

IMPACT OF INADEQUATE STAFFING ON WORK-LIFE BALANCE IN INSURANCE SECTOR OF PAKISTAN

Syed Waqarul Hasan¹ and Faiz Ahmed²

Abstract

Since Pakistan has a struggling economy, low literacy rate, limited job opportunities and a feudal mindset of employers, it is a challenge for employees to acquire jobs with desired work culture. This lack of positive work culture often induces stress in employees that affects them mentally and physically. To create a balanced work-life environment, organizations need to assess their existing work culture and their approach towards inadequate staffing. This study extensively evaluates the impact of inadequate staffing in the fast paced financial sector of Pakistan caused by budget constraints, hiring freeze, downsizing, organizational culture and voluntary termination on existing employee's work-life balance. Stress is known to cause mental and physical illnesses which are why organizations need to prioritize the wellbeing of employees by reviewing their policies. The purpose of the study was to give a thorough investigation of the potential causes of employees' unbalanced work and personal lives. Using SPSS, the obtained data was examined to reveal that factors like organizational culture have a significant impact on employees' work-life balance, whilst others like voluntary termination have a less significant impact. However, budgetary constraints, hiring freezes, and downsizing do not directly affect employees' ability to balance work and life. Therefore, organizations must concentrate on their culture in order to foster a compassionate and supportive work environment for their employees.

Keywords: Downsizing, Freeze Hiring, Voluntary Terminations, Budget Constraints.

INTRODUCTION

Mental health over the years has gained a lot of significance. It is crucial for individuals to take care of their psychological, emotional, and social wellbeing as it impacts how we think, feel and function. In Pakistan, mental health has had a stigma attached to it but with time, the country is starting to overcome it. As per the recent WHO survey in Pakistan, around 7.5 in 100,000 people commit suicide due to either financial troubles or mental health. Similarly in Pakistan, WHO has reported around 406,870 deaths occurs each year on average, due to heart related diseases. This means that there has been a 29% increase in heart diseases in the span of 3 years (Khalilay, 2011).

Work-life conflict can cause anxiety strain and decrease resources, thereby interfering with health directly or indirectly (Gisler et al., 2018). Heart disease, asthma, obesity, diabetes, headaches, depression, gastrointestinal issues, accelerated ageing, and premature death are all known to be brought on by stress. During a survey of 2000 people in Pakistan done by "Mind", it was discovered that one in three people or 34% of people claimed that their work was very stressful and 22% of people surveyed claimed that they were diagnosed with mental health problems (Abbas et al., 2022).

Pakistan has a struggling economy with high inflation and very low literacy rate. The population of the country comprises of a mass that falls under the poverty line. The citizens that are above the poverty line with proper education struggle to find suitable jobs due to the economy and are often observed accepting offers with low wages in the hope of eventually progressing to a better role and salary in the future. These hopes are often given to them via psychological contracts and often are the source of motivation for them to work endlessly and tirelessly in their organization.

¹Director QEC & Regulatory Affairs, Salim Habib University, Karachi, Pakistan. Email:waqarit2015@gmail.com

²Assistant Professor, Faculty of Management Science, SZABIST University, Karachi, Pakistan. Email:fachanna@gmail.com

Similarly due to limited job options and inadequate pay in most organizations, employees tend to disregard the organization culture and continue to work in organizations that are not the best fit for them. This could partially be due to their financial standing and the nonexistent work opportunities in the unstable economy. Companies around the world prefer to have a cost-effective approach which minimizes cost and maximizes profit. Pakistan with its nationally established companies is often observed having a feudal mindset despite having defined labor laws. Not all organizations in the country work towards a better employment policy or labor welfare. This approach often results in downsizing, freeze hiring and budget constraints (Hassanein and Özgit, 2022). In other words, existing employees take on additional tasks beyond their job roles or descriptions to enable companies to maximize profit. The extra tasks that an employee takes on, whether because of a particular workplace culture or in the hopes of receiving compensation, frequently interfere with their ability to balance work and life and cause instability in their lives and such inability of these employees to manage personal, professional, and social life often cause mental and physical illnesses, burn outs and voluntary terminations in their lives.

