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The impact of Work-Life Balance on employee job satisfaction and retention: A study on millennials employees in the private sector in Greece

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Η ισσοροπία μεταξύ επαγγελματικής και προσωπικής ζωής και ο αντίκτυπός της στην ικανοποίηση της εργασίας και στην διατήρηση του ανθρώπινου δυναμικού: Μία μελέτη στους millennials εργαζόμενους του ιδιωτικού τομέα στην Ελλάδα.

Βαρβάρα Παυλίδου

Επιτροπή επίβλεψης

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Acknowledgements and Dedication

I would like to thank my supervisor, Mrs. Chrysa Agapitou and my co-supervisor, Mrs. Ioanna Deliggiani, for their support, as well as my mother, Kosmas, Harris, and Adam, for their patience, and all of my friends.

I'd like to be delicate to my father just because he was my inspiration for not losing my target.

Abstract

Human resources are becoming increasingly important in modern organizations' efforts to improve their efficiency. Therefore, modern organizations implement practices to increase their employees' job satisfaction and retention. Today, the millennial generation makes up the largest percentage of private sector workers. Millennials' work priorities include feeling happy with their work and having a healthy balance between their job commitments and family obligations. Taking into account that among the working traits of millennials is the ease with which they switch jobs, organizations should develop appropriate policies to retain their human resources.

In Greece, research into work-life balance (WLB) among millennials who work in the private sector is limited. In this context, this study among 270 private-sector millenials was undertaken to determine if employees in Greece achieve this balance, as well as its impact on their job satisfaction and their decision to stay in their current work position. The findings of this research showed that millennial employees have a moderate WLB, mainly due to their growing job obligations. It is also found that a good personal and professional balance is not correlated with their job satisfaction, while it is negatively linked with their decision to leave their current job. Moreover, research has revealed that WLB does not mitigate the negative impact that job dissatisfaction has on employees' decisions to leave their current job. Moreover, this research makes recommendations for organizations on how to manage millennials in order to limit their intentions to leave their current job.

Keywords

Work-life balance, Job satisfaction, Job retention, Millenials

Περίληψη

Το ανθρώπινο δυναμικό γίνεται ολοένα και πιο σημαντικό στις προσπάθειες των σύγχρονων οργανισμών να βελτιώσουν την αποτελεσματικότητα τους. Εως εκ τούτου, οι σύγχρονοι οργανισμοί εφαρμόζουν στρατηγικές για την αύξηση της διατήρησης και ικανοποίησης των εργαζομένων τους. Σήμερα, η γενιά των millennial αποτελούν το μεγαλύτερο ποσοστό των εργαζομένων του ιδιωτικού τομέα. Μεταξύ των εργασιακών προτεραιοτήτων των millennials είναι να νιώθουν ευχαριστημένοι με τη δουλειά τους και να έχουν μία ισορροπημένη εργασιακή και οικογενειακή ζωή. Λαμβάνοντας υπόψιν ότι ένα από τα εργασιακά χαρακτηριστικάτης γενίας ων millenials είναι η εύκολη εναλλαγή θέσεων εργασίας, οι οργανισμοί θα πρέπει να αναπτύξουν κατάλληλες μεθόδους ώστε να διατηρήσουν το αθρώπινο δυναμικό τους.

Στην Ελλάδα, η έρευνα της ισορροπία της επαγγελματικής και προσωπικής ζωής στους millennials εργαζόμενους στον ιδιωτικό τομέα είναι περιορισμένη. Στο πλαίσιο αυτό, υλοποιήθηκε η παρούσα έρευνα σε 270 millenials εργαζομένους του ιδιωτικού τομέα για να ερευνηθεί αν οι Έλληνες εργαζόμενοι επιτυγχάνουν την ισορροπία αυτή, καθώς και την επιρροή της στην ευχαρίστησει που εισπράττουν από την εργασία τους, καθώς και στην αποφαση τους να παραμείνουν στην παρούσα εργασία. Τα ευρήματας της έρευνας έδειξαν μία μέτρια ισσοροπία μεταξύ επαγγελματικής και προσωπικής ζωής στους millennials εργαζομένους, κυρίως λόγω των αυξημένων εργασιακών τους υποχρεώσεων. Επίσης, διαπιστώθηκε ότι η ισορροπία της προσωπικής και επαγγελματικής τους ζωή δεν συχετίζεται με την εργασιακή τους ικανοποίηση, ενώ σχετίζεται αρνητικά με την απόφαση τους να φύγουν από την παρούσα εργασία τους. Επίσης, η έρευνα έδειξε ότι η ισσοροπία επαγγελματικής και προσωπικής ζωής δεν μετριάζει την αρνητική επίδραση που έχει η μη ικανοποίηση της εργασίας στην απόφαση των εργαζομένων να φύγουν από την παρούσα εργασία τους. Επιπλέον, η μελέτη παρέχει συστάσεις στους οργανισμους για το πώς να διαχειριστούν τους millennials εργαζομένους, προκειμένου να μειωθεί η προδιάθεσή τους για να εγκαταλείψουν την τρέχουσα εργασία τους.

Λέξεις – Κλειδιά
Ισσοροπία μεταξύ επαγγελματικής και προσωπικής ζωής, Ικανοποίηση εργασίας, Διατήρηση ανθρώπινου δυναμικού, Millennials.

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List of Abbreviations &Acronyms

M   Mean

SD   Standard Deviation

WLB   Work-life balance

WAFC   Work and family conflict

WFC   Work to family conflict

FWC   Family to work conflict

1. Introduction

Contemporary organizations are increasingly realizing that their human resources potential is a critical aspect to gaining a competitive advantage. As a result, their main priority is to implement strategies to increase their employees' efficiency, retention, and satisfaction. Nowadays, millennial employees are starting to become the majority in the workplace due to demographic shifts, and organizations should understand this generation, if they want to succeed (Thompson & Gregory, 2012). For modern organizations to recruit the best personnel, they must ensure that they are prepared for this generation. Particularly, if organizations do not meet millennial employees' needs, they risk losing out on valuable people and prospects (Buzza, 2017).

Among the needs of millennial employees at the workplace are to feel happy with their job (Calk & Patrick, 2017) and be capable of having a WLB. In particular, millennial employees find more appealing career opportunities that permit them to balance their job commitments and family obligations (Buzza, 2017). Many studies showed that WLB practices, such as flexible arrangements, decrease employees' turnover rates (Hughes & Bozionelos, 2005; Jaharuddin and Zainol, 2019; Chuan-Chiew et al., 2018; Abdien, 2019; Tan, 2019), while they increase their job satisfaction (Graveli et al., 2013). In view of the fact that the millennial generation is known for changing their jobs frequently, organizations should adopt proper practices to retain their employees. Unfortunately, research has revealed that private organizations fail to implement appropriate practices, making achieving a WLB a difficult issue for their employees (Kazmi et al., 2017).

In the framework of Greece, the investigation concerning how millennial employees that work in the private sector view the WLB concept is limited. This study attempts to provide more evidence concerning WLB, job satisfaction, and turnover intentions among Greek private millennial employees. Also, the nature of the correlation that exists among these concepts is being investigated. Mainly, this research aims to help private-sector organisations develop appropriate strategies to increase millennial employees' efficiency and decrease their turnover rate. Specifically, this research tries to explore (1) If private millennial employees achieve to have WLB in Greece; (2) If WLB influences job

satisfaction of private millennial employees in Greece; and (3) If WLB influences private millennial employees' decision to leave their current jobs in Greece.

This dissertation consists of five sections. Particularly, the first is the introduction, which briefly describes its structure as well as the contents included in each section. The second section contains a literature review on the main aspects and approaches of WLB, job satisfaction, and employee retention. Also, it is described the organizational factors and employees' personal characteristics that have an impact on these concepts, as well as the relationships that exist between them, with an emphasis on employees in the private sector in Greece. This section ends with a list of the main characteristics of the millennial generation, the necessity for them of a healthy WLB, the factors that affect their professional happiness, and the reasons why they leave their current job. In the third section, the research questions, the questionnaire, the experimental design, and the sample of this survey are presented. The findings of the statistical analysis obtained are the main issue of the fourth chapter. Finally, the fifth chapter briefly summarises the research's main findings and its limitations, followed by a short reference to a proposal for future studies and managerial implications.

2. Literature review

2.1 Work-Life Balance

2.1.1 Definition of Work-Life Balance

WLB is a wide-ranging concept in the international literature, and it is used to describe the balance between personal time and professional obligations. Different perspectives on how WLB should be described, quantified, and examined may be found in the literature. Also, WLB is referred to by different terms, including "work-family balance" (Greenhaus et al., 2003), "work-family fit" (Clarke et al., 2004), and "work-personal-life balance" (Burke, 2000). However, WLB is regarded as the most accurate term, as it takes into account elements such as family, leisure time, and society (Grady et al., 2008).

Across the literature, there are many WLB definitions that are not inconsistent with one another. One of the first definitions is that of Kofodimos (1993), who defined the concept of WLB as "satisfaction and a sense of harmony between different aspects of life like work, play, and love". Similarly, Clark (2000) defined WLB in the same way as Kofodimos (1993), with the exception that he concluded only the work and family aspects of life in his definition, as well as, he emphasizes minimal role conflict. Kirchmeyer (2000) believed that for individuals to have WLB, they should have time to deal with and consume energy in all areas of their lives. The above-mentioned definitions are based on equality of role commitments. Greenhaus et al. (2003), based on the previous definitions, proposed that WLB is the satisfaction that people feel by succeeding in devoting equal time to their work and family obligations.

A more recent definition is that of Voydanoff (2005), who considered that WLB is affected by two domains, work and family. Specifically, Voydanoff (2005) regarded that WLB is essentially the overall evaluation of each individual for the degree to which each domain's resources, in terms of time and efficiency, correspond to the demands of the other. In contrast, Greenhaus & Allen (2006) defined this balance based on satisfaction. Particularly, they support that the balance between these two domains is mostly determined by each individual's priorities in life, as well as his or her level of happiness with his or her work and family duties.

Also, Grzywacz & Carlson (2007) suggested that the WLB is "the achievement of role-related expectations that are shared and negotiated between a person and his or her role-related partners in the work and family domains." Opposed to this, Fleetwood (2007) regarded WLB as the ability of people to have a level of autonomy over when, how, and where they work. Kalliath & Brough's (2008) described WLB as an individual's belief that work and family activities are complementary and that their development depends on one's current life goals. Finally, Casper et al.'s (2018) recent study identified efficiency, emotion, and involvement as essential factors that could have an impact on WLB.

Among the first WLB practices to be identified was in the 1930s, when W.K. The Kellogg Company increased shifts from three to four, while reducing the duration of these shifts from eight to six hours (Lockwood, 2003). During the 1960s, employers regarded WLB programs as a concern that concerned only female employees with children. Although, in the 1980s, the value and needs of women's contributions were recognized, and pioneering organisations began to change their workplace policies. The changes included maternity leave, employee assistance programs, flexi-time, home-based work, and child-care referrals. Meanwhile, men begin to consider the necessity of WLB concerns, and WLB becomes a core issue in various organizations. In the 1990s, WLB was recognised as a vital issue for every woman and every man, regardless of whether they were married or had children.

Nowadays, workplace changes and demographics have greatly increased the necessity for employees to achieve a WLB (Brough & Kelling, 2002). These shifts concern the number of working women, single-parent families, an aging population, and technological improvements. As a consequence, organisations are increasingly pressured to implement different practises that help their employees to achieve WLB. As a result, achieving WLB has become a vital concern for human resource management, attracting significant attention from both employers and employees.

Furthermore, since 2013, the concept of WLB has turned into a major issue for the European Union's policy under the pillar of recommendation for investing in children, while the European Parliament passed the Directive for WLB in August of 2019, aiming to modernise the current European Union policy through legislative actions. As a

consequence, many governments of European Union countries have promoted policy efforts to address the WLB. In response to these policy initiatives, organizations implement plenty of human resources WLB practises, such as flexi-time and flexi-place work arrangements.

2.1.2 Work-Life Balance Theories

In the worldwide literature, many theories have been implemented to investigate the correlation between work and life apart from work. According to Zedeck & Mosier (1990), the major theories are segmentation, spillover, instrumental, compensation, and conflict. The segmentation theory, in particular, is one of the first theories and reinforces the view that the work domain of one's life is completely separate from his/her family domain with no overlap (Blood & Wolfe, 1960). Spillover theory, on the other hand, proposes that any positive or negative feelings or behaviours experienced in one domain can be transferred to the other (Morris & Madsen, 2007). The instrumental theory (Guest, 2002) is similar to the spillover theory in that it suggests that efforts in one area help in the other (Zedeck & Moiser, 1990; Guest, 2002). Compensation, on the other hand, takes a different approach, implying that people seek fulfillment in one domain to compensate for discontent in another (Lambert, 1990). Finally, the conflict theory proposes that, due to high demands in all areas of a person's life, certain difficult choices must be made, and that conflicts will unavoidably arise (Guest, 2002).

Nowadays, there is interest in the conflict model, particularly as far as it concerns dual-career families, while the spillover and compensation theories are still widely reported. However, according to Guest (2002), these theories are mainly descriptive and fail to define clearly what constitutes a healthy WLB. Recently, this balance has been tried to be investigated through boundary and border theory. In particular, the boundary theory was the starting point for literature studies concerning work-life boundaries and then refined by the border theory. The Border theory tries to analyse the chronological, physical, and psychological boundaries of work and home domains that constitute a person's life (Clark, 2000). The border theory permits a better interpretation of the extent to which individuals can control the issues that determine their balance between work and home (Guest, 2002).

A more recent theory is that of enrichment, which is proposed by Powell & Greenhaus (2006). According to this approach, accomplishments inside one domain can make life better in the other domain. In the same line is the facilitation theory that was first developed by Barnett (1998). Another theory is congruence, which holds that there is coherence between work and family and other additional factors such as genetic factors, personal characteristics, and socio-cultural forces (Zedeck, 1992). In contrast, the ecological system approach supports that each person experiences WFB differently depending on the conditions that surround him/her at the moment, as well as, on his/her personal demands of that particular period (Grzywacz & Marks, 2000). Another aspect of this theory supports the idea that there is a dynamic correlation between individuals and their natural, physical, and social environments. Finally, ladder theory proposes that the WLB comes from the proper functioning of both individuals and the organization, as they are the two main aspects that constitute WLB (Bird, 2006).

2.1.3 Work-Life Balance Policy

Organizations could implement different WLB strategies to facilitate their employees' achieving a better work-family balance. These strategies are more than one hundred and can be categorised into non-monetary benefits, space and schedule flexibility, employer brand, and external activities (Rodríguez-Sánchez et al., 2020). On the contrary, Dex (2004) suggested that WLB practises can be separated into flexitime work schedules, telecommuting or flex-place, part-time, career breaks, and job-sharing, while Frone (2003) categorised the WLB practises into flexible work arrangements, dependent-care help, leaves, and general services.

Nowadays, flexi-time is the most widely used WLB policy, in which employees can choose when their working day starts and finishes according to a defined regime. By using flexi-time, employee can better handle their job commitments and family responsibilities. Particularly, a study by Pradipto & Laurina (2022) showed a strong relationship between flexi-time and WLB. Also, Daipuria & Kakar (2013) found that employees prefer to use flexi-time to achieve WLB, mainly when having children.

Another important WLB practice is flexi-place, which allows employees to accomplish standard jobs from home. The flexi-place is mainly based on the existence of communications technologies. Telecommuting permits employees to plan their work across their family commitments, reducing job stress and transportation costs, as well as travel durations. Also, Clark (2000) and Hill et al. (2010) showed that a flexi-workplace is positively correlated with employees' well-being and WLB. In the same linear as Clark's (2000) and Hill et al.'s (2010) results is a more recent study that was conducted by Darouei & Pluut (2021). This study showed that employees that use flexi-place report fewer WAFC and feel less pressed in terms of time constraints.

Furthermore, working from home is beneficial for organizations, as many studies in international literature show that it results in the reduction of organizations' costs, improvement of employees' productivity, better staffing, and employees retention. However, very few organizations' agreements contain telecommuting provisions. This may occur due to the cost of implementing telecommuting programmes and the difficulty of management in supervising employees.

Another WFB practice that is worth mentioning is job sharing. In particular, in this practice a full-time job is divided among two employees, with benefits, compensation, duties, and working hours split or divided between them. This practice is an alternative choice for organizations instead of part-time jobs. For organizations, among the benefits of adopting this practice is that the process of working continues while one employee is absent, as well as, there is a wide range of skills and views on a particular job task (Gholipour et al., 2010). This practice also has benefits for employees as it helps to minimise job stress and gives them more time for themselves, including family duties. However, this WLB practise of sharing jobs is not accepted by all employees since they fear losing their job and that their managers use this practice to lay off one of them (Gholipour et al., 2010).

Part-time is a different WLB practice that provides the possibility for people who do not have the necessary time due to family obligations or studies to join the workforce to improve their skills and advance professionally. Thus, part-time workers are mainly those with increased family responsibilities. Also, many young people usually prefer to finance

their educational investments or earn pocket money during their studies by working part-time.

