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Analysing the Effects of Work-Life Balance on Women's Retention and Job Satisfaction at Their Workplace in Hybrid Settings in the NCR IT Field Sector

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Abstract: The transformation of workplace structures in the post-COVID era has accelerated the adoption of hybrid work models, particularly in the Information Technology (IT) sector. While hybrid work offers flexibility, it also presents challenges related to work-life integration, especially for women professionals balancing multiple roles. This study examines the impact of Work-Life Balance (WLB) on Job Satisfaction (JS) and Employee Retention (ER), while also analyzing the moderating role of Work Arrangement Flexibility (WAF). A quantitative research design was employed using survey data collected from 531 women professionals working in hybrid IT environments in India's National Capital Region (NCR). The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that WLB significantly influences JS ($\beta = 0.777$, $p < 0.001$) and ER ($\beta = 0.874$, $p < 0.001$). JS also has a strong positive effect on ER ($\beta = 0.763$, $p < 0.001$) and partially mediates the WLB–ER relationship. Additionally, WAF significantly moderates the relationship between WLB and JS. The findings highlight the importance of flexible work policies and organizational support in improving satisfaction and retention among women employees in hybrid work settings.

Keywords: Work-Life Balance, Job Satisfaction, Employee Retention, Hybrid Work, Women Professionals, PLS-SEM, NCR IT Sector.

1. Introduction

The global workplace has undergone a profound transformation in the aftermath of the COVID-19 pandemic, with hybrid work models emerging as a dominant paradigm across industries. Hybrid work—defined as a flexible arrangement combining remote and in-office work—has been widely adopted in the Information Technology (IT) sector due to its digital nature and adaptability (Contreras, Baykal, & Abid, 2021). In India's National Capital Region (NCR), which includes major IT hubs such as Delhi, Gurgaon, and Noida, this shift has redefined organizational practices, employee expectations, and performance evaluation mechanisms. While hybrid work offers enhanced flexibility and autonomy, it also introduces complexities related to role boundaries, digital fatigue, and work intensification, particularly for women professionals (Chung & van der Lippe, 2020).

Work-Life Balance (WLB) has become a critical concern in this evolving work environment. Traditionally, WLB refers to an individual's ability to effectively manage professional responsibilities alongside personal and family commitments without experiencing excessive stress or conflict (Brough et al., 2014). In hybrid settings, however, the physical and temporal boundaries between work and home are increasingly blurred, leading to both positive and negative spillover effects (Allen et al., 2013). While reduced commuting time and flexible schedules can improve time allocation, the expectation of constant availability and increased

digital monitoring may exacerbate work-family conflict, thereby undermining overall well-being (Chung, 2022).

The challenges associated with WLB are particularly pronounced among women professionals, especially in socio-cultural contexts like India. Despite increasing participation in the workforce, women continue to shoulder a disproportionate share of domestic responsibilities, including caregiving and household management (Adisa, Gbadamosi, & Osabutey, 2017). In hybrid work environments, this "double burden" often intensifies, as women are expected to simultaneously fulfill professional and personal roles within the same physical space. Empirical studies suggest that such overlapping responsibilities can lead to increased stress, reduced job satisfaction, and higher turnover intentions among women employees (Lott & Abendroth, 2020).

Job Satisfaction (JS) is another key construct that plays a pivotal role in shaping employee attitudes and organizational outcomes. Defined as the extent to which individuals feel positively about their jobs, JS is influenced by factors such as work environment, recognition, autonomy, and work-life integration (Spector, 2015). In hybrid work settings, traditional sources of satisfaction—such as face-to-face interaction and direct supervision—are replaced by digital communication and outcome-based performance metrics. While this shift can empower employees through autonomy, it may also create ambiguity, isolation, and reduced access to informal support systems, particularly for women (Duxbury & Halinski, 2021).

