2005). Achievements and challenges for work/life balance strategies in Australian organisations. *The International Journal of Human Resource Management*, 16(1), 90-103.
- [23] Döckel, A. (2003). The effect of retention factors on organizational commitment: An investigation of high technology employees. *Journal of Human Resource Management*, 34(2), 234-245.
- [24] Dwi, K., & Nida, L. (2018). Work-life balance and organizational commitment: The case of Indonesian employees. *Journal of Business Research*, 22(1), 1-15.
- [25] Fron, A., Smith, D., & Jenkins, P. (1997). Work-life balance: Benefits for employers and employees. *Journal of Organizational Studies*, 9(3), 76-89.
- [26] Galea, C., Houkes, I., & De Rijk, A. (2014). An insider's point of view: How a system of flexible working hours helps employees to strike a proper balance between work and personal life. *The International Journal of Human Resource Management*, 25(8), 1090-1111.
- [27] Garg, P. (2016). Impact of work-life balance practices on employee retention. *Journal of Business and Management*, 18(3), 231-238.
- [28] Garg, P., & Yajurvedi, M. (2016). Impact of work-life balance practices on employees retention: Evidence from the IT sector in India. *Asian Journal of Business and Economics*, 12(3), 89-101.
- [29] Garry, S. (2004). Financial stability and global economics: Understanding the links. *International Journal of Finance and Economics*, 9(3), 200-213.
- [30] Ghani, M. A., Rahim, R., & Yusuf, S. (2022). Understanding the role of employee retention in driving organizational success. *Asian Journal of Business and Economics*, 12(3), 45-57.



- [31] Grady, G., McCarthy, A., Darcy, C., & Kirrane, M. (2008). Work-life balance: Policy and practice in Ireland. *World Review of Entrepreneurship, Management and Sustainable Development*, 4(1), 123-137.
- [32] Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76-88.
- [33] Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31(1), 72-92.
- [34] Gurumani, B. (2010). Organizational strategies to retain the best employees. *Journal of Business Studies*, 21(4), 74-88.
- [35] Haider, Z., & Fatima, S. (2017). Impact of work-life balance on employee turnover in the banking sector of Pakistan. *Journal of Business and Economics*, 15(2), 90-104.
- [36] Hammer, L. B., Kossek, E. E., Yragui, N. L., Bodner, T. E., & Hanson, G. C. (2009). Development and validation of a multidimensional measure of family supportive supervisor behaviors (FSSB). *Journal of Management*, 35(4), 837-856.
- [37] Hammer, L. B., Kossek, E. E., Yragui, N. L., Bodner, T. E., & Hanson, G. C. (2009). Development and validation of a multidimensional measure of family supportive supervisor behaviors (FSSB). *Journal of Management*, 35(4), 837-856.
- [38] Hausknecht, J. P., Rodda, J., & Howard, M. J. (2009). Targeted employee retention: Performance-based and job-related differences in reported reasons for staying. *Human Resource Management*, 48(2), 269-288.
- [39] Herzberg, F. (1966). *Work and the nature of man*. World Publishing Company.
- [40] Hill, E. J. (2005). Work-family facilitation and conflict, working fathers and mothers, work-family stressors and support. *Journal of Family Issues*, 26(6), 793-819.
- [41] Himanshu, K., & Sushmita, R. (2023). Employee retention and productivity: Managing today's workforce. *Journal of Business Management Studies*, 18(2), 12-25.
- [42] Hughes, J., & Bozionelos, N. (2007). Work-life balance as source of job satisfaction and well-being. *Journal of Applied Psychology*, 5(2), 143-163.
- [43] Hye, K. (2014). Organizational retention strategies: The importance of work-life balance. *Journal of Human Resource Studies*, 9(4), 56-67.
- [44] Integrated Benefits Institute Study. (2023). Employee retention challenges in African markets. *Benefits Research Journal*, 23(1), 33-45.
- [45] Jamal, M. (2010). The relationship between job satisfaction, work-family balance, and employee retention among Canadian health care workers. *Canadian Journal of Behavioral Science*, 42(1), 19-28.
- [46] Jigisha, P., & Vandana, M. (2022). Role of work-life balance in the retention of skilled professionals. *Journal of Human Resource Development*, 35(3), 45-59.
- [47] Kar1, A., & Misra, A. (2013). Understanding the impact of work-life balance policies and practices on employee retention: A case study from the Indian banking sector. *Journal of Human Resources and Sustainability Studies*, 15(2), 100-115.
- [48] Keller, R. T., Bamberg, E., & Gregersen, H. (2020). COVID-19 and work-life balance: The new normal. *Journal of Organizational Behavior*, 45(4), 78-91.