Also, organizations could adopt practices concerning their employees' health and access to fitness-related programs (Aghimien et al., 2022). Moreover, a research by Aghimien et al. (2022) stated the important role of parental, maternity, and annual leave for employees for their WLB. Finally, other practices that organizations could include are encouraging their employees to participate in volunteer programs, providing on-site child care, providing vouchers for children's education, and facilitating retirement.

Despite the large number and variety of available WLB strategies, there are not enough studies that have examined their impact on WAFC (Frone, 2003). Nevertheless, the research of Judge et al. (1994) found that the availability of WFB strategies was negatively linked with WFC, while the study of Thompson et al. (1999) on the same subject had the same results. Also, different WLB strategies have a different impact on employees' WLB (Russell et al., 2009). Particularly, flexi-time and part-time work arrangements have been proven to increase employees' WLB, while working from home has been reported to increase WAFC (Russel et al., 2009). Also, Hill et al. (2010) examined the effect of flexible job arrangements on WAFC. Their research come to the same conclusion as Thompson et al. (1999) and Judge et al. (1994), that WLB practices result in the reduction of WAFC.

2.1.4 Work-Life Balance & Employee

Nowadays, employees are more concerned about harmonizing their professional and home lives to promote their well-being. Many studies show the imbalance between work and family life impacts in a negative way on life quality (Greenhouse et al., 2003) and arouses high levels of stress (Lazar et al., 2010), emotional exhaustion, and burnout. Also, a study by Haemmig & Bauer (2009) among male and female employees in Switzerland showed that the imbalance between work and life is associated with mental health problems. In contrast, balanced individuals, in terms of time and involvement, feel happy and can easily cope with both their professional and family role responsibilities (Marks & MacDermid, 1996). This occurs because balanced individuals find ways to achieve both domains' long-

term responsibilities while avoiding WAFC. However, individuals who prioritise family over work enjoy life better than those who prioritise work over family (Greenhouse et al., 2003).

Apart from the above, WLB influences employees' attitudes towards their organizations. In particular, the indirect benefits of WLB for the organisation are, among others, the increase in productivity in the workplace through its positive impact on employees' effectiveness (Chimote & Srivastava, 2011). For instance, a study by Dissanayaka & Hussain (2013) in Sri Lanka showed a positive link between WLB practices and the performance of employees. Also, a study by Amin & Malik (2017) in Pakistan found that employees' productivity increases when they have a good WLB. Particularly, Hill et al. (2010) found that employees using flexi-place and flexi-time WLB practices can work more efficiently compared to their peers who do not use these practises and feel unable to balance their personal and professional lives. This means that organisations that provide their employees with extensive WLB policies can have a higher organization level of performance, leading to higher organisational productivity.

Also, WLB programs have a crucial impact on employees' decisions to remain in their organizations (Lazar et al., 2010). In particular, the work-life imbalance is associated with employees' absenteeism and turnover, such as voluntary retirement and extended absence due to health issues (Hughes & Bozionelos, 2007; Lazar et al., 2010). Thus, negative WFC has been shown to have a negative effect on organizations due to employees' low commitment, high turnover, and low loyalty (Lazar et al., 2010). In contrast, organizations that implement innovative WLB practices have a greater chance of attracting and retaining a larger pool of better-qualified employees. Besides, this correlation between WLB practices and recruitment is one of the primary reasons that, nowadays, WLB practices have become a crucial strategy in human resources

Furthermore, the availability of WLB policies minimizes employee absenteeism, stress-related illnesses, and healthcare expenses (Chimote & Srivastava, 2011). An explanation for this is that when organizations do not have adequate WLB policies, employees may feel occupational stress, which can cause them health problems, resulting in increased absenteeism. In addition, when employees felt comfortable using WLB practices, the

number of leaves due to health problems would be reduced by half. Furthermore, Medina-Garrido et al. (2020) found that the most crucial parameter in reducing employee absenteeism was the accessibility of employees to WLB policies rather than the availability of WLB practices. However, the direct connection between WLB policies and the productivity of organizations remains unclear.

Nowadays, it is well recognised that WLB is a determinant of the organizations' pruductivity. This is the reason that most contemporary companies are using WLB policies as a strategy to stand out from the competition in the labour market. In particular, a simple way that WLB policies can enhance productivity is through the reduction of long hours and employees' tiredness. This leads to the reduction of occupational stress and contributes to a better and healthier workplace, improvement of staff retention rates, and a decrease in negative spill-overs (Ratzon et al., 2011). Thus, WLB is a crucial issue in the corporate world as it motivates employees to make the organization more profitable. This is why effective WLB practises having become increasingly prevalent around the world.

2.1.5 Work-Life Balance & Private Sector

One of the major challenges of a private-sector organization is to increase its employees' efficiency, retention, and satisfaction by helping them to achieve WLB. This is because, in the private sector, work deadlines are getting compressed and the demand for quality results has greatly increased. Also, the productivity of private-sector organizations has a strong link with the dynamic of their human resources. Besides, WLB are strong predictors of the company's performance. The main reason for this is the favourable association between WLB policies and employees' efficiency. Particularly, Kamram et al. (2014) found that when organizations use flexi-time and avoid long working hours, employees have higher productivity and feel happier at their workplaces.

Due to increased workload and stress among employees, the implementation of WLB policies in the private sector must be appropriately designed by the organizations to be as efficient as feasible. This is a complex procedure as employees' preferences for different WLB policies depend on their age group, family status, and the number of dependents (Francis et al., 2006). Also, the study by Newaz & Zaman (2012) suggested that managers

should form a WLB policy with the participation of employees, as well as, taking into account the business's nature and employees' background. In addition, managers who will be in charge of implementing the WLB policy should be thoroughly trained. Also, managers should hold seminars at regular intervals to inform their employees about the various WLB practises and how they can use them (Newaz & Zaman, 2012).

Unfortunately, private sector employees are facing an imbalance between family and work life, as a study by Kazmi et al. (2017) among banking staff in Pakinstan showed. Another study by Newaz & Zaman (2012) showed that organizations in the private banking sector of Bangladesh don't have any WLB policy. A qualitative study in the construction industry of Australia by Francis et al. (2006) showed that private sector working conditions, such as long hours and inflexible working arrangements, are linked to stress and burnout. Also, these working conditions, which mainly prevail in the private sector, have a negative impact on employees' personal lives. This imbalance seems to be dependent on demographic factors like gender, age, education, experience, job nature, work status, family type, monthly salary, and the number of dependents (Rama Devi & Nagini, 2014). In the same linear is the study by Francis et al. (2017) that showed each generation faces its own problems in achieving WLB.

However, in the public sector, there is a better WLB, as a study by RajaSharmila & GeethaLavanya (2021) showed. Although Kumari's (2012) study among employees of the banking public sector showed that there is a need for more amenities for women like flexitime, job sharing, and childcare, to obtain job involvement. In contrast, a case study in Lithuania showed public and private employees have almost the some quality of life in term of WLB.

2.1.6 Factors Relating to Employee's Work-Life Balance

Several organisational aspects, as well as personal traits of each individual, have been recognised as influencing WLB. Among the most crucial organisational factors is the work culture. This is because it significantly determines the extent to which employees use WLB practises (Thompson et al, 1999). In particular, organizations should adopt a

supportive culture and motivate their employees to use these practices, reinforcing in this way the notion that organizations worry about their people (Lambert, 2000).

Besides, the culture of the organization should place no question concerning the acceptability of males' rights to family duties. In this way, organizations avoid the development of a wrong gender stereotype that the use of WLB policies is only for women. In particular, if organizations' cultures fail to create the feeling that women and men have equal rights in WLB policies, men do not feel comfortable using WLB policies. As a result, it becomes difficult for men to obtain the desirable balance between a successful profession and being engaged in their children's lives.

At this point, it is worth mentioning that the supportive role of managers is very important in achieving this goal. Otherwise, there is a risk that employees will get the misconception that the use of WLB practises has a negative impact on their professional careers. Besides, a study by Eaton (2003) showed that the provision of work and personal life practices improved employees' organizational commitment, but only to the extent that it did not adversely affect their career prospects.

Besides, another important factor that is positively correlated with WLB is co-worker support. According to Wong et al. (2017), the support of colleagues is one of the strongest factors in achieving a greater WLB. In addition, colleagues contribute to WLB by providing emotional support. This emotional support is very important because it leads to a reduction in work-related stress (Wong et al., 2017). Unfortunately, an experiment by Beauregard & Lesley (2009) showed that in some organizations there is no coworker support for the use of WLB practices. This occurs because, as the study of Beauregard's & Lesley's (2009) showed, employees who used WLB practises were considered by their colleagues to have lower levels of organizational commitment. Unfortunately, this wrong perception of WLB policies results in poorer organizational rewards and career opportunities for employees who adhere to WLB policies.

Also, the organization, apart from having WLB initiatives, should avoid work overload. For instance, a study by Holden & Sunindijo (2018) in the construction industry showed a negative correlation between long hours and WLB. In particular, employees with a higher

workload than they can afford to feel exhausted and tired. Thus, they become incapable of meeting their family's requirements.

In addition to the above factors that mainly concern the workplace, individuals experience WLB differently depending on their personal characteristics and their priorities in the given time period. In particular, an Indian study found that working women who are socially active, outgoing, diligent, and emotionally stable achieved a good WLB. As far as it is concerned the relationship between demographics and WAFC, remained under-explored. A study by Joseph & Sebastian (2017) found that the personal, family and professional characteristics of employees do not have any relationship with WAFC. In contrast, research by Bird (2006) found that the WLB for women is more difficult to achieve compared to men, mainly due to more responsibilities. On the other hand, Padmasiri & Mahalekamge (2016) found that women have a greater WLB than men among academic staff in Kelaniya.

Furthermore, according to Eikof (2007), there is a link between work overload and marital status since single women and men prefer not to work long hours, whereas married employees tend to use WLB practices, while unmarried rarely use such practices (Allen, 2001). Also, WLB practises are critical for employees who have a dependent, whether it is a child or an elderly person. In particular, these employees use such practices more frequently than those without dependents (Brough & Kelling, 2002). Also, the age of the youngest child was strongly associated with WLB practices such as flexible arrangements, compressed workweeks, and on-the-site childcare, but not with reduced hours or job sharing.

Although age is not reported to be a key factor determining employees' WLB in the literature, the choice of WLB practise varies by age (Allen, 2001). Older employees, in particular, have been observed to use dependent care assistance like childcare, paid maternity and paternity leave, and eldercare more than younger employees. In contrast, younger employees use more flexi-time, reduce work weeks, telecommute, and work from home more than their older co-workers.

2.2 Job satisfaction

2.2.1 Definition of Job Satisfaction

Job satisfaction has been an important issue for the scientific community since the 1930s, while in the 1990s, interest in job satisfaction increased because of the shifts in the nature of the labour market. Job satisfaction, as a general concept, is the extent of an employee's contentment with their job. However, in the literature, there is not only one commonly accepted definition, as job satisfaction is a complex concept with many different approaches. Besides, job satisfaction could be defined by the approach of affection or cognitive function. According to affection's approach, it is an overall positive emotional evaluation at work and it concerns whether the work stimulates the pleasant emotions of the employees that contribute to high job satisfaction. On the contrary, cognitive satisfaction from work concerns the logical and rational evaluation of working conditions, growth opportunities, and job results (Zhu, 2013).

Hoppock (1937), who stated the earliest definition, characterised job satisfaction as a subjective psychological and physical evaluation of the job's nature and the working environment. One of the most widely used definitions is the approach of Locke (1976), according to which job satisfaction is a pleasant and favourable emotional condition arising from an evaluation of work experience that takes emotional reflection into account. Both Hoppock (1937) and Locke (1976) in their definitions regarded satisfaction as a single notion, and so employees produced the overall attitude toward their work (Zhu, 2013). In contrast, Vroom (1964) considered job satisfaction as a specific element of the concept that reflects the employees' evaluation of all the specific aspects of their job. According to him, it is specifically people's effective orientations toward their job roles that they are already doing.

A more recent definition of satisfaction refers to people's attitudes and sentiments regarding their jobs (Armstrong, 2006), while George & Jones (2008) describe it as the gathering of beliefs and emotions of employees concerning their present employment. Thus, from this point of view, job satisfaction concerns all the positive and negative emotions that an individual feels toward their job. Particularly, the extent that an individual experiences these feelings determines his/her job satisfaction or dissatisfaction.

2.2.2 Job Satisfaction Theories

One of the most difficult concerns facing today's managers is job satisfaction. In the international literature, many different theories try to explore the main sources contributing to the happiness of employees. These theories are classified into the following types: content theories that aim to investigate the precise motivators that drive people to work and process theories that examine the dynamics of that motivation (Thiagaraj & Thangaswamy, 2017). In particular, among the content theories are hierarchical, ERG, three needs, and two-factor theories, while process theories are expectancy, equity, and goal-setting theory.

Among the most known content approaches is the hierarchical theory of Maslow (1943). Particularly, Maslow (1943) identified five progressive sets of needs, which are physiological, safety and security, love and belonging, status and prestige, and actualization in that sequence. For instance, the needs at the base of the pyramid are those which must be satisfied first, and then the needs of the higher levels. When the individuals meet the needs of a current stage, these no longer act as motivation and they move to the upper stages' needs. Therefore, an employee feels greater satisfaction when his/her work leads to meeting more and more needs.

Alderfer's (1969) ERG theory reformulated Maslow's need hierarchy into three basic human needs in sequential order: existence, relatedness, and growth. Alderfer's (1969) and Maslow's (1970) approaches are different in that it is not necessary for all the needs of the lower level to be fully met before the needs of the upper-level act as incentives. Similarly to the ERG theory is McClelland's (1961) three-needs theory. According to this theory, the feeling of an employee's happiness depends on motivation. This theory proposes that the basic human needs that motivate people to strive and succeed are achievement, power, and affiliation. Thus, according to these two theories, when an individual has high work-related needs, he/she is satisfied with meeting those needs. Therefore, the satisfaction of these needs has the potential to motivate behavior.

According to Herzberg (1959) theory, also known as the two-factor theory or hygiene theory, there are certain factors that cause feelings of satisfaction with work and are called

motivations, and certain factors that cause feelings of dissatisfaction with work and are called hygiene factors. Factors, such as achievement, the recognition of the project, the nature of the work, the responsibilities, and the possibility of promotion, are motivators, while hygiene factors are occupational safety and work environment. The theory explains that individuals' motivation comes from satisfaction with motivators, while satisfaction with hygiene only prevents them from dissatisfaction. The weak point of this theory is that it ignores individual differences. However, it is the most valuable approach in determining the extent to which employees feel happy with their employment.

Among the most widely accepted process approaches is Victor Vroom's (1964) expectancy theory. According to this theory, employees' motivation is an outcome of the extent that the reward is desirable (Valence), followed by the assessment that the commitment results in the expected productivity (Expectancy) that leads to the desired reward (Instrumentality). In contrast, the equity theory of Adams (1963) stated that employees may be dissatisfied when there is disagreement over what they offer to organisations and the reward they receive from them. Thus, this theory is correlated with the perception of fairness between rewards and affordances. These two theories are related to the cognitive component of job satisfaction, and they consider the perceptions, expectations, and values of people in their workplace.

According to goal-setting theory (Locke & Latham, 2002), achieving motivated behaviour requires difficult and specified objectives. An important aspect of this theory is the assumption that if the goals to be reached are set at a higher level each time, employees will be more motivated to work more efficiently and thus put forth the best effort possible. The concept of "self-efficacy," concerning people's faith in their capacity to do tough tasks, is closely linked to this theory.

2.2.3 Job Satisfaction & Employee

Job satisfaction is considered a critical issue as it affects employees' personal and professional lives as well as, indirectly, the entire organisation. In particular, workplace stress and dissatisfaction have been connected to the majority of health problems caused by excessive stress. For example, it is correlated with high blood pressure, stomach illness,

as well as mental disorders. It also seems that the lack of job satisfaction is associated with substance abuse, mainly smoking and drinking (Peltzer et al., 2009). In contrast, when people are happy with their employment, they enjoy every aspect of their life. However, the evidence of how job satisfaction contributes to life satisfaction is insufficient. In particular, most research in this field shows that happy individuals in life will reflect their happy feelings at work.

Concerning employees' WLB, the literature has shown that it is highly associated in a positive way with job satisfaction and job performance. This means that employment that permits WLB makes individuals happier in their workplace and more efficient. Specifically, if employees feel job satisfaction, they have higher job performance compared with colleagues who are not satisfied with their work. For instance, a study by Abdulkhaliq & Mohammadali (2019) at Al Hayat Company - PEPSI in Iraq showed this particular relationship. This may occur because if individuals feel happy with their work and generally with their whole working experience, they experience less stress at their workplace. In addition, through this happy work feeling, employees develop positive views of their work environment and generally of their whole organization.

Besides, satisfied employees take responsibility for finding solutions to any organisational problem, resulting in an improvement in their work performance (Khalaf et al., 2019). In particular, this participation further increases their job satisfaction, as they feel that the company takes their opinion seriously. At this point, it is worth mentioning the research by Miha (2018) that confirmed that happy employees enjoy their professional life and they work harder and in a more efficient way. As a result, organisations enjoy higher efficiency, productivity, and, consequently, greater economic output. However, this correlation requires further investigation, as in the international literature there are studies such as Mohr & Puck (2007) that have not found any statistically significant correlation in this relationship among international joint ventures managers.