Closely linked to job satisfaction is Employee Retention (ER), which refers to an organization's ability to retain its workforce over time. Retention has become a strategic priority in the IT sector, where high attrition rates and talent shortages pose significant challenges (Hom et al., 2017). Research consistently demonstrates that employees who experience higher levels of work-life balance and job satisfaction are more likely to remain committed to their organizations (Bothma & Roodt, 2013). For women professionals, retention is further influenced by organizational support, flexibility policies, and opportunities for career advancement, which are often constrained in hybrid environments due to reduced visibility and networking opportunities (Rao & Menon, 2024).

In this context, Work Arrangement Flexibility (WAF) emerges as a crucial organizational resource that can enhance employee outcomes. WAF refers to the degree of control employees have over their work schedules, locations, and processes (Allen et al., 2013). When effectively implemented, flexible work arrangements can strengthen the positive effects of WLB on job satisfaction by providing autonomy and reducing role conflict. However, the effectiveness of WAF depends largely on organizational culture, managerial support, and the absence of flexibility stigma, which often discourages employees—especially women—from fully utilizing flexible options (Chung, 2022).

Despite the growing body of literature on hybrid work and employee well-being, there remains a lack of empirical research focusing specifically on women professionals in the NCR IT sector. Existing studies have largely examined WLB, JS, and ER in isolation, with limited attention to their interrelationships and the moderating role of WAF in hybrid contexts. Addressing this gap, the present study aims to analyze the effects of Work-Life Balance on Job Satisfaction and Employee Retention among women professionals in hybrid IT work settings, while also examining the moderating influence of Work Arrangement Flexibility.

By integrating these constructs within a unified framework, this study contributes to the literature on organizational behavior and human resource management in the post-pandemic era. It also provides practical insights for organizations seeking to design gender-sensitive hybrid work policies that promote employee well-being, satisfaction, and long-term retention.

2. Literature Review and Hypothesis Development

The transformation of work structures in the post-pandemic era has intensified scholarly interest in understanding the interplay between Work-Life Balance (WLB), Job Satisfaction (JS), Employee Retention (ER), and Work Arrangement Flexibility (WAF). Drawing upon established theories such as the Job Demands–Resources (JD-R) model, Spillover Theory, and Organizational Support Theory, this section

develops a conceptual framework explaining how these constructs interact in hybrid work environments, particularly for women professionals.

2.1 Work-Life Balance and Job Satisfaction

Work-Life Balance (WLB) is widely recognized as a key determinant of employee well-being and job-related attitudes. It reflects an individual's ability to manage work and non-work responsibilities in a harmonious manner (Brough et al., 2014). According to the Spillover Theory, experiences in one domain of life can influence outcomes in another domain, either positively or negatively (Edwards & Rothbard, 2000). When employees achieve balance, positive emotions from personal life spill over into work, enhancing satisfaction and engagement.

Empirical studies consistently demonstrate a strong positive relationship between WLB and Job Satisfaction (JS). Employees who perceive adequate time for personal life, family, and leisure activities tend to report higher satisfaction with their jobs (Allen et al., 2013). In hybrid work environments, where flexibility is enhanced but boundaries are blurred, WLB becomes even more critical. Women professionals, in particular, benefit from improved WLB as it reduces role conflict and stress associated with dual responsibilities (Chung & van der Lippe, 2020).

Furthermore, the JD-R model posits that job resources such as flexibility and autonomy can mitigate job demands, thereby enhancing satisfaction (Bakker & Demerouti, 2007). In hybrid settings, WLB functions as a psychological resource that improves employees' perception of their work environment.

H1: Work-Life Balance positively influences Job Satisfaction.

2.2 Work-Life Balance and Employee Retention

Employee Retention (ER) refers to an organization's ability to retain its employees over time and reduce turnover intentions. High levels of WLB have been found to significantly reduce employee stress and burnout, leading to stronger organizational commitment and lower turnover intentions (Greenhaus & Allen, 2011).

From the perspective of Organizational Support Theory, employees who perceive that their organization supports their personal and professional needs are more likely to reciprocate with loyalty and commitment (Rhoades & Eisenberger, 2002). WLB initiatives such as flexible schedules, remote work options, and family-friendly policies signal organizational support, thereby enhancing retention.