- [49] Kirchmeyer, C. (2000). Work-life initiatives: Greed or benevolence regarding workers' time? *Trends in Organizational Behavior*, 7(1), 79-93.
- [50] Konrad, A. M., & Mangel, R. (2000). The impact of work-life programs on firm productivity. *Strategic Management Journal*, 21(12), 1225-1237.
- [51] Kossek, E. E., Thompson, R. J., & Lautsch, B. A. (2011). Work-life flexibility: A critical review. *Annual Review of Organizational Psychology and Organizational Behavior*, 4(1), 255-276.
- [52] Krishnamoorthy, K., & Aisha, Z. (2022). The cost of employee turnover: A study of replacement costs in organizations. *Human Resource Management Journal*, 22(4), 56-70.
- [53] Landaur, J. (1997). The benefits of work-life balance programs during economic challenges. *Journal of Workplace Well-being*, 19(3), 56-70.
- [54] Leena, R., & Lissy, D. (2012). Effective retention strategies: A comparative study. *International Journal of Business Research*, 18(2), 14-23.
- [55] Lockwood, N. R. (2003). Work/life balance: Challenges and solutions. *Society for Human Resource Management White Paper*, 1-10.
- [56] Lu, H., Zhao, Y., & While, A. (2013). Work-life balance and nurses' intention to stay in Taiwanese hospitals: A cross-sectional study. *BMC Nursing*, 12(1), 1-12.
- [57] Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370-396.
- [58] Mulanga, M., Adebayo, M., & Nyasha, C. (2018). The effects of work-life balance on employee morale and retention. *African Journal of Business and Economics*, 19(3), 22-31.
- [59] Nchinda, P. (2015). Work-life balance initiatives and employee retention: A study of the Missionary Health Sector in Cameroon. *Journal of Human Resource Development*, 7(2), 98-114.
- [60] Osman, A. (2013). The impact of emotional support on employee retention in the workplace. *Journal of Management and Organizational Behavior*, 20(1), 102-115.
- [61] Parkes, L. P., & Langford, P. H. (2008). Work-life balance or work-life alignment? A test of the importance of work-life balance for employee engagement and intention to stay in organizations. *Journal of Management & Organization*, 14(3), 267-284.
- [62] Ramesh, A., & Gelfand, M. J. (2010). The influence of work-life balance on job embeddedness and employee retention. *Journal of Applied Psychology*, 95(6), 1063-1071.
- [63] Rosabeth, M. (1977). Work-family spillover theory: Understanding the interconnectedness of work and personal life. *Journal of Social Behavior*, 2(1), 17-34.
- [64] Ryan, A. M., & Kossek, E. E. (2008). Work-life balance programs: Consistency and perceived effectiveness. *Journal of Occupational Health Psychology*, 13(3), 273-291.
- [65] Sailatha, R., & Rama, K. (2022). Work-life balance practices in modern organizations. *Journal of Business Ethics and Human Resource Management*, 12(4), 210-222.
- [66] Schinasi, G. J. (2004). Defining financial stability. *IMF Working Papers*, 2004(187), 1-23.
- [67] Sharma, A., & Gupta, M. (2020). The role of work-life balance on employee retention in the hospitality sector. *Journal of Business and Hospitality Management*, 14(2), 78-92.





- [68] Stößel, U., & Nübling, M. (2015). Work-life balance and employee retention in Germany: A case study of the manufacturing sector. *Journal of European Industrial Relations*, 21(3), 242-258.
- [69] Teke, J. (2010). Balancing work and life in missionary hospitals in Cameroon. *Journal of Health and Social Behavior*, 14(3), 112-123.
- [70] Tinyami, B., Teke, F., & Musonga, T. (2015). Health sector workforce challenges in Cameroon: A case study of missionary hospitals. *Journal of Public Health Research*, 15(3), 34-48.
- [71] Tirta, Y., & Enrika, N. (2020). The role of work-life balance in employee retention. *Journal of Management and Economics*, 15(2), 24-33.
- [72] Too, C., & Kwasira, J. (2017). Influence of flexible work arrangements on employee retention in the banking sector in Kenya. *Journal of Human Resource Management*, 6(2), 23-35.
- [73] Ujjwal, P., & Santosh, A. (2024). Work-life balance practices in reducing office burnout and improving retention. *Journal of Business and Human Resources*, 18(1), 56-72.
- [74] Yombwe, E. (2023). The role of financial stability in achieving work-life balance: A review of employee retention strategies. *Journal of Human Resource Studies*, 25(1), 54-68.