Also, job satisfaction is also positively linked to employees' commitment to their organization. Specifically, the happier employees feel, the greater the commitment they feel to their organizations. The study by Petriwi & Supartha (2020) proves this relationship between an employee's work happiness and the commitment of the

organization. This means that job satisfaction impacts positively on the employee's willingness to contribute to organisational goals. Thus, job satisfaction is very significant in defining the connection between employees and organisations that can lead to the best performance of organizations. This means that organizations, to increase their productivity, should find the appropriate practises that contribute to the increase of their personnel's happiness at the workplace. In this way, organisations will have highly committed and high-performing employees who are happy at the workplace, since all these working aspects and characteristics are linearly correlated.

Finally, studies have shown that job satisfaction influences employees' decisions to stay or leave the organization. In particular, if personnel feel unhappy with their work, the possibility of leaving their current work is high. In particular, a study by Petriwi & Supartha (2020) showed that happy employees would like to stay in their employment even if they don't like the compensation system or they don't feel connected with their organization. Also, in the international literature, there are many other studies that show the same correlation. Thus, if employees like their own jobs, there are fewer reasons to quit compared to someone that dislikes their job. Turnover, either by voluntary resignation or retirement, has resulted in the organisation losing experienced and capable employees on whom its core functions depend. This can be further translated for the organisation into reduced productivity, the need to find talented employees, and an increase in hiring and training costs for these new employees.

2.2.4 Job satisfaction & Private Sector

Human resource management practises that enhance employees' job satisfaction has many benefits for organizations. There are differences in the kind and extent that these practises are implemented in the public and private sectors, as well as within each sector. In particular, a study by Iqbal et al. (2013) showed that human resource practices of job design, training, remuneration, work in groups and involvement were more effective in the public sector, while in the assessment of performance, the private sector had more advanced practices. Besides, a study by Khalid et al. (2012) showed that academicians in the private sector were content with salary, monitoring, and prospects for advancement. In contrast, the same study showed that academicians in the public sector were satisfied with

work safety and relations with their co-workers. Besides, Masum et al. (2015) found that salary, work safety, and job environment were effective human resources practises in private universities that increased their employees' job satisfaction.

Many studies indicate differences between private and public sector employees concerning the extent of satisfaction that is perceived from their job. In Greece, public sector employees seem to be more content in all aspects of their work than those that work in private organizations (Demoussis & Giannakopoulos, 2007). The results of Tsigilis et al. (2006) among Greek early educators are in agreement with Demoussis' & Giannakopoulos' (2007) study. Also, in the same linear as Demoussis & Giannakopoulos (2007) and Tsigilis et al's (2006) studies, concerning the private sector, is a study by Mallika & Ramesh (2010). Particularly, Mallika's & Ramesh's (2010) study showed that the majority of private banking employees in India perceive medium or low job satisfaction. These studies show that individuals working in private organisations are not happy at their workplace, while the feeling of work happiness prevails more among public employees.

An explanation for these across-sectoral differences in the level of employees' experience job satisfaction could be attributed to wage differences. Specifically, private employees experience less salary satisfaction than their colleagues from public sector (Chaudhry, 2011). A study by Kioulafas et al. (1991) in Greece showed that the public sector pays higher wages than the private sector. Moreover, when the studies by Demoussis & Giannakopoulos (2007) and Tsigilis et al. (2006) were conducted, civil servants were enjoying much higher earnings than the private sector, especially the generation that was entering the workforce at that time.

Several studies try to examine the reasons for job dissatisfaction in the private sector (Majumder, 2012; Mallika & Ramesh, 2010; Demoussis & Giannakopoulos, 2007). A study by Majumder (2012) showed that the majority of employees have as a priority the high wages of being content with their jobs. Other factors that contribute to their happiness are the reward, advancement opportunities, training, management style, and work characteristics. Another study by Mallika and Ramesh (2010) showed the lack of practises that increase work engagement and organisational commitment, as well as promote WLB

and good corporate culture, are the major factors that create negative feelings to employees towards their jobs.

Moreover, a study by Demoussis & Giannakopoulos (2007) showed that fixed-term contracts, non supervisory jobs, and childcare are important factors that influence in a positive way private employees' job satisfaction in Greece. Another important factor is salary, which has a greater impact on those employees that have a secondary degree, work experience, and supervisory positions (Demoussis & Giannakopoulos, 2007). However, a study by Garg et al. (2018) showed that private employees that have high hierarchical positions feel content with their recognition and responsibility, as for them, extrinsic job factors are not so important.

2.2.5 Factors Relating to Employee's Job Satisfaction

There are many factors relating to employees' job satisfaction and these links, particularly with personal characteristics and work conditions. Concerning personal characteristics, sex is a determining factor in the determination of job content, and more specifically, women generally feel happier than men (Clark, 1997; Vadivu, 2017). This statement is in agreement with a study by Olorunsola (2012) among the administrative staff of the Universities of Southwestern Nigeria. This fact could be attributed to the fact that, in general, women do not have such great ambitions for their job in comparison to their male colleagues. However, the results on this issue of Ward & Sloane's (2000) study among Scottish workers are contradictory.

Also, the international literature has shown an association between age and work happiness and, more specifically, that work happiness decreases with increasing age (Vadivu, 2017). Previous research by Saleh & Otis in 1964 showed a positive correlation up to the age of 50, and after 59, it turns into a negative correlation. An interpretation of this decline in job satisfaction by age is given by Olorunsola (2012) who considered that employees who are of retirement age review their working careers and realise that not all of their expectations have been met.

In addition, another finding of Olorunsola's study is that work experience does not significantly affect job satisfaction. Besides, single employees experience more job satisfaction than their married colleagues (Vadivu, 2017). Another factor that has an impact on employees' work happiness is their professional experience (Vadivu, 2017). However, employees' education level and salary level did not seem to influence their work satisfaction (Vadivu, 2017).

Concerning working conditions, work culture is a crucial factor concerning work happiness. Research by Dawal & Taha (2006) in the automobile industry showed that when an organisation has a good climate, then its employees feel more content with their work. Also, Wahyudin's et al.'s (2021) research showed that organisational cultures as well as employee empowerment influence work happiness. In addition, in international literature, the positive link between company climate, work happiness, and organisational commitment is mentioned. Due to this correlation, organisational culture is a strong determinant of an organization's long-term viability and can contribute to the creation of comparative advantage over its competitors. Particular, through organisational culture, job satisfaction could be increased, resulting in an increase in organisational commitment and employees' willingness to stay longer within their organizations. Thus, job satisfaction is a crucial issue for each manager and each organization.

2.3. Job Retention

2.3.1 Definition of Job Retention

Employee retention could be defined as employers' efforts to retain experience, skills, abilities, talent, and the best employees to accomplish the organization's strategic goals. (Fatima, 2011). Another definition that could describe the term is the ability to keep the personnel you desire for longer than your competitors (Iqbal et al., 2017). Both definitions follow the same logic and imply that retention is the consequence of all organisational strategies and techniques that influence in a positive way employees' decisions to remain within the organization. This indicates that job retention refers to all processes of organisations that encourage their human resources to continue to work within them.

Conversely, when these processes are not sufficient, the employees leave the organizations. In particular, quitting a job is a lengthy and complex procedure that initially involves the logical thought of quitting and planning, followed by searching for a new job, and its last step is the employee turnover (Mobley et al. 1979). Hom & Griffeth (1995) defined employee turnover as "the voluntary termination of a member from an organization". Turnover is considered harmful when the high-performing people decide to leave, and so, the organisation has to continue its functions without their experience, knowledge, and productivity.

One of the first theories aiming to explain employees' voluntary turnover is March's and Simon's (1958) theory, which proposed that the employees' turnover results from two factors: the individual's desire and ease of movement. Later, Jackofsky & Peters (1983) considered that, apart from the factors that Simon (1958) identified in his theory, the number of perceived alternative jobs is a crucial parameter. Therefore, if there are plenty of other job alternatives in the labour market, it is more difficult for organisations to maintain their human resources and vice versa. Since then, many theories have developed in the international literature that attempt to explain employees' turnover on the basis of job satisfaction, such as Mobley's (1977) theory that correlates negative job attitudes with turnover.

In contrast to these traditional approaches, the research of Lee et al. (2008) did not identify job dissatisfaction as a crucial determinant of employees turnover. According to them, the main causes of employeew turnover are an unexpected job offers and issues at home. More specifically, in terms of unexpected job offers, employees receive an offer from a competing company with better prospects, so they have to choose where they would prefer to work. So, even if employees did not intend to withdraw, under these circumstances, they go through a process of evaluating their current work and comparing it to the new one to choose the best career opportunity for them. This is in linear with the theories that explain turnover through followpaths (Lee & Mitchell, 1994).

2.3.2 Job Retention & Private Sector

Nowadays, job retention is one of the major issues for human resources and, consequently, for the whole organization. This occurs because the retention of talented employees is crucial for organisations in order to gain a comparative advantage over their current and potential competitors. The contribution of talented employees to organizations' competitiveness can be interpreted through the resource-based competitive advantage theory. This theory lies in the consideration that employees are a vital organization's asset as they are unique and non-replicable.

Besides, the purpose of retention strategies is to find the appropriate procedures that keep talented employees at the organisation for as long as possible. Otherwise, as Samuel & Chipunza (2009) concluded, organisations may suffer a loss of productivity and competitiveness. In particular, when organizations lose their human resources, they also lose the accumulated knowledge and experience of employees who leave. In addition, according to Shaw et al. (2005), employee turnover decreases a company's productivity due to the loss of social capital. However, organisations benefit when employees who are poor performers leave if the hiring costs for new ones are not high, as well as, if the new ones are good at their work.

A study by Shaw et al. (2005) showed that voluntary turnover decreases workforce productivity, which then increases as turnover increases. The same pattern was found in the research of Rijamampianina (2015). Also, Rijamampianina (2015), in agreement with Shaw et al. (2005), showed that the relationship between turnover rate and productivity is a cubical correlation. This means that organisational performance decreases as employee turnover rates increase until the point that the loss of human capital does not contribute to a significant loss of organisational knowledge. Beyond this optimal point, organisational performance decreases until the point where the company's employees are minimal, then it starts to increase, as its performance at this point is already very low, and so employees have more time to increase their skills and knowledge. Therefore, in this period of time, newcomers to the organisation do not differ from the previous performance levels.

Regarding the different working sectors, a study by Wang et al. (2012) showed that in the public sector there is a lower turnover intention than in the private. One reason for this

may be the higher job security that they experience compared to private-sector employees. Wang et al. (2012) believe that civil servants tend to stay longer within organisations mainly because they are happy with their work nature, although they desire a better salary and working environment. Also, Zeffane & Melhem (2017) showed sectorial differences in the extent of the employees' turnover. In particular, the cross-sectorial differences in the rate of employees turnover are the same as in Wang et al.'s (2012) study.

Besides, there are plenty of studies concluded on these differences among the public and private sector concerning employees turnover. In the case of Zeffane & Melhem's (2017) study, the cross-sectorial differences in the rate of employees' turnover could be explained mainly due to high salaries as well as the good working conditions of the public sector. Mrayyan's (2005) research that is conducted in Jordan among 438 nurses from 3 public and 2 private hospitals, contradicts previous studies (Wang et al., 2012; Zeffane and Melhem, 2017). In particular, nurses from the private sector seem happier with the various aspects of their current job, and they are more willing to keep their jobs than their colleagues from the public sector.

2.3.3 Job Retention Practices

Employee retention includes the use of different practices with the aim of keeping employees in an organisation for a longer period**.** The study by Sigroha & Mor (2020) categorized retention strategies into employee reward and recognition, welfare, growth-oriented, and management. Also, they stated that the implementation of employee retention strategies is crucial for the organization to keep its employees within it. Therefore, the organizations should develop appropriate personnel retention practices based on their employees' needs.

Many studies (Wang et al., 2012; Zeffane & Melhem, 2017; Mrayyan, 2015) have shown that there is a cross-sectorial difference in the rate of employee turnover. These differences imply that the private sector suffers from an increased rate of employee turnover. Also, many studies showed that there is a lack of appropriate retention practices in the public sector. In particular, Shukla's (2014) research showed that in public organizations there are no sufficient practices for retaining talent. The cause for this may be that the public sector adheres to a strictly traditional approach due to the centralized power of the

recruitment and dismissal processes. Thus, even if the manager deems an employee suitable, he/she has no authority to take appropriate measures to retain him/her (Shukla, 2014; Mrayyan 2005).

Also, Samuel & Chipunza (2009) pointed out the need for the public sector to adopt a performance-based promotion system instead of the seniority-based system that has been widely used. Otherwise, there is a risk of young, high-performing employees preferring jobs in the private sector. In contrast, in the private sector, organizations pay great importance to talent retention and their human resources policies have the primary goal of retaining the best talent. This can be attributed to the fact that private-sector organizations have more autonomy compared to the public in formulating their human resources policies according to their needs (Shukla, 2014).

In international literature, studies have examined how different practises influence employee retention. For instance, Hussain & Rehman (2013) defined that among the most important practises for employee retention are those that help employees feel that they fit with the goals and purpose of their organizations. Other practises are those that make employees feel secure in their job, improve communication within the organization, and help employees develop skills and knowledge (Hussain & Rehman, 2013). Also, in other studies, monetary rewards have been identified as a core retention tool. In particular, managers need to make sure that their staff is competitively compensated. The findings of Taplinet et al. (2003) showed that the main initiatives that reduced employees turnover are improving remuneration and training, strict screening procedures, employee participation, and flexible working hours.

Another study by Idowu (2018) found that leadership styles, training opportunities, and promotion were crucial practices to help employers face this issue. According to the management style, this should be democratic and guarantee autonomy, participation, and self-realization (Idowu, 2018). Concerning the issue of employee retention practices and their effectiveness in the reduction of employee turnover, there are a lot of studies and their results may contradict each other. For instance, some of them showed that training has an effect on employee retention, while others showed that it does not have any effect, so it should not be used as a retention practise for organizations.

However, it should be noted that efficient practices are dependent on the working and personal characteristics of each organization's specific workforce. Apart from that, it is very important that the implementation of retention strategies should assure adequacy and equity among employees. In this way, organizations should strive to gain employees' confidence in management. Also, external job opportunities that contribute to an increase in employees' turnover should be adequately considered when planning retention strategies (Idowu, 2018).

2.3.4 Factors Relating to Employee's Job Retention

In international literature, a lot of studies aim to investigate the causes that contribute to employees' decisions to leave their organization. Among these, the major organisational factors are compensation, nature of the job, career opportunities, business culture, a healthy WLB, and coworkers' support (Walker, 2001). Lambert et al. (2001) identified job satisfaction as an important factor that has a positive correlation with job retention. A study by Li Ping Tang et al. (2000) found that employees who do not feel happy with their work and have a high value for money reported the highest turnover rate. Also, Hausknecht et al. (2009) support that the amount of salary, as well as other benefits, are core indicators of employee retention independently of job satisfaction.

Also, the management of human resources in terms of leadership style and managerial support has an impact on employee retention. In particular, practices that increased employees' loyalty to organizations result in employees retention. For instance, when the manager gives the authority to their personnel to make decisions on important projects, as well as decisions concerning the operation of the organization, then the loyalty of the employees to the organization increases. Moreover, concerning leadership style, employees prefer managers that guide them in a supportive way. Furthermore, the managerial practices should be in accordance with employees' priorities and values at the workplace. In addition, autonomy is an important issue that links to employee retention (Alexander, 1998). This correlation can be interpreted through the increase in job satisfaction. In contrast, control over employees' job attributes leads to job dissatisfaction which in turn to employees turnover (Ellenbecker, 2004).

Concerning workplace factors, the opportunity for professional development is linked with an organization's ability to retain employees. In particular, professional and personal growth is important determinants of retention, as opportunities for promotion increase an employee's desire to commit. This is in line with Prince (2005), who identified opportunities for growth as a significant reason why employees decide to stay in an organization. Also, development and training are determined as core determinants of employee retention, as research by Leidner & Smith (2013) showed that they contribute to employee loyalty and retention.

In addition, having a good working environment and conditions are crucial parameters resulting in personnel retention. Good working conditions and environments include flexibility, an enjoyable workplace, and the availability of resources (Kossivi et al., 2016). Also, good relationships with co-workers are an important retention factor. For instance, a study by Alexander (1998) found a correlation between retention and co-worker support, while Japter (2007) stated that the bad relationship between managers and employees is one of the main causes of the increased turnover rates in the organization.

Also, there is a link between psychological contract violations and employees' intention to leave (Shahnawaz & Goswami, 2011). Also, Suazo et al. (2005) concluded with the same result as Shahnawaz & Goswami (2011). This correlation is a main issue for public employees rather than private ones (Shahnawaz & Goswami, 2011). Other factors that influence psychological contract violation are individual, organizational, and extra-organizational characteristics as well as other sociocultural parameters (Shahnawaz & Goswami, 2011).