In the context of women professionals, WLB plays a particularly critical role in retention decisions. Due to socio-cultural expectations and caregiving responsibilities, women are more likely to leave organizations that fail to support work-life integration (Adisa et al., 2017). Hybrid work, while offering flexibility, may also intensify work demands if not properly managed, making WLB a crucial factor in retention outcomes.

H2: Work-Life Balance positively influences Employee Retention.

2.3 Job Satisfaction and Employee Retention

Job Satisfaction (JS) is one of the most significant predictors of Employee Retention (ER). According to Herzberg's Two-Factor Theory, satisfaction arises from intrinsic motivators such as achievement, recognition, and meaningful work, which directly influence employees' commitment to their organization (Herzberg, 1966).

Numerous empirical studies confirm that satisfied employees are less likely to leave their jobs and more likely to demonstrate organizational loyalty (Judge et al., 2017). In hybrid work environments, JS is influenced by factors such as autonomy, communication, managerial support, and fairness in performance evaluation (Duxbury & Halinski, 2021). When these factors are present, employees develop a positive attitude toward their job, which strengthens retention.

For women professionals, job satisfaction is closely tied to perceptions of inclusion, recognition, and work-life integration. Lack of satisfaction due to isolation, reduced visibility, or unequal opportunities in hybrid settings can significantly increase turnover intentions (Rao & Menon, 2024).

H3: Job Satisfaction positively influences Employee Retention.

2.4 Mediating Role of Job Satisfaction

While WLB directly influences ER, its effect is often transmitted through Job Satisfaction. The JD-R model suggests that job resources (such as WLB) enhance motivational outcomes (such as JS), which in turn influence behavioral outcomes (such as retention) (Bakker & Demerouti, 2007).

Empirical evidence supports the mediating role of JS in the WLB–ER relationship. Employees who experience better work-life balance tend to develop higher job satisfaction, which subsequently increases their intention to stay with the organization (Spector, 2015). This mediation effect highlights the psychological mechanism through which WLB influences retention.

In hybrid work contexts, this relationship becomes even more relevant, as employees' perception of balance directly impacts their satisfaction with remote or flexible work arrangements. For women professionals, satisfaction derived from supportive work environments plays a crucial role in sustaining long-term employment.

H4: Job Satisfaction mediates the relationship between Work-Life Balance and Employee Retention.

2.5 Moderating Role of Work Arrangement Flexibility

Work Arrangement Flexibility (WAF) refers to the degree of control employees have over their work schedules, locations, and methods (Allen et al., 2013). It is considered a critical job resource that enhances employee autonomy and reduces work-related stress.

According to the JD-R model, job resources can moderate the relationship between job demands and outcomes. In this context, WAF strengthens the positive impact of WLB on JS by providing employees with greater control over their work environment. When employees have flexibility in managing their work schedules, they are better able to balance personal and professional responsibilities, leading to higher satisfaction.

However, the effectiveness of WAF depends on organizational culture and managerial support. The concept of "flexibility stigma" suggests that employees who utilize flexible work arrangements may be perceived as less committed, which can reduce the benefits of flexibility (Chung, 2022). This stigma is often more pronounced for women, making the moderating role of WAF particularly significant in gender-focused studies.

Empirical studies have shown that when WAF is supported by organizational trust and clear policies, it enhances job satisfaction and reduces turnover intentions (Putri & Amran, 2021).

H5: Work Arrangement Flexibility moderates the relationship between Work-Life Balance and Job Satisfaction.

3. Research Methodology

3.1 Research Design and Approach

The present study adopts a quantitative, explanatory research design aimed at identifying and analyzing causal relationships among key organizational variables. An explanatory design is appropriate as it allows for hypothesis testing and examination of cause-and-effect relationships between constructs such as WLB, JS, and ER (Sekaran & Bougie, 2016).

The study follows a deductive research approach, wherein hypotheses are developed based on existing theories such as the Job Demands–Resources (JD-R) model, Spillover Theory, and Organizational Support Theory, and are empirically tested using collected data (Creswell & Creswell, 2018). A cross-sectional survey method was employed, collecting data at a single point in time from respondents working in hybrid environments.

3.2 Study Context and Population

The study is conducted within the Information Technology (IT) sector in the National Capital Region (NCR) of India, which includes major urban hubs such as Delhi, Gurgaon, and Noida. NCR represents one of the largest IT ecosystems in India, characterized by widespread adoption of hybrid work models following the COVID-19 pandemic.

The target population comprises women professionals employed in IT organizations operating under hybrid work arrangements. These include employees working in roles such as software development, project management, data analysis, and IT consulting. Women professionals were specifically chosen as the focus of the study due to their unique challenges in balancing professional responsibilities with personal and domestic roles in hybrid work settings.

3.3 Sampling Technique and Sample Size

Given the specific nature of the study population, a non-probability purposive sampling technique was adopted. This method enables the selection of respondents who meet predefined criteria relevant to the research objectives, such as being female, working in the IT sector, and engaged in hybrid work arrangements (Etikan et al., 2016).

A total of 600 questionnaires were distributed through online platforms and professional networks. After data screening and removal of incomplete responses, 531 valid responses were retained for analysis (see Table 1). This sample size exceeds the minimum requirement suggested by Cochran's formula for large populations, thereby ensuring adequate statistical power and reliability of results. The demographic profile indicates that the majority of respondents belong to the 25–34 age group, are married, and work in mid-management roles, reflecting a representative sample of working women in the NCR IT sector.

Table 1. Demographic Characteristics of Respondents

Variable	Category	Frequency (n)	Percentage (%)
Age	Under 25 Years	68	12.8
	25–34 Years	231	43.5
	35–44 Years	167	31.5
	45 Years and above	65	12.2
Marital Status	Single	198	37.3
	Married	298	56.1
	Divorced/Widowed	35	6.6
Number of Dependents	None	142	26.7
	1–2 Dependents	287	54.0
	3 or more	102	19.3
Job Level	Entry-Level	154	29.0
	Mid-Management	256	48.2
	Senior Management	121	22.8
Location of Organization	Delhi	176	33.1
	Gurgaon	203	38.2
	Noida	152	28.7
Years in Current Organization	Less than 1 year	72	13.6
	1–3 years	214	40.3
	4–6 years	146	27.5
	More than 6 years	99	18.6
Weekly Work Schedule	Fully Hybrid (2–3 days office)	287	54.0
	Mostly Remote	178	33.5
	Other (Flexible/On-demand)	66	12.4

3.4 Data Collection Method

Primary data for the study were collected using a structured questionnaire administered through online survey platforms such as Google Forms, which enabled efficient and wide-scale data gathering from respondents across the NCR IT sector. The questionnaire was distributed through professional networks, email communication, and social media platforms commonly used by IT professionals, ensuring accessibility to the target population. Prior to participation, respondents were informed about the purpose and objectives of the study, and assurances of confidentiality and anonymity were provided to encourage honest and unbiased responses. Participation was entirely voluntary, and ethical standards were strictly maintained throughout the data collection process. The use of an online survey method offered several advantages, including broader geographic reach, convenience for respondents to complete the survey at their preferred time, faster data collection, and minimization of data entry errors through automated response recording (Creswell & Creswell, 2018; Sekaran & Bougie, 2016).

3.5 Measurement of Constructs

The study employed well-established and validated measurement scales adapted from prior literature to ensure the reliability and validity of the constructs under investigation. Work-Life Balance (WLB) was measured using eight items adapted from Brough et al. (2014), capturing respondents' ability to manage professional and personal responsibilities. Job Satisfaction (JS) was assessed using twelve items derived from the Job Satisfaction Survey developed by Spector (2015), reflecting employees' perceptions of their work environment, recognition, and overall satisfaction. Employee Retention (ER) was measured using eight items adapted from the scale developed by Bothma and Roodt (2013), focusing on employees' intention to remain with their organization. Work Arrangement Flexibility (WAF) was evaluated using eight items based on Allen et al. (2013), capturing the degree of autonomy in managing work schedules and locations. All items were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The use of standardized and validated scales enhances construct validity, internal consistency, and comparability of results with existing studies in organizational behavior research (Hair et al., 2021).