Apart from the above workplace and organisational factors, the demographic factors of employees are crucial factors. In particular, there are differences in how easily or not employees take the decision to leave their organisation that is based on their different demographics. In particular, a study by Mrayyan (2005) in the healthcare sector found that among the most important demographic factors are family type, job tenure, age, education level, and job shift. For instance, there are more possibilities for younger employees compared to older ones to leave an organization (Martin & Roodt, 2008; Joseph et al.,

2007). In particular, Joseph et al.'s (2007) results in the field of information technology showed a positive relationship between employees' job retention and age. This could be attributed to the fact that younger people do not have increased financial obligations, so if they do not like a job, it is easier for them to withdraw. Also, at these ages, they like to change jobs to gain experience.

Another interesting finding of Joseph et al's (2007) research is that while gender was not found to be strongly related to the decision of employees to stay in their present job, at younger ages it is observed that men have higher turnover rates than women. In contrast, the finding of Emiroğlu et al. (2015) regarding the correlation between gender and employee retention showed that women employees have greater turnover rates than their male colleagues. Another study conducted by Martin & Roodt (2008) showed an interaction between the employees' race and gender regarding this issue of employees turnover. In particular, black females and white males reported higher intentions to quit their work in comparison with black males and white females. Also, a study by Blau & Kahn (1981) concluded that whites leave their jobs more often than African Americans.

Also, employees' turnover is highest at the earliest stages of their careers, and then for the next five years, it decreases rapidly and then continues at a slower rate up to about 15 years (Lewis 1991). A similar pattern of correlation between employees' tenure and their intention to leave has been observed by Martin & Roodt (2008). One reason that contributes to this is that employees with longer careers feel connected to the company. Another study by Joseph et al. (2007) found that employees' tenure is linked to their decision to leave, and specifically, this correlation is positive in younger employees and negative in older employees.

Moreover, marital status was found to be an important factor. Emiroğlu et al. (2015) found that married employees find it difficult to make the decision to leave compared to their single colleagues. The reason for this may be the increased financial obligations of married employees. Moreover, the level of education has been found to be associated with employee retention. Especially, the higher the educated level of employees, the higher the employees turnover (Emiroğlu et al., 2015). The main reason for this is that they have high expectations of their job (Emiroğlu et al., 2015).

Another factor that plays a crucial role is the level of their salary (Emiroğlu et al., 2015). In particular, high salaries contribute to employees' retention. Besides, the turnover intention has a link with the hierarchical level of a job position in the company (Emiroğlu et al,2015). In particular, it was found that the directors had less intention of leaving their current job than the regular staff of the company.

2.4. Millenials

2.4.1 Millenials Characteristics

Nowadays, millennial employees are starting to become the majority in the workplace (Thompson & Gregory, 2012). Millennials are also known as the Y Generation, Net Generation, Generation Me, Echo Boomers and Nexters. In the international literature, the time limit for millennials varies between 1978 and 2002, depending on the source (Tolbize, 2008). This generation is well known for their increased use of social media and digital technology.

The majority of millennials grew up in the middle class with loving parents in an era that was characterised by rapid technological development and globalization. The high percentage of millennials is highly educated, and more women work full-time and graduate from universities compared to any previous generation (Leete, 2006). In recent years, global millennials have faced major events such as the COVID-19 pandemic, political instability, racial divisions, and climate events that have led them to reconsider their personal concerns by prioritising health, unemployment, and the environment.

In Greece, millennials are a generation braced by crisis (economic, pandemic, immigration, climate), major political events and the internet acceletor. Particular, among the major events that marked Greek youth is the financial crisis of 2010-2018, the COVID-19 pandemic, the MOUs of support of Greek economy and the troika, the immigration crisis and the adoption of EURO as common currency (2002). Greek millennials feel distrustful, as they realize that their higher education and skills, than all the previous generations, are not enough to have a satisfactory annual income that ensures their financial independence (Kapa Research, 2021).

On the contrary, due to unpredictable low socioeconomic conditions and unemployment, this generation has to face great difficulties in their career development. As a consequence, a huge percentage of the Greek millennial population is being driven to "delay adulthood," while in the past decade, a majority of young millennials have moved to European countries in search of jobs. In particular, this immigration represented the largest movement in Europe's highly qualified workforce since the postwar period. Due to the COVID-19 crisis, millennials are once again convinced that achieving their objectives and goals in Greece is impossible. Although they still have the option to go abroad, the majority of Greek millennials prefer to stay in Greece and work in the private or public sector. As an alternative, they are considering migrating to a Greek urban area or beginning their own business (Kapa Research, 2021).

There are several studies in the international literature that examine the personality traits of millennials. In particular, millennials are technologically savvy, praise-oriented, professionally mobile, achievement-focused, team-oriented, innovative and comfortable with changes (Twenge, 2010; Alen, 2004). In making decisions, millennials base their decisions on the experiences of their peers rather than on themselves. Furthermore, according to McCrindle (2003) millenials are sociable and, according to Kowske et al. (2010), they are confident and optimistic. The study by Twenge (2010) showed that millennials have high self-esteem, high self-satisfaction, and low self-competence compared to all previous generations.

Concerning how millenials view the ideal job, they desire meaningful work (Becton et al., 2014), seek professional growth and development, and prefer project-based and not function-based work (Allen, 2004). Also, millennials want frequent feedback from their supervisors and the prospect of rapid advancement (Ng et al, 2010). Moreover, Koronios et al. 's (2017) research among Greek employees of the public sector showed that millenials do not give importance to promotion opportunities. In addition, this generation prefers a style of management that allows them to express their opinions and provides them with autonomy and participation in decision-making (Bassett, 2008). In particular, a study by Basset (2008) showed that flexible work arrangements, promotions, and frequent pay growth are important for millennials. Also, a study by Dimitriou & Blum (2015)

showed that Greek millennials prefer enjoyable workplaces and interesting jobs, while they value having appreciation for their good job performance.

A study by Papavasileiou & Lyons (2015) among Greek millennials concluded that they give priority to intrinsic job values like promotion and autonomy, independence and co-worker support. The work values that are less important to Greek millennials are those regarded as extrinsic, such as salaries and security, and prestige, such as recognition and authority (Papavasileiou & Lyons, 2015). Other studies on millenials' work values stated that they value leisure in the workplace while at the same time status and money are of high importance to them (Twenge, 2010). The finding of Egerová et al. (2021) concerning intrinsic job values is in line with the study of Papavasileiou & Lyons (2015).

Apart from the above, in recent years, it has been noticed that millennials' employment choices are shifting from the public to the private sector (Jang & Maghelal, 2016). An explanation for this could be that the private sector gives them more opportunities and higher salaries compared to the public sector. Also, Breitsohl & Ruhle (2016) stated that those millennials who would like a job that is interesting and challenging will prefer the private sector over the public one. Also, an interesting finding of Breitsohl & Ruhle's (2016) research is that women millennials prefer to work in public services compared to their male colleagues. This shift of millenials into the private sector could be explained by the fact that private organisations choose strategies that drive corporate social responsibility and practises that help keep employees connected to the company's mission. In contrast, bureaucracy and a lack of innovation are the main characteristics of the public sector.

2.4.2 Millenials & Job Satisfaction

The factors that lead to millennial job satisfaction differ from previous generations. In particular, among these factors are supervisory relationships, feelings of appreciation, work learning, and positive coworker relationships. A study by Wen et al. (2018) among millennial employees in Malaysia showed that promotions and awards have a positive link with their work happiness, while corporate culture may mitigate the effect of promotions and awards on their work happiness. Accordingly, the study of Othman et al. (2020) showed that work environment and compensation are related to millenials' happiness at

the workplace. Another crucial factor for their happiness at work is employee involvement (García et al. 2019). In particular, this impact is greater when they participate in decisions that concern aspects of the organisation compared to those of job tasks (García et al. 2019).

Moreover, Maxwell et al. (2010) showed that career expectations are another important factor for millenials' job satisfaction. In particular, career factors, such as growth opportunities and training, contribute to millenial job satisfaction. Besides, high salaries, career opportunities, good working environment are vital factors for millennials happiness at work (Kong et al. 2015). In particular, millennial employees appreciate enjoyable work and a pleasant working environment. In addition, millennials' job satisfaction correlates positively with a prestigious and stylish workplace (Khanolkar, 2013). Also, their good relationship with their co-workers has a positive effect on their happiness at work (Ngotngamwong, 2020).

Furthermore, millennials' job satisfaction is linked to supportive and trustworthy employers (Khanolkar, 2013). In particular, research in millennial employees that was conducted by Negoro and Wibowo (2021) found that empathetic leadership is highly linked with millennial happiness at the workplace. However, there are still many organizations where Baby Boomers hold executive roles, and their leadership style toward millennials is like they are self-centered and lazy. This has a negative impact on employee-leadership relationships, resulting in employee discontent and distrust (de la Garza Carranza et al. 2019).

2.4.3 Millenials & Job Retention

Nowadays, the retention of millennial employees has become a major topic, since for millennials, job security is not of great concern, as they are willing to change workplaces in case they find another job that satisfies their needs better (de la Garza Carranza et al. 2019). A survey by Delloite (2021) showed that 36% of millennials, if they had the chance, would leave their current employers within 2 years. Thus, the understanding of this generation's workforce priorities is a crucial issue for the adaptation of appropriate managerial practise for their retention.

In particular, human resources management that promotes developmental opportunities, flexible work options, and a WLB contributes to millennial job retention. A study by Egerová et al. (2021) showed that millennials in their jobs seek flexibility, self-realization, and personal development. Other retention practises appropriate for this generation are training methods, compensation, rewards, and employee engagement programmes (Purwatiningsih & Sawitri, 2021). Jagajeevan et al. (2021) regarded an organization's person-fit culture, rewards, mentoring, grating of performance base, and establishment of a communication platform as the most important ways to retain millennials.

Job dissatisfaction for millennials is a major reason that lead them to the decision to leave the organization, in which they work (Thakur & Arora, 2022). Purwatiningsih & Sawitri (2021) stressed the important role of career development for millennials' job retention. In particular, millennials feel dissatisfaction when organisations do not provide them with the opportunity to develop their skills, as their rapid career development plays an important role for them in staying at the same workplace. Besides, for this generation, having a career that gives satisfaction is more important than having a good salary, as they have high expectations. Thus, if career paths in an organisation are clear, millennials will increase commitment and try harder for organizational goals (Purwatiningsih & Sawitri, 2021).

A study by Reyes and Norona (2019) in the Philippine telco industry showed that when millennials are satisfied with their relationships with superiors, the factors that determine millennials' turnover are salary and benefits. In the same line is the study of de la Garza Carranza et al. (2019) that regarded the wage level as an important parameter for millenials' decision to stay within their organization, whilst other parameters could be feedback and development at work. In contrast, Chappell (2012) pointed out that salary is not the sole motivator for millennials. For instance, Ngotngamwong (2020) found that apart from salaries and benefits, the most important factor for retaining millennials is managerial style. In particular, millennials prefer encouraging, open-minded, and inspiring managers, while for others, it is equally important that managers be more transparent, less directive, and fair. Nevertheless, millenials may move on to different jobs, despite whether they feel happy and satisfied at their current workplace.

Nowadays, in a pandemic crisis (COVID-19), millennial employees begin to feel stress that they might lose their jobs (Deloitte, 2021). This employee's feelings of job insecurity resulted in a rise in their turnover rate. Therefore, organisations should give great concern to the adjustment of their human resources practices based on the changes imposed by the pandemic in the workplace. For instance, organizations must ensure that employees have been trained properly in order to be capable of working from home. Also, employers should adopt practices that support mental and physical health in the workplace. In this way, organizasion can help their employees decrease their stress levels due to COVID-19 (Deloitte, 2021).

2.4.4 Millenials & Work-Life Balance

Millennials seek and enjoy WLB at work since they do not value making a lot of money as much as having a good time (Lim, 2011). WLB is a great concern for millennials and, as Yap & Badri (2021) found, it is a crucial factor in their job happiness. This may be one of their primary reasons why millennials seek out companies that offer flexible work schedules, as well as and other WLB practices.

Tennakoon & Senarathne (2020) found that job satisfaction, job flexibility, feedback, and support from supervisors help millennial employees in Sri Lanka have a good WLB. Accordingly, Othman et al. (2020) showed that WLB was related to millennials' work happiness. Moreover, Purwatiningsih & Sawitri (2021) stated a negative effect of WLB on the turnover of millennials. The findings of Isnatun's & Riyanto's (2020) previous study in the woodworking industry were in the same linear with Purwatiningsih & Sawitri (2021). Apart from increased employee retention, other benefits of WLB are a reduction in absenteeism and increased productivity among millennials (Purwatiningsih & Sawitri, 2021). Also, Sánchez-Hernández et al. (2019) showed that organizations that have WLB practices are more attractive to millennial talent. Therefore, organizations need to prepare appropriate strategies to ensure WLB for their millennial employees (Purwatiningsih and Sawitri, 2021).

Organizations which provide WLB policies should redesign their workplace on the basis of millenial priorities, as this generation has different values and needs from all the previous generations. Among the human resources practices that could contribute to the improvement of millennial WLB are supportive culture, establishment and promotion of WLB policies, flexible schedules, and the creation of innovative workspaces (Afif, 2018). However, nowadays, the majority of millennials employees are not happy with their WLB maily due to the luck of managerial support.

2.5 Work-Life Balance and Job Satisfaction

Over the years, many studies have shown a positive link between WLB and work happiness. For instance, research by Andrade et al. (2019) among employees with different occupational categories from 37 different countries showed that WLB increases employees' work happiness. However, the perception level of this happiness varies by country (Andrade et al., 2019). For instance, the employees from Mexico, Switzerland, and Austria seem to enjoy their work more than those from Japan, Poland, and China (Andrade et al., 2019). In contrast, a study by Hafeez and Akbar (2015) on the educational sector showed that there is no connection between WLB and happiness at the workplace.

Andrade's et al. (2019) results agree with Haar's et al.'s (2014) previous study that found that WLB is linked with employees' work happiness. However, the extent is not the same due to different national cultures. In addition, Haar et al. (2014) found that WLB leads to an increase in employees' life satisfaction across several cultures, while the conflict between personal and professional life leads to depression and anxiety. This link is greater in cultures that are based on personal success and are less family-oriented than in cultures that emphasise the needs of society above the desires of each individual (Haar et al., 2014). The reason for that may be that in collectivism cultures, individuals have support either from their social or family environment. This support is very important, as it helps them cope with both their family and professional obligations (Haar et al., 2014). The degree of gender egalitarianism is another cultural feature that seems to influence the relationship between WLB and job and life satisfaction. Specifically, the higher the degree between them, the greater the correlation (Haar et al., 2014)

Graveli et al. (2013) in his study among 612 employees showed that WAFC was related in negative way to employee job satisfaction. Another finding was that WAFC and work happiness are linked to family work-supportive culture. Bellou (2007) found that WLB is not a priority for private and public employees in Greece. Their key worries, on the other hand, are timely salary payment, good working conditions, adequate resources to complete the job, and work secure. Nonetheless, personnel from the private and public sectors have different perspectives on what WLB means. Particularly, those working in the private sector put more emphasis on WLB than their colleagues in the public sector (Bellou, 2007).

A recent study by Alvanoudi (2020) is in agreement with the results of Belou (2007) as she showed that public employees do not value WLB as important as other work aspects in determining happiness at their workplace. In particular, her results showed that public sector employees regard their quality of WLB as neither good nor bad and their main reason for not being satisfied with their jobs was working conditions. Also, it is worth mentioning the findings of a case study conducted in Greece by Karassavidou & Glaveli (2015). This study, in accordance with Graveli's et al. (2013) results, showed that the majority of employees had a satisfactory level of WLB, while all employees felt that they had a high job satisfaction. This is achieved because the organisation adopted practises that make employees feel that their work domain is more important than their family one. Then, this central position in the work domain has been further strengthened due to the appreciation of employees for leaders, human centrality in organisational culture, and overgrowth.

There is a lot of research that shows WLB helps employees feel happy with their work, regardless of the sector in which they work. Among the studies that supported the positive correlation between WLB and happiness at a workplace are the studies of Kumari's (2012) in the banking public sector in India, Soomro's (2018) in the university sector in Islamabad and Aziz-Ur-Rehman's (2019) in the university sector in Pakistan. In the private sector, among studies that are in favour of this correlation are those of Rama Devi & Nagini (2014) across 103 employees in the banking sector in India, Hasan's et al. (2021) across 843 employees from different industries in Malaysia, Khoury's (2021) across 932 employees in Palestine and Rawat's (2021) across 98 employees in the

corporate sector. Also, another cross-sestorial study by Nadeem & Abbas (2009) among 157 employees is in the same linear as all the previous mentioned studies.

However, individuals working in the private sector seem to experience more difficulties keeping up with work and family responsibilities than their public-sector colleagues. However, in terms of job satisfaction, individuals are generally satisfied regardless of the sector in which they work (Nadeem & Abbas, 2009). A study by Rama Devi & Nagini (2014) showed that employees working in the private sector feel dissatisfied with their jobs concerning role overload and quality time with their families, while they feel satisfied with their jobs concerning working conditions, awards received, welfare policies, challenging and interesting jobs, and career opportunities. Rawat's (2021) study in the corporate private sector showed that individuals are happy with their jobs and manage to have a good WLB.