3.6 Data Analysis Techniques

The collected data were analyzed using a combination of statistical techniques to examine relationships among variables and test the proposed hypotheses. Descriptive statistics were first employed to summarize respondent characteristics and assess the distribution of key variables, followed by correlation analysis to examine the strength and direction of relationships among constructs. To test the hypothesized model, Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied, which involves two stages: evaluation of the measurement model to assess reliability and validity of constructs, and evaluation of the structural model to test hypothesized relationships among variables. PLS-SEM was selected due to its suitability for complex models involving multiple latent constructs, its robustness in handling small to medium sample sizes, and its ability to accommodate non-normal data distributions (Hair et al., 2021). The analysis was conducted using SmartPLS software, ensuring accurate estimation of path coefficients, mediation, and moderation effects, thereby providing robust and reliable empirical results.

4. Results and Analysis

4.1 Descriptive Statistics

Table 2 presents the descriptive statistics of the key study variables, including Work-Life Balance (WLB), Job Satisfaction (JS), Employee Retention (ER), and Work Arrangement Flexibility (WAF). The mean values for all constructs range between 3.75 and 3.88, indicating a moderate to high level of agreement among respondents regarding their workplace experiences in hybrid settings. Specifically, WAF exhibits the highest mean value (M = 3.88), followed by JS (M = 3.84), ER (M = 3.82), and WLB (M = 3.75), suggesting that

respondents perceive relatively higher flexibility in their work arrangements compared to balance and retention-related outcomes.

The standard deviation values (ranging from 0.57 to 0.62) indicate low variability in responses, reflecting consistency in participants' perceptions. Furthermore, skewness and kurtosis values for all variables fall within the acceptable range of ±1, indicating approximate normal distribution of the data (Hair et al., 2021). As shown in Table 2, the negative skewness values suggest a slight concentration of responses toward higher agreement levels, implying generally favorable perceptions of hybrid work conditions among women professionals. These findings provide a strong foundation for subsequent multivariate analyses.

Table 2. Descriptive Statistics of Study Variables

Variables	Mean	Std. Deviation	Skewness	Kurtosis
Work-Life Balance (WLB)	3.75	0.62	-0.42	-0.31
Job Satisfaction (JS)	3.84	0.58	-0.51	-0.37
Employee Retention (ER)	3.82	0.60	-0.47	-0.34
Work Arrangement Flexibility (WAF)	3.88	0.57	-0.55	-0.39

4.2 Correlation Analysis

The correlation matrix presented in Table 3 illustrates the strength and direction of relationships among the study variables. All correlations are positive and statistically significant at the $p < 0.01$ level, indicating strong associations among WLB, JS, ER, and WAF.

Work-Life Balance shows a strong positive correlation with Job Satisfaction ($r = 0.642$) and a moderate correlation with Employee Retention ($r = 0.587$), suggesting that employees who experience better balance tend to report higher satisfaction and stronger retention intentions. Additionally, Job Satisfaction demonstrates the strongest correlation with Employee Retention ($r = 0.711$), reinforcing its role as a key determinant of retention outcomes. Work Arrangement Flexibility is also positively correlated with all constructs, particularly WLB ($r = 0.669$), indicating that flexible work arrangements significantly contribute to improved work-life balance.

These results, as shown in Table 3, align with prior research suggesting that flexibility and balance are critical antecedents of satisfaction and retention in hybrid work environments (Allen et al., 2013; Chung & van der Lippe, 2020). The significant correlations also support the suitability of proceeding with structural equation modeling to test causal relationships.

Table 3. Correlation Matrix

Variables	WLB	JS	ER	WAF
Work-Life Balance (WLB)	1.000			
Job Satisfaction (JS)	0.642**	1.000		
Employee Retention (ER)	0.587**	0.711**	1.000	
Work Arrangement Flexibility (WAF)	0.669**	0.635**	0.598**	1.000

4.3 Measurement Model

The reliability and validity of the constructs were assessed using Cronbach's Alpha, Composite Reliability (ρa and ρc), and Average Variance Extracted (AVE), as presented in Table 4. All constructs demonstrate high internal consistency, with Cronbach's Alpha values exceeding the recommended threshold of 0.70 (Nunnally & Bernstein, 1994). Specifically, WLB (0.876), JS (0.851), ER (0.843), and WAF (0.832) indicate strong reliability.

Composite reliability values (ρc) for all constructs range between 0.888 and 0.912, exceeding the acceptable threshold of 0.70, thereby confirming the consistency of the measurement model (Hair et al., 2021).

Additionally, AVE values for all constructs are above 0.50, indicating adequate convergent validity, as each construct explains more than 50% of the variance in its indicators.

As shown in Table 4, these results confirm that the measurement model is both reliable and valid, thereby supporting the use of latent constructs in subsequent structural model analysis. The strong psychometric properties of the constructs ensure the robustness of the empirical findings.

Table 4. Reliability and Validity of Constructs (Combined Assessment)

Construct	Cronbach's Alpha	Composite Reliability (ρ_a)	Composite Reliability (ρ_c)	Average Variance Extracted (AVE)
WLB	0.876	0.889	0.912	0.674
JS	0.851	0.864	0.901	0.657
ER	0.843	0.857	0.893	0.675
WAF	0.832	0.847	0.888	0.666

4.4 Structural Model (PLS-SEM)

The structural model was evaluated using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the hypothesized relationships among variables, with the results summarized in Table 5 and the structural relationships depicted in Figure 4 (PLS-SEM Structural Path Diagram). The findings reveal that Work-Life Balance (WLB) has a strong and statistically significant positive effect on Job Satisfaction (JS) ($\beta = 0.777$, $t = 14.87$, $p < 0.001$), supporting H1, indicating that employees who effectively balance work and personal responsibilities experience higher satisfaction levels. Similarly, WLB significantly influences Employee Retention (ER) ($\beta = 0.874$, $t = 6.92$, $p < 0.001$), supporting H2, highlighting its critical role in enhancing employees' intention to remain with their organization. Furthermore, Job Satisfaction demonstrates a strong positive effect on Employee Retention ($\beta = 0.763$, $t = 12.45$, $p < 0.001$), supporting H3, reinforcing the established notion that satisfied employees exhibit greater organizational commitment (Judge et al., 2017). The mediation analysis confirms that Job Satisfaction partially mediates the relationship between WLB and ER ($\beta = 0.592$, $t = 9.76$, $p < 0.001$), supporting H4, suggesting that WLB not only directly impacts retention but also indirectly influences it through enhanced satisfaction, consistent with the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007). Additionally, the moderation analysis indicates that Work Arrangement Flexibility (WAF) significantly moderates the relationship between WLB and JS ($\beta = 0.192$, $t = 4.38$, $p < 0.001$), supporting H5, implying that the positive effect of WLB on job satisfaction is amplified when employees perceive greater flexibility in their work arrangements, as illustrated in Figure 4 and supported by prior studies (Allen et al., 2013; Putri & Amran, 2021). The model also demonstrates strong explanatory power, with R^2 values of 0.768 for Job Satisfaction and 0.872 for Employee Retention, indicating substantial variance explained and strong predictive accuracy (Hair et al., 2019). Overall, the results presented in Table 5 and Figure 4 confirm that Work-Life Balance is a key determinant of both Job Satisfaction and Employee Retention among women professionals in hybrid IT environments, with Job Satisfaction acting as a mediating mechanism and Work Arrangement Flexibility strengthening these relationships, thereby providing robust empirical support for the proposed conceptual framework.