Many studies aim to investigate the link between individuals' demographic factors, their happiness at work and WLB. In particular, Liu (2021) stated that there are demographics like age, family type, and educational level that have an impact on work happiness and WLB, although there is not any connection with sex. In contrast, a study by Sorensen & McKim (2014) showed that demographic variables, such as sex, marital status, whether the spouse works outside the home, and career stage, had no influence on job satisfaction and WLB. In addition, Hasan's et al. (2021) study showed racial and gender don't have any connection with WLB and work happiness. Other study by Maeran et al. (2013) indicated that WLB for working women is a crucial factor that influences their job satisfaction. Also, Kumari (2012) concluded that there are differences depending on age and gender regarding WLB perceptions. However, Malik et al. (2010) showed that female employees could better balance their work and home responsibilities and were generally happier than their male coworkers at work.

Employees' work happiness and WLB are crucial issues, as the interaction that exists between them and the degree to which they appear in organisations can affect their proper functioning. In particular, cross-sectional research by Malik et al. (2010) in Pakistan found a relationship among WLB, work hapinees, and turnover intention. Particularly, WLB was linearly related to work happiness while WLB followed a negative sequence of turnover

intentions. Soomro (2018) found that when employees feel unhappy with their job, even if they have a good WLB, their job performance is low. In fact, the greater the job dissatisfaction, the greater the negative effects on productivity. Also, Hasan et al. (2021) showed that work happiness influences in the same pattern the positive link between WLB and affective organisational commitment. Besides, when employees feel content with their job, WLB has a positive impact on employee engagement.

From the above, it can be concluded that it is a core issue for organisations to adopt work family policies, as in this way employees' job satisfaction can increase (Kamaru, 2012). According to Nadeem & Abbas (2009), organisations can make their employees happier with their jobs by providing more job autonomy and supportive family work practices. Another study from the public sector showed that WLB makes individuals happier with their jobs (Aziz-Ur-Rehman, 2019). Also, Khoury's (2021) pointed out that organisations need to adapt different WLB policies based on their employees' needs in order to be capable of helping their employees manage their personal and work lives.

2.6 Work-Life Balance and Job Retention

Nowadays, retention of high-performance employees is a issue of great concern for the organizations. Among the factors that are responsibles for turnover intentions are luck of organizational support, role clarity, and non manageable workloads. Mobley (1977) stated that employees' turnover intentions begins with job dissatisfaction in workplaces, which puts pressure on employees to look for alternative job opportunities. Many subsequent studies have shown that employees' job satisfaction is an important predictor of employees' turnover rate and it is significantly and negatively correlated with turnover intentions (Martin & Roodt 2008; Malik et al., 2010; Oosthuizen et al., 2016.

WLB is a crucial predictor of employees' happiness at work (Kanwar, 2009). In more detail, according to Oosthuizen et al. (2016), positive work-home interfaces mean that employees are happy with their work and have good WLB, while negative interfaces mean that employees are unhappy with their job and have bad WLB. Also, Malik et al. (2010) supported that if employees have healthy WLB, this results in an increase in their work satisfaction. This is in agreement with Hughes's & Bozionelos's (2005) case study, in

which WLB is identified by employees as among the main causes of their job dissatisfaction (Hughes & Bozionelos, 2005).

This means that employees that manage to balance their professional and personal lives feel more satisfied. Thus, their intentions to leave their job are smaller compared to those of their colleagues who have difficulties balancing their work and family life. However, Tippens et al. (2013) showed that female agricultural teachers in the USA are most likely to leave the job due to family obligations, despite the fact that they are generally satisfied with their job. This means that women attach great importance to their job, providing them with a good WLB. If women feel that work is an obstacle to their family happiness, they prefer to quit their job, as their family is the primary priority for them.

In international literature, many studies revealed that the luck of practices in organization that help their personnel to achieve a good WLB results in high turnover rates (Hughes & Bozionelos, 2005; Jaharuddin & Zainol, 2019; Suifan et al., 2016; Abdien, 2019; Tan, 2019; Kerdpitak & Jermsittiparsert, 2020). In the private sector, there are many studies in different industries, such as pharmaceuticals (Kerdpitak & Jermsittiparsert, 2020), banking (Asiedu-Appiah, 2015), hospitals (Suifan et al., 2016) and information technology (Oosthuizen et al., 2016), which show this positive correlation between WAFC and employees' intention to leave. Also, the same findings have been shown for the public higher educational institutions in Pakistan (Kakar et al., 2019).

This positive correlation between WAFC and employees' intention to leave could be explained by the fact that when employees feel that they cannot balance their work and family obligations, they feel pressured and their turnover rate increases (Kerdpitak & Jermsittiparsert, 2020; Forsyth & Polzer-Debruyne, 2007). In particular, the more conflict that arises between work and personal life, the more employees will struggle to maintain a balance and, therefore, eventually quit their jobs.

However, Javed et al.'s (2014) study in private sector banks in Pakistan contradicts this correlation between WLB and job retention, arguing that there is no interaction. Also, a previous study by Aslam et al. (2011) in employees from the private and public sector showed that the correlation between WAFC and employees' retention is positive, but not significant. This may occur due to the different cultures. In particular, in Pakistan, both

employees and employers do not give great importance to WLB (Javed et al., 2014). In the same linear with Javed's et al. (2014) was the finding of McEntee's et al.'s (2021) recent study in Australia that showed that WLB is not linked with job retention.

Moreover, different studies are reviewed to investigate the status of men and women towards WLB and their intention to leave. For instance, a case study by Hughes & Bozionelos (2005) among male bus drivers showed that work-life imbalance was the most important reason in their decision to leave their organisation. Concerning women, a study by Shahani et al. (2021) on the WLB of working women in the United Arab Emirates showed that women faced a lot of difficulties balancing their work and home life. In particular, women working in the private sector seem to find it harder to achieve WLB compared to their colleagues from the public sector (Shahani et al., 2021).

A study by Nair et al. (2021) on female employees showed that there is a relationship between organisational WLB factors and employee retention. Among these organizational factors are managerial support, co-worker support, role overload, and work arrangements (Nair et al, 2021). Also, women regard family and social support as very important in order to continue their career (Nair et al., 2021). A study by Shahani et al. (2021) on working women showed the same findings as Nair et al. (2021) concerning organisational WLB policies and turn-over intentions in terms of women.

A study by Oosthuizen et al. (2016) showed that there are gender differences concerning the extent that WLB affects turnover intention. In contrast, the findings of Malik's et al. (2010) study showed that men and women did not have any differences in their turnover intentions. This means that both men and women are willing to leave their organization in the event of a better career offer, regardless of whether their current work satisfies them and allows them to have a good WLB (Malik et al., 2010).

However, women seem to be more capable of balancing their work and family obligations and enjoy their work more compared to their male colleagues (Malik et al., 2010). This may occur because, as a study by Giannikis et al. (2011) showed, women are more likely to use flexible work arrangements compared to their male colleagues, as they care less about the costs and barriers of flexibility in the workplace (Giannikis et al., 2011).

Concerning demographic factors, a study by Jaharuddin & Zainol (2019) in Malaysia showed that WLB is linked with turnover intention independently of the gender, age group, marital status, and work length of the sample used. The same conclusion is shown by a recent study by Kerdpitak & Jermsittiparsert (2020) using a male and female sample with different age groups, marital status, work length, educational level, and income. However, Wardana (2020) stated that demographic factors influence the effect of WLB on turnover intention. For instance, younger employees and those with shorter work length tendencies are more likely to leave, regardless of age and educational level.

There are many studies in international literature concerning the impact of different types of WLB policies on employee turnover. Forsyth & Polzer-Debruynec (2007) suggested that employers can provide WLB to support their employees simply by reducing work hours and work load. A recent study by Joecks (2021) in welfare states showed that providing day care services is the most effective WLB policy for reducing employees' turnover compared to other policies such as vacations, flexible working hours, and maternity leave. Also, Asiedu-Appiah (2015) suggested that organisations should provide flexible working hours, opportunities for career progression, on-site childcare, and reduced workload to increase employees' WLB, while Abdien (2019) concluded that WLB can be achieved if organisations provide greater schedule flexibility, job autonomy, and appropriate managerial support to their employees. A study by Giannikis et al. (2011) showed that female employees in the private sector regard flexible work arrangements as helping them to balance their work and non-work obligations. Thus, the availability of such practices in an organization is a parameter that contributes to the retention of their employees (Giannikis et al., 2011).

A study by Suifan et al. (2016) on medical staff of private hospitals showed that managerial support is an important WLB practice that can reduce turnover intentions, while job autonomy had an indirect positive effect through WAFC. Also, Prasanthi (2020) found that managerial support has a positive and significant correlation with the employees' decisions to stay in their organizations and WLB acts as a mediator. In particular, when employees feel that employers help them to balance their work and life obligations, job satisfaction improves and job pressure declines (Forsyth & Polzer-

Debruyne, 2007). Besides, the findings of Kar & Misra (2013) showed that the supportive culture of WLB not only helps employees balance their professional and personal obligations, but also increases their job performance.

Nowadays, many organizations have realized the importance of WLB practices to their productivity and performance of their employees (Nierras, 2012). Particularly, the choice of the appropriate WLB practices can offer many benefits in organizations in terms of recruiting, productivity and employees' retention (Nierras, 2012). However, the appropriate WLB policies differ from one organization to another, as these depend on the specific needs of employees working in each organization (Deery & Jago, 2015). This implies that it is important the human resource department addresses the needs of its employees in order to adopt WLB policies that are attractive to them (Deery & Jago, 2015).

Also, an organization that has branches in different countries should take into account whether there are differences in culture, since a different culture implies a different hierarchy of the needs for employees (Deery & Jago, 2015). Besides, human resource department should try to make the use of WLB policies attractive and effective for employees (Asiedu-Appiah, 2015). Another important feature that should be taken into account when designing WLB practices is the provisions to increase the compatibility of employees with the organization, as this mitigates the negative feeling of employees to leave their current job (Kakar et al., 2019).

3 Methology

3.1 Aim and Research Questions

In Greece, research on how WLB affects private millennial employees regarding their job satisfaction and turnover intention is limited. In this context, a survey was conducted to investigate if millennial employees in Greece can successfully balance their professional and personal obligations, as well as the impact this has on their job satisfaction and their intention to leave their current job. Specifically, the main research questions are: (1) If private millennial employees achieve to have WLB in Greece; (2) If WLB influences job satisfaction of private millennial employees in Greece; and (3) If WLB influences private millennial employees' decision to leave their current jobs in Greece.

Specifically, the research objectives that this study is attempting to investigate are: (1) Do private millennial employees achieve WLB in Greece?; (2) Is WFC or FWC more prevalent among private millennial employees in Greece?; (3) Do demographic factors have an impact on WAFC?; (4) Are private millennial employees satisfied with their job in Greece?; (5) Are private millennial employees in Greece more satisfied with intrinsic or extrinsic job characteristics?; (6) Is there a link between WAFC and job satisfaction?; (7) Do demographic factors have an impact on job satisfaction?; (8) Is there a link between WAFC and employees' intention to leave their current job?; (9) Do demographics factors have an impact on employees' intention to leave from their current job?; (10) Is there a link between job satisfaction and employees' intention to leave from their current jobs? (11) Is there a link between job satisfaction and the intention to leave their current jobs mediated by WLB?

This study aim is to investigate the following hypothesis:

The first hypothesis regards the relationship between the demograpchic profile of private millennial employees in Greece and WLB. In the international literature, there are many studies that show a correlation between demographic factors and WLB. In instance, several researches have shown a link of WLB and gender (Bird, 2006; Padmasiri & Mahalekamge, 2016), marital status (Liu, 2021; Eikof, 2007), employees with dependents

(Brough & Kelling, 2002; Liu, 2021), education level (Liu, 2021) and age (Allen, 2001; Liu, 2021).

Thus, the first hypothesis (H1) is the following:

H1: Demographic factors have an impact on WAFC

The second hypothesis regards the relationship between WAFC and job satisfaction among private millennial employees in Greece. In the international literature, there are many studies that show a correlation between WAFC and job satisfaction. For instance, several researches have shown a positive correlation between WLB and job satisfaction both in the private and public sector (Malik et al, 2010; Andrade et al., 2019; Haar's et al., 2014; Kumari, 2012; Soomro, 2018; Rehman, 2019; Rama Devi & Nagini, 2014; Hasan et al., 2021; Khoury, 2021; Rawat, 2021; Kanwar, 2009; Fransman, 2018; Maeran et al., 2013; Oosthuizen et al., 2016), while there are also studies that have shown a negative relationship between WLB and job satisfaction (Nadeem & Abbas, 2009).

Thus, the second hypothesis (H2) is the following:

H2: There is a link between WAFC and job satisfaction.

The third hypothesis regards the relationship between the demograpchic profile of private millennial employees in Greece and job satisfaction. In the international literature, there are many studies that show a link between demographic factors and job satisfaction. In instance, several researches have shown a link of job satisfaction with gender (Clark, 1997; Vadivu, 2017; Olorunsola 2012; Ward & Sloane, 2000), marital status (Vadivu, 2017), tenere in current job (Vadivu, 2017) and age (Vadivu, 2017; Saleh & Otis, 1964; Olorunsola 2012).

Thus, the third hypothesis (H3) is the following:

H3:Demgraphic factors have an impact on job satisfaction.

The fourth hypothesis regards the relationship between WAFC and private millennial employees' intention to leave their current job in Greece. In the international literature, there are many studies that show a link between WAFC and employees' intention to leave

their current job. For instance, several researches have shown a negative correlation between WLB and employee turnover intentions (Malik et al, 2010; Mobley, 1977; Oosthuizen et al., 2016; Martin & Roodt 2008; Hughes & Bozionelos, 2005; Asiedu-Appiah, 2015; Jaharuddin & Zainol, 2019; Suifan et al., 2016; Chuan-Chiew et al., 2018; Abdien, 2019; Tan, 2019; Kerdpitak & Jermsittiparsert, 2020; Kakar et al., 2019; Forsyth and Polzer-Debruyne, 2007).

Thus, the fourth hypothesis (H4) is the following:
H4:There is a link between WAFC and employees' intention to leave from their current job.

The fifth hypothesis regards the relationship between the demographic profile of private millennial employees in Greece and their intention to leave from current job. In the international literature, there are many studies that show a correlation between demographic factors and employees' intention to leave from their current job. In instance, several researches have shown a link between work life balance and age (Wardana, 2020; Martin & Roodt, 2008; Joseph et al's, 2007; Emiroğlu et al., 2015; Joseph et al, 2007), gender (Mrayyan, 2005; Emiroğlu et al., 2015; Martin & Roodt, 2008), marital status (Emiroğlu et al., 2015), education level (Mrayyan, 2005; Emiroğlu et al., 2015), wages' level (Emiroğlu et al, 2015), tenere in current job (Wardana, 2020, Mrayyan, 2005; Martin and Roodt, 2008; Joseph et al; 2007; Emiroğlu's et al., 2015)) and job position (Emiroğlu et al, 2015).

Thus, the fifth hypothesis (H5) is the following:
H5:Demographics factors have an impact on employees' intention to leave from their current job.

The sixth hypothesis regards the relationship between job satisfaction and private millennial employees' intention to leave, in Greece. In the international literature, there are many studies that show a correlation between job satisfaction and an employee's intention to leave their current job. For instance, several researches show a negative correlation between job satisfaction and employees' turnover intentions (Mobley, 1977; Martin & Roodt 2008; Malik et al., 2010; Oosthuizen et al., 2016).

Thus, the sixth hypothesis (H6) is the following:

H6: There isa link between job satisfaction and millennial employees' intention to leave from their current jobs.

The seventh hypothesis regards if the WLB mediates the relationship between job satisfaction and private millennial employees' intention to leave their current job, in Greece. In the international literature, many studies show that WLB mediates the relationship between job satisfaction and employees' intention to leave from their current job. For instance, a study by McNall et al. (2009) showed that the correlation between employees' job satisfaction and their intention to leave from their current job is mediated by work-to-family enrichment. Also, Chen et al. (2015) and Lim et al.(2021) found that WAFC functions as a mediator in the link between job satisfaction and intention to leave.

Thus, the seventh hypothesis (H7) is the following:

H7: There is a link between job satisfaction and millennial employees' intention to leave from their current jobs that is mediated by WLB.

3.2. Questionnaire

A questionnaire was used for the collection of the data for this primary research, and it was distributed using a Google-form from February to May 2022. The questionnaire used to carry out this investigation consists of forty-four closed-type items (questions) in a multiple-choice form. The questionnaire is divided into four parts. In particular, the first part concerns demographics factors, the second part concerns WLB, the third part concerns job satisfaction, and the fourth part concerns the employees' intention to leave from their present job.

The first part of the demographics consists of eight multiple-choice questionsin which participants can select the option that most closely relates to them. The purpose of this part is to collect data on the age, gender, marital status, number of dependents, education level, level of wages, tenure in the present job, and hierarchical level in the company of each participant. These demographic variables provide useful information about how WLB, job satisfaction, and turnover intention varies across demographic groupings.

The second part of the WAFC was measured with the brief scale of Halsam et al. (2015). Specifically, the WAFC Scale (WAFCS) of Halsam et al. (2015) has ten items (questions) with a seven-point likert scale from strongly disagree (1) to strongly agree (7). Also, the WAFC scale (WAFCS) is comprised of two subscales, the subscale of WFC, which consists of the first five items (questions), and the subscale of FWC, which consists of the next five items (questions) (Halsam et al., 2015).

The third part of millenial employees' job satisfaction is measured by the use of the short form of the Minnesota Satisfaction Questionnaire (MSQ 20) (Weiss et al., 1967). The General Satisfaction Scale of the Minnesota Satisfaction Questionnaire (MSQ 20) consisted of twenty items (questions) with a five point likert scale from very dissatisfied (1) to very satisfied (5). Each item (question) refers to a different job's facet. Apart from the General Satisfaction Scale, the Minnesota Satisfaction Questionnaire (MSQ 20) measures both intrinsic and extrinsic dimensions of satisfaction. In particular, twelve out of the twenty items (questions) of the General Satisfaction Scale that are referred to the nature of the job task measure intrinsic job satisfaction, while six out of the twenty items (questions) that are referred to situational job aspects measure extrinsic job satisfaction.

The fourth part of millennial employees turnover's intentionsare measured by the use of a six-items (questions) turnover intention scale (TIS-6) of Bothma and Roodt (2013). The response scale was scored on a five point likert scale from never (1) to 5 (always).

3.3 Sample

This survey's sample is consisted by employees from the millennial generation,defined as individuals born between 1978 and 2002 and working in the private sector in Greece. The survey required participants to be from the millennial demographic and work in Greece's private sector. In total, the survey that was conducted included 270 respondents, 43,5 percent of whom were male and 56,7 percent female. The respondent have different demographic profile, such as age, marital status, number of children, educational level, tenure in current job, wage level and job position. The data collection was done online due to the pandemic situation (COVID 19) that makes the direct communication with the participants almost impossible.

Also, the survey was in agreement with the follow ethical principles: participants get informed consent for the particular research, maintain anonymity and confidentiality of the participants, minimize the risk of damage to participants, provide participants with the option to withdraw from the study and avoid misleading tactics.

3.4 Statical Analysis

The statistical analysis was implemented with the use of IBM SPSS Statistics v 26.0. Cronbach's reliability coefficient α was used to investigate the reliability of the questionnaire. An exploratory factor analysis was performed to investigate the validity of the questionnaire. The descriptive indicators: Mean (M) and Standard Deviation (SD) were used to present the findings regarding balance between job and family, job satisfaction, and intention to leave from current job. The analysis regarding the demographic characteristics of the employees was based on the non-parametric tests of Mann-Whitney and Kruskal-Wallis. Non-parametric tests were preferred because the Normality statistical test of Shapiro-Wilk shown that all quantitative variables do not follow the Normal Distribution. Finally, the Spearman correlation coefficient and Partial correlation was used to investigate the correlation between WAFC, general job satisfaction and turnover intension of job. The observed significance levels of statistical tests were predetermined at α=0.05 (p<0.05).

4 Results

4.1 Sample Demographic Factors

Table 1 presents the demographic factors of the 270 employees. From the 270 employees the 177 (43.5%) are male and the 153 (56.7%) are female. In addition, 159 employees declare that their age is 36-44 years old (58.9%), 50 that their age is 26-30 years old (18.5%), 45 that their age is 31-35 years old (16.7%) and last 16 that their age is 20-25 years old (5.9%). Furthermore, 132 declare that they are unmarried (48.9%), 130 that they are married (48.1%) and 8 that they are separated or widowed (8.0%). More of the participants (158) declare that they don't have children (58.5%) and 112 of them that they have children, one or more, (41.5%). As for the educational level more of the employees (135) declare that they have Master's degree (50.0%), 89 that they have Bachelor's degree (33.0%), 36 that they are Vocational training institute graduate (13.3%), 7 that they have PhD degree (2.6%) and 3 that they are high school graduates (1.1%). In addition, 134 of the employees declare that they are employed in current job for 0-5 years (49.6%), 58 for 6-10 years (21.5%) 43 for 11-15 years (15.9%), 27 for 16-20 years (10.0%) and 8 for more than 20 years (3.0%). According to their hierarchical position 182 declare that they are employees (67.4%), 70 that they are division head (25.9%) and 18 that they are Directors (6.7%). Finally, 81 of the employees declare that they earn 1001-1500 € (30.0%), 72 that they earn less than 700 € (26.7%), 69 that they earn 701 to 1000 € (25.6%) and the last 48 that they earn more than 1500 € (17,8%).

Table 1: Frequencies (percentages)of demographic factors

Category		Frequencies (percentages)
Gender	Male	117 (43.3)
	Female	153 (56.7)
Age	20-25	16 (5.9)
	26-30	50 (18.5)
	31-35	45 (16.7)
	36-44	159 (58.9)
Family status	Unmarried	132 (48.9)
	Married	130 (48.1)
	Separated/Widowed	8 (3.0)
Number of children	None	158 (58.5)
	One or more	112 (41.5)
Educational level	High school graduate	3 (1.1)
	Vocational training institute graduate	36 (13.3)
	Bachelor's degree holder	89 (33.0)
	Master'sdegree holder	135 (50.0)
	PhD degree holder	7 (2.6)
Years of employment in current job	0-5	134 (49.6)
	6-10	58 (21.5)
	11-15	43 (15.9)
	16-20	27 (10.0)
	More than 20	8 (3.0)
Hierarchical position in current job	Employee	182 (67.4)
	Division Head	70 (25.9)
	Director	18 (6.7)
Monthly net income	Less than 700 €	72 (26.7)
	700-1000 €	69 (25.6)
	1001-1500 €	81 (30.0)
	More than 1500 €	48 (17.8)

4.2 Reliability Analysis

The validity and reliability of the questionnaire used in the study was assessed by Factor Analysis and the Cronbach's *alpha* (*a*) reliability coefficient. Results of the analysis for the questionnaire section that evaluate WAFC and turnover intention are given in Table 2.

Table 2: Factor analysis:WAFC and turnover intention

Questions	Factors		
	1	2	3
Work obstraction of spending family quality time	0.901		
No time for home activities	0.869		
Family misses out due to work commitments	0.827		
Work negativelyaffects family life	0.782		
Working causes anger at home	0.533		
Work performance suffering due to personal/family commitments		0.827	
Distraction at work due to family concerns/responsibilities		0.821	
Better employee with no family		0.813	
Negative impact of family on everyday work duties		0.862	
Difficulties in concentration at work due to exhaustion by family responsibilities		0.883	
Frequency of serious consideration to quit job			0.861
Work meeting the personal needs			0.701
Frequency of frustration when personal targets can't get accomplished in work			0.665
Frequency of dreaming to find a job that better suits to personal needs			0.871
Possibilities to get another job with the same salary if it's offered			0.768
Looking forward to the next day of work			0.677
Cronbach's *alpha*	0.858	0.898	0.297

The analysis confirmed that first five questions evaluate WFC, next five questions evaluate FWC, and final six questions evaluate turnover intention. Dimension related to WFC has reliability $\alpha = 0.858$, dimension related to FWC has reliability $\alpha = 0.898$ and the dimension related to turnover intention has reliability $\alpha = 0.297$.

Results of analysis for the questionnaire section that evaluate general job satisfaction are given in Table 3. The analysis confirmed that questions of the first factor evaluate intrinsic job satisfaction, and the questions of the second factor evaluate the extrinsic job satisfaction. The dimension related to intrinsic job satisfaction has reliability $\alpha = 0.937$ while the dimension related to extrinsic job satisfaction has reliability $\alpha = 0.917$.

Table 3: Factor analysis: general job satisfaction

Questions	Factors	
	1	2
Ability to be busy all the time in work	0.695	
Ability to be independent in work	0.743	
Ability to have variety of activities in work	0.776	
Opportunity to feel important in work	0.664	
Freedom to use personal judgment in work	0.632	
Opportunity to use personal ideas/methods in work	0.610	
Ability to act according to my conscience in work	0.602	
Ability to have stable job	0.614	
Opportunity to do things for others in work	0.669	
Opportunity to guide others in work	0.620	
Opportunity to use personal skills in work	0.608	
Feeling of accomplishment in work	0.748	
Treating way by superiors in work		0.803
Ability of boss to make decisions in work		0.847
Company's conducting way of policy		0.755
Salary in proportion to work		0.622
Opportunity for promotion in work		0.752
Working conditions		0.654
Relations between colleagues		0.582
Personal recognition in work		0.773
Cronbach's *alpha*	0.937	0.917

4.3 Work-Life Balance

Results regarding WAFC, WFC and FWC of private millennials employees are given in Tables 4-6.

Table 4: Descriptive statistics:WAFC

Questions	Mean	Standard Deviation
Work obstruction of spending family quality time	4.4	1.6
No time for home activities	4.8	1.7
Family misses out due to work commitments	3.8	1.7
Work negatively affects family life	3.2	1.4
Working causes anger at home	4.0	1.8
Work performance suffering due to personal/family commitments	2.7	1.5
Distraction at work due to family concerns/responsibilities	2.9	1.5
Better employee with no family	2.3	1.7
Negative impact of family on everyday work duties	2.1	1.3
Difficulties in concentration at work due to exhaustion by family responsibilities	2.1	1.3
Work and family conflict scale	3.2	1.5

Based on Table 4, analysis shows that employees neither agree nor disagree that work obstruction of spending family quality time (M=4.4, SD=1.6), somewhat agree that there is no time for home activities (M=4.8, SD=1.7), neither agree nor disagree that their family misses out due to work commitments activities (M=3.8, SD=1.7), somewhat disagree that work have negative impact on their family life (M=3.2, SD=1.4), neither agree nor disagree that work causes anger at home (M=4.0, SD=1.8), somewhat disagree that their performance suffering due to personal/family commitments (M=2.7, SD=1.5), somewhat disagree that they have distraction at work due to family concerns/responsibilities (M=2.9, SD=1.5), disagree that they will be better employee without family (M=2.3, SD=1.7), disagree that they have negative impact of family on everyday work duties (M=2.1, SD=1.3), and finally disagree that they have difficulties in concentration at work due to exhaustion by family responsibilities (M=2.1, SD=1.3). Overall, the employees shown to have a moderate WAFC (M=3.23, SD=1.54).

Table 5: Descriptive statistics:WFC

Questions	Mean	Standard Deviation
Work obstruction of spending family quality time	4.4	1.6
No time for home activities	4.8	1.7
Family misses out due to work commitments	3.8	1.7
Work negatively affects family life	3.2	1.4
Working causes anger at home	4.0	1.8
WFC scale	4.0	1.6

Based on Table 5, analysis showed that employees agree that work obstruction of spending family quality time (M=4.4, SD=1.6), strongly agree that there is no time for hove activities (M=4.8, SD=1.7), agree that their family misses out due to work commitments activities (M=3.8, SD=1.7), neither agree nor disagree that work negatively affects family life (M=3.2, SD=1.4), and finally agree that work causes anger at home (M=4.0, SD=1.8). Overall, the employees have moderate to high WFC (M=4.04, SD=1.64).

Table 6: Descriptive statistics: FWC

Questions	Mean	Standard Deviation
Work performance suffering due to personal/family commitments	2.7	1.5
Distraction at work due to family concerns/responsibilities	2.9	1.5
Better employee with no family	2.3	1.7
Negative impact of family on everyday work duties	2.1	1.3
Difficulties in concentration at work due to exhaustion by family responsibilities	2.1	1.3
FWC scale	2.4	1.5

Based on Table 6, analysis showed that employees somewhat disagree that their performance suffering due to personal/family commitments (M=2.7, SD=1.5), somewhat disagree that they have distraction at work due to family concerns/responsibilities (M=2.9, SD=1.5), disagree that they will be better employee without family (M=2.3, SD=1.7),

disagree that they have negative impact of family on everyday work duties (M=2.1, SD=1.3), and finally disagree that they have difficulties in concentration at work due to exhaustion by family responsibilities (M=2.1, SD=1.3). Overall, the employees showed to have low FWC (M=2.4, SD=1.5).

The non-parametric statistical tests of Mann-Whitney and Kruskal-Wallis are performed for investigating the impact of demographic characteristics on WAFC. The results are shown in Table 7.

Table 7: Results (*p*-values) of Mann-Whitney and Kruskal-Wallis tests of WAFC

Variables	*p*
Gender	0.013[*]
Age	<0.001[*]
Family status	0.001[*]
Number of children	0.001[*]
Educational level	0.103
Years of employment in current job	0.002[*]
Hierarchical position in current job	<0.001[*]
Monthly net income	0.002[*]

*There is statistically significant difference
($p<0.05$)

According to Table 7:

- There is a statistically significant difference ($p=0.013$) for mean of WAFC between men and women. More specifically women have greater WAFC (33.8) than men (30.4).

- There is a statistically significant difference ($p<0.001$) for mean of WAFC between employees' age. More specifically older employees, 36-44 years old and 31-35 years old, have greater WAFC (34.5 and 31.0 respectively) than younger employees, 26-30 years old and 20-25 years old (28.2 and 27.3 respectively).

- There is a statistically significant difference ($p=0.001$) for mean of WAFC between employees' family status. More specifically separated or widowed employees have greater WAFC (40.3) than married (34.4) or unmarried (29.7) employees.

- There is a statistically significant difference (*p*=0.001) for mean of WAFC between employees' number of children. More specifically employees who have children have greater WAFC (35.2) than employees without children (30.2).

- There is not a statistically significant difference (*p*=0.103) for mean of WAFC between the educational level of the employees

- There is a statistically significant difference (*p*=0.002) for mean of WAFC between employees' years of employment in current job. More specifically employees who employed more than 20 years have greater WAFC (39.3) than employees who employed 11-15 years (36.0), employees that employed 16-20 years (35.9), employees that employed 0-5 years (31.0) and employees that employed 6-10 years (30.0).

- There is a statistically significant difference (p<0.001) for mean of WAFC between employees' hierarchical position in current job. More specifically division head employees have greater WAFC (36.2) than directors (35.1), and employees (30.5).

- There is a statistically significant difference (*p*=0.002) for mean of WAFC between employees' monthly net income. More specifically employees who earn more than 1500 € have greater WAFC (35.9) than employees who earn 1001-1500€ (33.6), employees who earn 700-1000 € (31.4), and employees who earn less than 700 € (29.4).

4.4 Job satisfaction

The results regarding general job satisfaction, intrinsic job satisfaction and extrinsic job satisfaction of private millennials employees are given in Tables 8-10.

Table 8: Descriptive statistics: general job satisfaction

Questions	Mean	Standard Deviation
Ability to be busy all the time in work	3.3	1.2
Ability to be independent in work	3.5	1.2
Ability to have variety of activities in work	3.4	1.2
Opportunity to feel important in work	3.2	1.3
Treating way by superiors in work	3.3	1.3
Ability of boss to make decisions in work	3.0	1.3
Ability to act according to my conscience in work	3.5	1.1
Ability to have stable job	3.9	1.1

Opportunity to do things for others in work	3.5	1.1
Opportunity to guide others in work	3.4	1.2
Opportunity to use personal skills in work	3.6	1.2
Company's conducting way of policy	2.9	1.3
Salary in proportion to work	2.6	1.4
Opportunity for promotion in work	2.6	1.4
Freedom to use personal judgment in work	3.5	1.2
Opportunity to use personal ideas/methods in work	3.3	1.2
Working conditions	3.4	1.2
Relations between colleagues	3.5	1.1
Personal recognition in work	3.1	1.3
Feeling of accomplishment in work	3.1	1.2
Job general satisfaction scale	3.3	1.2

Based on Table 8, analysis showed that employees are neither satisfied nor dissatisfied for their ability to be busy all the time in work (M=3.3, SD=1.2), neither satisfied nor dissatisfied for their ability to be independent in work (M=3.5, SD=1.2), neither satisfied nor dissatisfied for their ability to have variety of activities in work (M=3.4, SD=1.2), neither satisfied nor dissatisfied for their opportunity to feel important in work (M=3.2, SD=1.3), neither satisfied nor dissatisfied for their superiors treating way in work (M=3.3, SD=1.3), neither satisfied nor dissatisfied for their boss ability to make decisions in work (M=3.0, SD=1.3), neither satisfied nor dissatisfied for their ability to act according to their conscience in work (M=3.5, SD=1.1), satisfied for their ability to have stable job (M=3.9, SD=1.1), neither satisfied nor dissatisfied for their opportunity to do things for others in work (M=3.5, SD=1.1), neither satisfied nor dissatisfied for their opportunity to guide others in work (M=3.4, SD=1.2), neither satisfied nor dissatisfied for their opportunity to use personal skills in work (M=3.6, SD=1.2), neither satisfied nor dissatisfied about company's conducting way of policy (M=2.9, SD=1.3), dissatisfied about their salary in proportion to work (M=2.6, SD=1.4), dissatisfied about their opportunity for promotion in work (M=2.6, SD=1.4), neither satisfied nor dissatisfied for their freedom to use personal judgment in work (M=3.5, SD=1.2), neither satisfied nor dissatisfied for their opportunity to use personal ideas/methods in work (M=3.3, SD=1.2), neither satisfied nor dissatisfied for their working conditions (M=3.4, SD=1.2), neither satisfied nor dissatisfied for the relations between colleagues (M=3.5, SD=1.1), neither satisfied nor dissatisfied for the personal recognition in work (M=3.1, SD=1.3), and finally neither satisfied nor

dissatisfied for their feeling of accomplishment in work (M=3.1, SD=1.2). Overall, the employees have moderate general job satisfaction of their current job (M=3.3, SD=1.2).