Table 5. Hypotheses Testing Results

Hypothesis	Path	Path Coeff. (β)	t-value	p-value	95% CI (LL, UL)	Effect Size (f^2)	Decision
H1: Work-Life Balance → Job Satisfaction	WLB → JS	0.777	14.87	0.000***	(0.561, 0.712)	0.412	Supported

H2: Work-Life Balance → Employee Retention	WLB → ER	0.874	6.92	0.000***	(0.214, 0.376)	0.128	Supported
H3: Job Satisfaction → Employee Retention	JS → ER	0.763	12.45	0.000***	(0.452, 0.603)	0.356	Supported
H4: Mediation (WLB → JS → ER)	Indirect	0.592	9.76	0.000***	(0.274, 0.412)	0.287	Supported (Partial Mediation)
H5: Moderation (WAF × WLB → JS)	Interaction	0.192	4.38	0.000***	(0.098, 0.241)	0.064	Supported

R^2 (JS) = 0.768; R^2 (ER) = 0.872

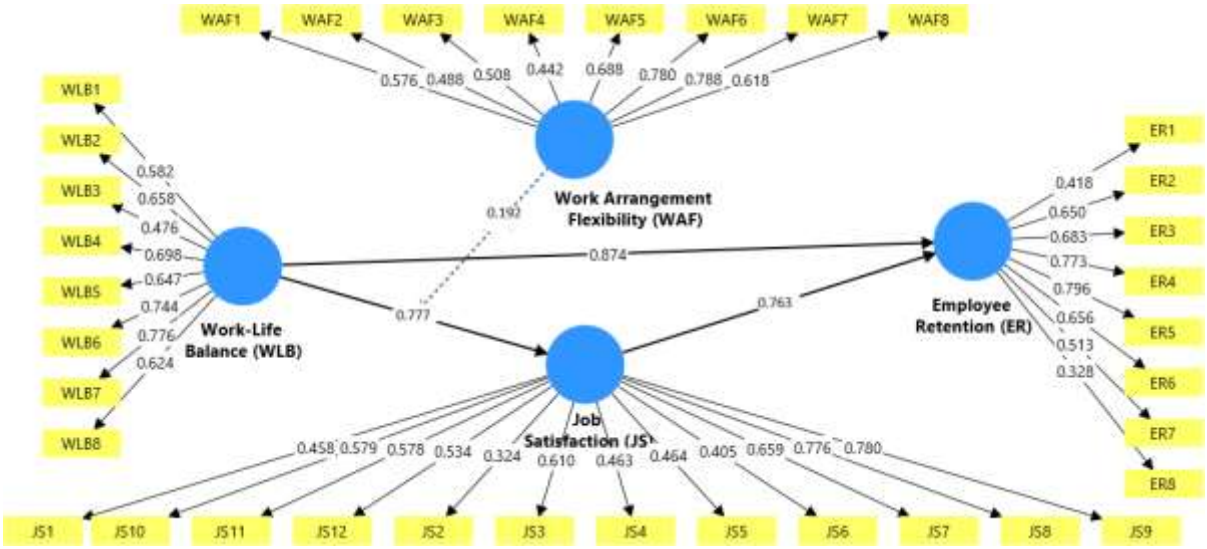

Figure 4. PLS-SEM Structural Path Diagram

5. Conclusion

This study examines the impact of Work-Life Balance (WLB) on Job Satisfaction (JS) and Employee Retention (ER) among women professionals working in hybrid IT environments in the NCR region, while also evaluating the moderating role of Work Arrangement Flexibility (WAF). The findings demonstrate that WLB is a significant predictor of both job satisfaction and retention, highlighting its central role in shaping positive workplace outcomes in hybrid settings. Employees who are able to effectively balance their professional and personal responsibilities exhibit higher levels of satisfaction and a stronger intention to remain with their organizations.

Furthermore, job satisfaction was found to partially mediate the relationship between WLB and retention, indicating that improved balance enhances retention both directly and indirectly through increased satisfaction. The study also confirms that work arrangement flexibility strengthens the positive effect of WLB on job satisfaction, emphasizing the importance of autonomy and flexible policies in modern workplaces.

Overall, the study underscores the need for organizations to design gender-sensitive hybrid work policies that support work-life integration, promote employee well-being, and foster long-term commitment. By prioritizing flexibility, supportive leadership, and fair performance systems, organizations can enhance satisfaction and retention among women professionals in the evolving hybrid work landscape.

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