Table 9: Descriptive statistics: intrinsic job satisfaction

Questions	Mean	Standard Deviation
Ability to be busy all the time in work	3.3	1.2
Ability to be independent in work	3.5	1.2
Ability to have variety of activities in work	3.4	1.2
Opportunity to feel important in work	3.2	1.3
Ability to act according to my conscience in work	3.5	1.1
Ability to have stable job	3.9	1.1
Opportunity to do things for others in work	3.5	1.1
Opportunity to guide others in work	3.4	1.2
Opportunity to use personal skills in work	3.6	1.2
Freedom to use personal judgment in work	3.5	1.2
Opportunity to use personal ideas/methods in work	3.3	1.2
Feeling of accomplishment in work	3.1	1.2
Job intrinsic satisfaction scale	3.4	1.2

Based on Table 9, analysis showed that employees are neither satisfied nor dissatisfied for their ability to be busy all the time in work (M=3.3, SD=1.2), neither satisfied nor dissatisfied for their ability to be independent in work (M=3.5, SD=1.2), neither satisfied nor dissatisfied for their ability to have variety of activities in work (M=3.4, SD=1.2), neither satisfied nor dissatisfied for their opportunity to feel important in work (M=3.2, SD=1.3), neither satisfied nor dissatisfied for their ability to act according to their conscience in work (M=3.5, SD=1.1), satisfied for their ability to have stable job (M=3.9, SD=1.1), neither satisfied nor dissatisfied for their opportunity to do things for others in work (M=3.5, SD=1.1), neither satisfied nor dissatisfied for their opportunity to guide others in work (M=3.4, SD=1.2), neither satisfied nor dissatisfied for their opportunity to use personal skills in work (M=3.6, SD=1.2), neither satisfied nor dissatisfied for their freedom to use personal judgment in work (M=3.5, SD=1.2), neither satisfied nor dissatisfied for their opportunity to use personal ideas/methods in work (M=3.3, SD=1.2), and finally neither satisfied nor dissatisfied for their feeling of accomplishment in work

(M=3.1, SD=1.2). Overall, the employees have moderate intrinsic job satisfaction of their current job (M=3.4, SD=1.2).

Table 10: Descriptive statistics: extrinsic job satisfaction

Questions	Mean	Standard Deviation
Treating way by superiors in work	3.3	1.3
Ability of boss to make decisions in work	3.0	1.3
Company's conducting way of policy	2.9	1.3
Salary in proportion to work	2.6	1.4
Opportunity for promotion in work	2.6	1.4
Personal recognition in work	3.1	1.4
Job extrinsic satisfaction scale	3.0	1.3

Based on Table 10, analysis showed that employees are neither satisfied nor dissatisfied for their superiors treating way in work (M=3.3, SD=1.3), neither satisfied nor dissatisfied for their boss ability to make decisions in work (M=3.0, SD=1.3), neither satisfied nor dissatisfied about company's conducting way of policy (M=2.9, SD=1.3), dissatisfied about their salary in proportion to work (M=2.6, SD=1.4), dissatisfied about their opportunity for promotion in work (M=2.6, SD=1.4), and finally neither satisfied nor dissatisfied for the personal recognition in work (M=3.1, SD=1.3). Overall, the employees have moderate extrinsic job satisfaction of their current job (M=3.0, SD=1.3).

Table 11: Results (*p*-values) of Mann-Whitney and Kruskal-Wallis tests of general job satisfaction

Variables	*p*
Gender	0.504
Age	0.087
Family status	<0.001[*]
Number of children	0.054
Educational level	0.002[*]
Years of employment in current job	0.092
Hierarchical position in current job	<0.001[*]
Monthly net income	<0.001[*]

*There is statistically significant difference ($p < 0.05$)

According to Table 11:

- There is not a statistically significant difference (p=0.504) for mean of general job satisfaction between men and women.

- There is not a statistically significant difference (p=0.087) for mean of general job satisfaction between employees' age.

- There is a statistically significant difference (p<0.001) for mean of general job satisfaction between employees' family status. More specifically married employees have greater general job satisfaction (70.1) than unmarried (61.7) and separated or widowed (56.4) employees.

- There is not a statistically significant difference (p=0.054) for mean of general job satisfaction between employees' number of children.

- There is a statistically significant difference (p=0.002) for mean of general job satisfaction between the educational level of the employees. More specifically high school graduate employees have greater general job satisfaction (79.7) than employees with PhD (77.6), employees with Master's degree (68.6), vocational training institute graduate employees (62.0) and employees with bachelor degree (61.0)

- There is not a statistically significant difference (p=0.092) for mean of general job satisfaction between employees' years of employment in current job.

- There is a statistically significant difference (p<0.001) for mean of general job satisfaction between employees' hierarchical position in current job. More specifically directors have greater general job satisfaction (80.8) than division head employees (69.3), and employees (62.7).

- There is a statistically significant difference (p<0.001) for mean of general job satisfaction between employees' monthly net income. More specifically employees who earn more than 1500 € have greater general job satisfaction (75.2) than employees who earn 1001-1500 € (67.4), employees who earn less than 700 € (62.1), and employees who earn 700-1000 € (60.4).

4.5 Job Retention

Results regarding the turnover intention of private employees from their jobs are given in Table 12.

Table 12: Descriptive statistics: turnover intention

Questions	Mean	Standard Deviation
Frequency of serious consideration to quit job	3.3	1.4
Work meeting the personal needs	3.0	1.2
Frequency of frustration when personal targets can't get accomplished in work	3.2	1.2
Frequency of dreaming to find a job that better suits to personal needs	3.6	1.4
Possibilities to get another job with the same salary if it's offered	2.9	1.5
Looking forward to the next day of work	2.5	1.2
Turnover intention scale	3.1	1.3

Based on Table 12, employees sometimes consider to quit their jobs (Mean=3.3, SD=1.4), sometimes the work meets their personal needs (M=3.0, SD=1.2), sometimes they feel frustration when personal targets can't get accomplished in work (M=3.2, SD=1.2), sometimes they are dreaming to find a job that better suits to personal needs (M=3.6, SD=1.4), sometimes they think about the possibilities to get another job with the same salary if it's offered (M=2.9, SD=1.5), and rarely they look forward to the next day of work (M=2.5, SD=1.5). Overall, the analysis showed that employees have moderate intention to leave from their job (M=3.1, SD=1.3).

Table 13: Results (*p*-values) of Mann-Whitney and Kruskal-Wallis tests of turnover intention

Variables	*p*
Gender	0.054
Age	0.279
Family status	0.001[*]
Number of children	0.118
Educational level	0.025[*]
Years of employment in current job	0.712
Hierarchical position in current job	<0.001[*]
Monthly net income	0.001[*]

*There is statistically significant difference
(*p*<0.05)

According to Table 13:

- There is not a statistically significant difference (*p*=0.054) for mean of turnover intention between men and women.

- There is not a statistically significant difference (*p*=0.279) for mean of turnover intention between employees' age.

- There is a statistically significant difference (*p*=0.001) for mean of turnover intention between employees' family status. More specifically separated or widowed (22.6) employees have greater turnover intention than unmarried (20.7) and married employees (18.1).

- There is not a statistically significant difference (*p*=0.118) for mean of turnover intention between employees' number of children.

- There is a statistically significant difference (*p*=0.025) for mean of turnover intention between the educational level of the employees. More specifically employees with bachelor degree have greater turnover intentions (20.7) than high school graduate employees (20.3), vocational training institute graduate employees (20.1), employees with Master's degree (19.0), and employees with PhD (14.0).

- There is not a statistically significant difference (*p*=0.712) for mean of turnover intention between employees' years of employment in current job.

- There is a statistically significant difference (p<0.001) for mean turnover intention between employees' hierarchical position in current job. More specifically employees have greater general turnover intention (20.2) than division head employees (19.1), and directors (14.2).

- There is a statistically significant difference (*p*=0.001) for mean of turnover intention between employees' monthly net income. More specifically employees who earn 700-1000 € have greater turnover intention (21.2) than employees who earn less than 700 € (20.0), employees who earn 1001-1500 € (19.3) and employees who earn more than 1500 € (16.7).

4.6. Correlation between Work and Family Conflict, General Job Satisfaction and Turnover Intension.

On Table 14, non-parametric Spearman's *rho* correlation coefficients are presented, with *p*-values of correlation test.

Table 14: Spearman's *rho* correlation coefficients (*p*-values)

Spearman's *rho*	WAFC	General job satisfaction
General job satisfaction	-0.098 (0.106)	
Turnover intension	0.226 (<0.001)	-0.760 (<0.001)

*There is statistically significant correlation between the two variables (*p*<0.05)

According to Table 14:

- There is not a statistically significant correlation (*rho*=-0.098, *p*=0.106) between "General job satisfaction" and "WAFC".
- There is a positive, weak, and statistically significant correlation (*rho*=0.226, *p*<0.001) between "Turnover intension" and "WAFC".
- There is a negative, strong, and statistically significant correlation (*rho*=-0.760, *p*<0.001) between "Turnover intension" and "General job satisfaction".

Also, based on Partial Correlation Analysis it seems that the WAFC does not mediate the relation between job satisfaction and millennials employees' intention to leave from their job, because the partial correlation coefficient still almost the same (*r*=-0.754).

5 Discussion

This research among 270 private sector millennials employees found that they have a moderate work-life balance. The cause of their failure to have a healthy work-life balance is mainly due to their increased responsibilities in their work domain, as the findings showed a greater work-to-family conflict than family-to-work conflict. This result implies that organizations should focus on adapting practices that help employees maintain a healthy work-life balance. Also, when planning these practices, organizations should pay particular attention to employees who are women, belong to the upper-aged millennials, are separated or widowed, have children, are employed for more than 20 years and belong to a high hierarchical position, as the results of this research showed that they experience a greater work and family conflict than their other co-workers.

In terms of millennials' employees job satisfaction, this study found that they have modest overall job satisfaction, and that they are more satisfied with intrinsic rather than extrinsic aspects of their jobs. This finding contradicts Papavasileioy & Lyons (2015) study on millennial students, which found that they prioritize intrinsic job aspects over those considered extrinsic. This difference could be attributable to the fact that when students enter the workplace, their instrict values decline and extrinsic values increase before stabilizing (Kuron et al. 2015). Besides, in the international literature there are studies that suggest that millennials value the good salary (Basset, 2008; Kuron et al., 2015). Also, this research showed that individuals earning more than € 1500 per month have higher significant overall job satisfaction than those earning less.

Additionally, the majority of the sample (67.4%) in this study is at the lowest level of a hierarchical job position. At this level, the majority of people work to make a living, whether or not they enjoy their jobs. As a result, the high and bonus regimes are critical for them, as they primarily adresss their basic needs (Galanou 2010). The findings of this study, also, indicated that employees of lowest hierarchical level are less satisfied than their supervisors. In this setting, organizations should focus on improving both extrinsic and intrinsic work aspects of organization to improve the overall job satisfaction of their

employees and not only on compensation. Besides, Chappell (2012) pointed out that salary is not the only motivator for millennials.

Organizations also need to be aware of marital status as well as the educational level of their employees in order to provide effective incentives to increase job satisfaction according to the results of this survey. Particularly, married employees are considered to have higher job satisfaction than those that are single, divorced or windowed, because they obtain social support and can count on someone's availability during difficult moments (Kemunto et al., 2018), Also, workers with higher education feel less satisfied with their job than those with only high schooldegree, as they have more demands from their job in terms of salary, carrier growth and recognizion.

Another significant finding of this research is that work-life balance is not correlated with employees' job satisfaction. This finding is consistent with Bellou (2007)'s earlier study in Greece, as well as with Zulkarnain & Setyaningrum's (2022) survey of millennial employees. Although research's data shows that millennials do not prioritize balancing work and personal life in order to be satisfied at work, organizations should not underestimate the value of work-life balance strategies in managing their human resources (Zulkarnain & Setyaningrum, 2022). In particular, this research has shown that there is a positive, weak, and statistically significant correlation between the imbalance of professional and personal life and the employees turnover intention. In literature many studies support this correlation such as Abdien, 2019, Kerdpitak & Jermsittiparsert, 2020 and Kakar et al., 2019. This means that the adoption of work-life balance policies, could be useful for organizations in maintaining their human resources.

Also this research showed that there is a negative, strong, and statistically significant correlation between turnover intension and job satisfaction. This result is consistent with other research such as Martin & Roodt (2008), Malik et al. (2010) and Oosthuizen et al. (2016). In addition, according to this research work-life balance does not mediate the relationship between job satisfaction and millennials employees 'intention to leave their current job. Thus, the main priority of the organization for the maintenance of their human

resources should be to provide incentives that increase their job satisfaction, while secondly it should provide their employees with practices for balancing their professional and personal lives.

Today, for organizations, the retention of human resources is a very important issue, as employees of this generation present great mobility between jobs. The present study showed that private millennial employees have a moderate turnover intention. This result is not encouraging for private sector organizations and it implies that organizations need to understand the needs of millennials in their workplace in order to provide incentives that will increase their job satisfaction and quality of their personal life. Particularly, millennials like to work for organizations that empower them and allow them to maintain a work-life balance, while having good working relationships and earning a competitive compensation (Ngotngamwong, 2020). It is suggested that organizations should assess their human resource practices and make organizational adjustments to make their workplaces more millennial-friendly to reduce the intention of their imployees to leave their current job.

5.1 Conclusions

The findings of this study showed a moderate work-life balance among private millennials employees in Greece due to their increased professional responsibilities. Also, the results indicated that a healthy work-life balance is negatively related to the decision of employees to leave from their current organization, while this balance does not mediates the negative impact of job dissatisfaction on employees turnover. Moreover, this research showed that the work-life balance is not correlated with job satisfaction, while job satisfaction is negatively correlated with the decision of employees to leave their current job. As a result of the findings of this study, organizations now have a better understanding of how to plan their practices for the retention of their millennials employees.

5.2 Reseach's Limitations

A key limitation is that this survey focused on private-sector employees and may its findings not apply to employees' that work in public sector. The second important limitation is that the results are referred only to millennial employees and cannot be generalized to employees from other generations, such as X and Z. The third limitation of this survey is that demographic characteristics of the participants were not evenly distributed, as the majority of the participants did not occupy a hierarchical position, had a master's degree, and had been working in their current job for 0-5 years, whereas the most of them were upper-aged millenials. The forth major limitation of this survey is time constraint, as the data were obtained over a short period of time. The fifth essential limitation is the current pandemic crisis (COVID-19) that makes impossibe the direct communication with the participants and, as a result, the data for the survey was collected online.

5.3 Proposal of Future study

In the future, more research should be done in this area, involving both private and public sector employees, as well as employees from other generations, with aparticular focus on the Z generation, which is just starting to enter the workforce. The research should also include a better distribution of the sample, so as to effectively investigate the different effects of demographic characteristics on work-life balance, job satisfaction and employee retetion. Moreover, research should be undertaken over a longer period of time and when the pandemic crisis (COVID 19) has passed, and the life of people and organizations return to the reality that was before pandemic crisis (COVID 19) began.

5.4 Practical Implications

Nowadays, organizations in order to be long-term, should manage a multi-generational workforce, which is mostly made up of the millennial generation. In the light of high turnover rates among millennial employees, it's critical for businesses to understand millennials' work preferences and build environments that fit their needs. This implies that organisations should understand the values that millennials have in the workplace and focus on giving incentives to keep their employees satisfied. In particular, good compensation is a key factor in increasing millennial employee satisfaction in the private sector in Greece, but organizations should not be limited to just that.

Also, other important motivators that increase job happiness for this generation are guidance and support from their superiors, healthy work-life balance, rewarding their performance, career opportunities, and a good work environment and culture. Although a healthy work-life balance is not a priority for millennial employees in the private sector for their job satisfaction, adopting practises that contribute to this balance can help organisations retain their personnel. Thus, organisations should adapt practises such as flexi-time and flexi-place schemes, as these practises result in reducing employee turnover.

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Appendix: Questionnaire -Ερωτηματολόγιο

As part of my studies as a postgraduate student at the Hellenic Open University in the Master in Business Administration (MBA) program, I am conducting the dissertation entitled "Work-life balance and its impact on job satisfaction and employees' retention: A study on millenials employees of the private sector in Greece". The following questionnaire is addressed to employees of the private sector, aged 20-44 years old and requires 5 to 8 minutes to complete. Your participation in this survey is anonymous and your answers will be used only for statistical purposes of this scientific research.

Thank you for your participation,
Pavlidou Varvara
std103814@ac.eap.gr

1ˢᵗ SECTION DEMOGRAPHICS

A01 GENDER
o Male
o Female

A02 AGE
o 20-25
o 26-30
o 31-35
o 36-44

A03 MARITAL STATUS
o Single
o Married
o Other (Divorced, widowed)

A04 NUMBER OF CHILDREN
o No children
o One or more children

A05 EDUCATIONAL BACKGROUND
o High School Diploma
o Vacational training Institute degree
o Bachelor degree
o Master's degree
o PhD holder

A06 YEARS OF WORK IN YOUR PRESENT WORK
o 0-5
o 6-10
o 11-15
o 16-20
o 21 and over

A07 POSITION IN YOUR PRESENT JOB
o   Employee
o   Head of Division
o   Director

A8 MONTHLY NET INCOME
o   Under 700€
o   701-1000€
o   1001-1500€
o   Over 1501€

2nd SECTION CONFLICT OF WORK RESPONSIBILITIES AND FAMILY OBLIGATIONS

This section aims to investigate the extent to which the responsibilities of your work negatively affect the satisfaction of your personal and family obligations and vice versa. Please note your answer using the scale from 1 to 7 that best expresses you.

	SUGGESTIONS	**VERY STRONGLY DISAGREE**	**STRONGLY DISAGREE**	**DISAGREE**	**EITHER AGREE OR DISAGREE**	**AGREE**	**STRONGLY AGREE**	**VERY STRONGLY AGREE**
B09	Work obstraction of spending family quality time	1	2	3	4	5	6	7
B10	No time for home activities	1	2	3	4	5	6	7
B11	Family misses out due to work commitments	1	2	3	4	5	6	7
B12	Work negatively affects family life	1	2	3	4	5	6	7
B13	Working causes anger at home	1	2	3	4	5	6	7
B14	Work performance suffering due to personal/family commitments	1	2	3	4	5	6	7
B15	Distraction at work due to family concerns/responsibilities	1	2	3	4	5	6	7
B16	Better employee with no family	1	2	3	4	5	6	7
B17	Negative impact of family on everyday work duties	1	2	3	4	5	6	7
B18	Difficulties in concentration at work due to exhaustion by family responsibilities	1	2	3	4	5	6	7

3rd SECTION JOB SATISFACTION

This section aims to investigate the extent to which you feel satisfied regarding various parameters-aspects of your present job. Please note your answer using the scale from 1 to 5 which best expresses you.

C	IN MY CURRENT JOB I FEEL ABOUT...	VERY DIS SATISFIED	DISSATISFIED	NEITHER SATISFIED NOR DISSATISFIED	SATISFIED	VERY SATISFIED
C19	The ability to be busy all the time	1	2	3	4	5
C20	The ability to be independent	1	2	3	4	5
C21	The ability to have a variety of activities	1	2	3	4	5
C22	The opportunity to be "someone" in my space	1	2	3	4	5
C23	The way my supervisors treat me	1	2	3	4	5
C24	My supervisor's ability to make decisions	1	2	3	4	5
C25	The ability to do things according to my conscience	1	2	3	4	5
C26	The ability to have stable employment	1	2	3	4	5
C27	The opportunity to do things for other people	1	2	3	4	5
C28	The opportunity to guide other people	1	2	3	4	5
C29	The opportunity to use my qualifications	1	2	3	4	5
C30	The way in which the company conducts its policy	1	2	3	4	5
C31	My salary in proportion to the work I do	1	2	3	4	5
C32	The opportunities for promotion or advancement	1	2	3	4	5
C33	The freedom to use my own judgment	1	2	3	4	5
C34	The opportunity to use my own ideas/methods	1	2	3	4	5
C35	Working conditions	1	2	3	4	5
C36	The relationships of colleagues with each other	1	2	3	4	5
C37	The recognition they give me	1	2	3	4	5
C38	The feeling of accomplishment I receive	1	2	3	4	5

4ᵗʰ SECTION - INTENTION TO LEAVE FROM CURRENT JOB

This module is intended to ascertain the extent to which you intend to stay in your work. Please, note your answer using the scale from 1 to 5 that best expresses you for the last 9 months.

D	DURING THE PASSAGES OF 9 MONTHS.....	SCALE1-5						
D39	How often have you seriously considered quitting your current job?	never	1	2	3	4	5	always
D40	How much do you feel that your current job meets your personal needs?	never	1	2	3	4	5	always
D41	How often do you get frustrated when you are not given the opportunity to achieve your personal work-related goals?	never	1	2	3	4	5	always
D42	How often do you dream of finding another job that will best suit your personal needs?	never	1	2	3	4	5	always
Q43	How likely is it to accept another job with the same salary if it is offered to you?	never	1	2	3	4	5	always
E44	How often do you can't wait for the next day to come to attend your work?	never	1	2	3	4	5	always

Στο πλαίσιο της φοίτησης μου ως μεταπτυχιακή φοιτήτρια στο Ελληνικό Ανοικτό Πανεπιστήμιο στο πρόγραμμα Master in Business Administration (MBA) διενεργώ την διπλωματική εργασία με τίτλο «Η ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής και ο αντίκτυπός της στην ικανοποίηση της εργασίας και στη διατήρηση του ανθρώπινου δυναμικού: Μία μελέτη στους εργαζόμενους ηλικίας 20 – 44 χρονών (millenials) του ιδιωτικού τομέα στην Ελλάδα». Το ερωτηματολόγιο που ακολουθεί, απευθύνεται σε υπαλλήλους του ιδιωτικού τομέα, ηλικίας 20 - 44 χρονών και απαιτεί 5 με 8 λεπτά για τη συμπλήρωσή του. Η συμμετοχή σας στην παρούσα έρευνα είναι ανώνυμη και οι απαντήσεις σας θα χρησιμοποιηθούν μόνο για στατιστικούς σκοπούς της επιστημονικής έρευνας.

<div align="right">
Σας ευχαριστώ για την συμμετοχή σας
Παυλίδου Βαρβάρα
std103814@ac.eap.gr
</div>

1η ΕΝΟΤΗΤΑ ΔΗΜΟΓΡΑΦΙΚΑ ΣΤΟΙΧΕΙΑ

Α01 ΦΥΛΟ
- Άντρας
- Γυναίκα

Α02 ΗΛΙΚΙΑ
- 20-25
- 26-30
- 31-35
- 36-44

Α03 ΟΙΚΟΓΕΝΕΙΑΚΗ ΚΑΤΑΣΤΑΣΗ
- Άγαμος/η
- Έγγαμος/η
- Άλλη περίπτωση (Διαζευγμένος/η, χήρος/α)

Α04 ΑΡΙΘΜΟΣ ΤΕΚΝΩΝ
- Κανένα
- Ένα ή περισσότερα

Α05 ΕΠΙΠΕΔΟ ΕΚΠΑΙΔΕΥΣΗΣ
- Απόφοιτος Υποχρεωτικής Εκπαίδευσης
- Απόφοιτος ΙΕΚ
- Απόφοιτος ΑΕΙ/ΤΕΙ
- Κάτοχος Μεταπτυχιακού
- Κάτοχος Διδακτορικού Τίτλου

Α06ΕΤΗ ΕΡΓΑΣΙΑΣ ΣΤΗΝ ΠΑΡΟΥΣΑ ΔΟΥΛΕΙΑ ΣΑΣ

- o 0-5
- o 6-10
- o 11-15
- o 16-20
- o 21 και πάνω

Α07 ΙΕΡΑΧΙΚΗ ΘΕΣΗ ΣΤΗΝ ΠΑΡΟΥΣΑ ΔΟΥΛΕΙΑ ΣΑΣ

- o Υπάλληλος
- o Προϊστάμενος/Προϊστάμενος τμήματος
- o Διευθυντής

Α8 ΜΗΝΙΑΙΟ ΚΑΘΑΡΟ ΕΙΣΟΔΗΜΑ

- o Κάτω από 700€
- o 701-1000€
- o 1001-1500€
- o Πάνω από 1501€

2η ΕΝΟΤΗΤΑ ΣΥΓΚΡΟΥΣΗ ΕΥΘΥΝΩΝ ΕΡΓΑΣΙΑΣ ΚΑΙ ΟΙΚΟΓΕΝΕΙΑΚΩΝ ΥΠΟΧΡΕΩΣΕΩΝ

Η παρούσα ενότητα έχει σκοπό να διερευνήσει το βαθμό που οι ευθύνες της εργασίας σας επηρεάζουν αρνητικά την ικανοποίηση των προσωπικών και οικογενειακών υποχρεώσεων σας και το αντίστροφο. Παρακαλώ να σημειώσετε την απάντησή σας χρησιμοποιώντας την κλίμακα από 1 έως 7 που σας εκφράζει καλύτερα

	ΠΡΟΤΑΣΕΙΣ	ΔΙΑΦΩΝΩ ΑΠΟΛΥΤΑ	ΔΙΑΦΩΝΩ ΠΟΛΥ	ΔΙΑΦΩΝΩ ΛΙΓΟ	ΟΥΤΕ ΣΥΜΦΩΝΩ ΟΥΤΕ ΔΙΑΦΩΝΩ	ΣΥΜΦΩΝΩ ΛΙΓΟ	ΣΥΜΦΩΝΩ ΠΟΛΥ	ΣΥΜΦΩΝΩ ΑΠΟΛΥΤΑ
B09	Η εργασία μου με εμποδίζει να περνάω αρκετό ποιοτικό χρόνο με την οικογένειά μου	1	2	3	4	5	6	7
B10	Δεν υπάρχει χρόνος στο τέλος της ημέρας για να κάνω τα πράγματα που θα ήθελα στο σπίτι (π.χ. δουλειές και δραστηριότητες ψυχαγωγίας)	1	2	3	4	5	6	7
B11	Η οικογένειά μου είναι δεύτερη προτεραιότητα σε λόγω των εργασιακών μου υποχρεώσεων	1	2	3	4	5	6	7
B12	Η εργασία μου έχει αρνητικό αντίκτυπο στην οικογενειακή μου ζωή	1	2	3	4	5	6	7
B13	Η εργασία συχνά με κάνει ευερέθιστο στο σπίτι	1	2	3	4	5	6	7
B14	Η εργασιακή μου απόδοση υποφέρει λόγω των προσωπικών και οικογενειακών μου υποχρεώσεων	1	2	3	4	5	6	7
B15	Οι οικογενειακές ανησυχίες ή ευθύνες συχνά μου αποσπούν την προσοχή στην εργασία	1	2	3	4	5	6	7
B16	Αν δεν είχα οικογένεια, θα ήμουν καλύτερος υπάλληλος	1	2	3	4	5	6	7
B17	Η οικογένειά μου έχει αρνητικό αντίκτυπο στις καθημερινές μου εργασιακές αποδόσεις	1	2	3	4	5	6	7
B18	Είναι δύσκολο να συγκεντρωθώ στη δουλειά γιατί είμαι πολύ εξαντλημένος από τις οικογενειακές ευθύνες	1	2	3	4	5	6	7

3ηΕΡΓΑΣΙΑΚΗ ΙΚΑΝΟΠΟΙΗΣΗ

Η ενότητα αυτή έχει ως στόχο να εξακριβώσει τον βαθμό που αισθάνεστε ικανοποιημένος σχετικά με διάφορες παραμέτρους-πτυχές τηςτωρινής σας εργασία. Παρακαλώ, να σημειώσετε την απάντησή σας χρησιμοποιώντας την κλίμακα από 1 έως 5που σας εκφράζει καλύτερα.

Γ	ΣΤΗΝ ΤΩΡΙΝΗ ΜΟΥ ΔΟΥΛΕΙΑ ΝΙΩΘΩ ΣΧΕΤΙΚΑ ΜΕ…	ΠΟΛΥ ΔΥΣΑΡΕΣΤΗΜΕΝΟΣ	ΔΥΣΑΡΕΣΤΗΜΕΝΟΣ	ΟΥΤΕ ΙΚΑΝΟΠΟΙΗΜΕΝΟΣ ΟΥΤΕ ΔΥΣΑΡΕΣΤΗΜΕΝΟΣ	ΙΚΑΝΟΠΟΙΗΜΕΝΟΣ	ΠΟΛΥ ΙΚΑΝΟΠΟΙΗΜΕΝΟΣ
Γ19	Με τη δυνατότητα να είμαι αποσχολήμένος όλη την ώρα	1	2	3	4	5
Γ20	Τη δυνατότητα να είμαι ανεξάρτητος/η	1	2	3	4	5
Γ21	Την δυνατότητα να έχω ποικιλία δραστηριοτήτων	1	2	3	4	5
Γ22	Την ευκαιρία να είμαι «κάποιος» στον χώρο μου	1	2	3	4	5
Γ23	Τον τρόπο με τον οποίο μου συμπεριφέρονται οι προϊστάμενοι μου	1	2	3	4	5
Γ24	Την ικανότητα του προϊστάμενου μου να παίρνει αποφάσεις	1	2	3	4	5
Γ25	Την δυνατότητα να κάνω πράγματα σύμφωνα με την συνείδηση μου	1	2	3	4	5
Γ26	Την δυνατότητα να έχω σταθερή απασχόληση	1	2	3	4	5
Γ27	Την ευκαιρία να κάνω πράγματα για άλλους ανθρώπους	1	2	3	4	5
Γ28	Την ευκαιρία να καθοδηγώ άλλους ανθρώπους	1	2	3	4	5
Γ29	Την ευκαιρία να χρησιμοποιώ τα προσόντα μου	1	2	3	4	5
Γ30	Τον τρόπο με τον οποίο ασκεί την πολιτική της η εταιρεία	1	2	3	4	5
Γ31	Τον μισθό μου αναλογικά με την δουλειά που κάνω	1	2	3	4	5
Γ32	Τις ευκαιρίες για προαγωγή ή ανέλιξη	1	2	3	4	5
Γ33	Την ελευθερία να χρησιμοποιώ την δική μου κρίση	1	2	3	4	5
Γ34	Την ευκαιρία να χρησιμοποιώ δικές μου ιδέες/μεθόδους	1	2	3	4	5
Γ35	Τις εργασιακές συνθήκες	1	2	3	4	5
Γ36	Τις σχέσεις των συναδέλφων μεταξύ τους	1	2	3	4	5
Γ37	Την αναγνώριση που μου δίνουν	1	2	3	4	5
Γ38	Το αίσθημα ολοκλήρωσης που εισπράττω	1	2	3	4	5

4ᵗ ΕΝΟΤΗΤΑ - ΠΡΟΔΙΑΘΕΣΗ ΑΠΟΧΩΡΗΣΗΣ ΑΠΟ ΤΗΝ ΕΡΓΑΣΙΑ

Η ενότητα αυτή έχει ως στόχο να εξακριβώσει τον βαθμό στον οποίο σκοπεύετε να παραμείνετε στην εργασία σας. Παρακαλώ, να σημειώσετε την απάντησή σας χρησιμοποιώντας την κλίμακα από 1 έως 5που σας εκφράζει καλύτερα για τους τελευταίους 9 μήνες.

Δ	ΚΑΤΑ ΤΗ ΔΙΑΡΚΕΙΑ ΤΩΝ ΠΕΡΑΣΜΑΤΩΝ 9 ΜΗΝΩΝ.....	ΚΛΙΜΑΚΑ1-5							
Δ39	Πόσο συχνά έχετε σκεφτεί σοβαρά να εγκαταλείψετε την τωρινή εργασία σας;	ΠΟΤΕ	1	2	3	4	5	ΠΑΝΤΑ	
Δ40	Πόσο αισθάνεστε ότι η τωρινή σας εργασία καλύπτει τις προσωπικές σας ανάγκες;	ΠΟΤΕ	1	2	3	4	5	ΠΑΝΤΑ	
Δ41	Πόσο συχνά απογοητεύεστε όταν δεν σας δίνεται η ευκαιρία να επιτύχετε τους προσωπικούς σας στόχους που σχετίζονται με την εργασία;	ΠΟΤΕ	1	2	3	4	5	ΠΑΝΤΑ	
Δ42	Πόσο συχνά ονειρεύεστε να βρείτε μια άλλη δουλειά που θα ταιριάζει καλύτερα στις προσωπικές σας ανάγκες;	ΠΟΤΕ	1	2	3	4	5	ΠΑΝΤΑ	
Δ43	Πόσο πιθανό είναι να δεχτείτε μια άλλη εργασίαμε τον ίδιο μισθό αν σας προσφερθεί;	ΠΟΤΕ	1	2	3	4	5	ΠΑΝΤΑ	
Δ44	Πόσο συχνά ανυπομονείτε να έρθει η επόμενη μέρα για να παρευρεθείτεξανά στην εργασία σας;	ΠΟΤΕ	1	2	3	4	5	ΠΑΝΤΑ	

Author'sStatement:

I hereby expressly declare that, according to the article 8 of Law 1559/1986, this dissertation is solely the product of my personal work, does not infringe any intellectual property, personality and personal data rights of third parties, does not contain works/contributions from third parties for which the permission of the authors/beneficiaries is required, is not the product of partial or total plagiarism, and that the sources used are limited to the literature references alone and meet the rules of scientific citations.