Pakistan's finance sector is extremely fast paced. The job roles in this sector, be it banking or insurance, require detailed analysis and review of numbers. The employees hired are always experts in the field of finance and are known for their precision. The finance department or sector mostly comprises of limited staff vigilantly working overtime especially during financial year closings, and since the job role involves carefully monitoring the numbers, it often causes a lot of stress on the employees and results in various mental and physical health problems (Husain, 2004).

Since employees around the world spend most of their time at work, it is important for companies, especially in Pakistan to evaluate and understand the impact it has on their employee's personal, professional, and social wellbeing. If the impact is positive, it will help the employee grow as an individual but if negative, it will cause a lot of mental and physical distress (Dar et al., 2011). Therefore, it is crucial for organizations to create a stress-free environment through a positive work culture and facilitate its employees by resisting over burden them with tasks. It is necessary for all organizations to have a proper HR structure and policy that monitors and ensures employee well-being because employees tend to be more productive when introduced to a nurturing and compassionate work environment as compared to an environment where they are always overworked and under pressure (Lowe, 2010).

Background

Developing countries like Pakistan tend to have a feudal mindset and do not consider labor laws or employee welfare important. Most companies established in Pakistan offer bare minimum to their employees and in return try to gain the maximum benefits from them (Ahmed and Ahmed, 2016). These employees, in the hopes of the promises made to them via psychological contract, often work endlessly to achieve employer satisfaction. This sometimes hinders with employee's work-life balance. Similarly, most companies in Pakistan tend to lack a healthy work culture, which often increases voluntary termination. On the other hand, budget restraint, downsizing and freeze hiring from the company's end also tend to overburden existing employees.

Due to limited staffing, employees are often given tasks of subordinates and superiors to complete along with their own duties. This exceeds the employees' work hours, which heavily influences their work-life balance and later impacts negatively on their physical and mental health. Employees are often observed working around the clock in a stressful environment trying to meet deadlines. This stress often induces anxiety and depression in them, and the persistent stress and unhealthy lifestyle eventually leads to diabetes and heart diseases etc. Exceeding work hours also limits the employee's social life,

which is usually considered to be a stress reliever (Nurmi, 2011).

XYZ Insurance is an enterprise with several offices in various cities of Pakistan. It offers a vast range of insurance products including group health, life, motor, marine, fire, travel, health, personal accident, pet, laptop, home, etc. and prides itself as being the best in the industry. It generated premium several hundred million in the past few years through its services and claims to consider their employees as their asset. They pride themselves in recruiting, retaining, and developing the best talent in the industry for their customers.

XYZ Insurance, with its huge number employees known to work on crunched timelines. Despite their claim of considering human resources as their most valuable asset, they often tend to ignore the aspect of employee wellbeing. In this research, we are taking XYZ Insurance as our case and studying the impact of inadequate staffing which is caused by budget constraints, hiring freeze, downsizing and voluntary termination on employees' work-life balance. The study's independent variables will be downsizing, voluntary termination, freeze hiring, budget restraints, organizational culture and dependent variable will be work-life balance. The approach of research is deductive. The data gathered shall be quantitative and will prove or disprove the hypothesis that inadequate staffing negatively impacts an employee's work-life balance.

Problem Statement

Attempts to reduce costs by a company to achieve its objective often results in budget constraints. These budget constraints can be due to the global crisis causing negative impact on businesses all over the world, companies trying to utilize maximum resources to gain maximum profit, or due to the existing economic condition of the country. This often leads to a freeze hiring which may lead to an increased workload for existing employees. Similarly in businesses, it is believed that downsizing lowers operating costs and makes a company leaner. The process of downsizing involves reducing the workforce, shutting down facilities, and improving the productivity and efficiency of the company's departments. One of a company's most valuable strategic assets is its corporate reputation and it can be harmed by downsizing. The extent of reputational harm may depend on the rationale for downsizing, the timing, and the size of prior layoffs. Managers must think about when and how to announce layoffs in order to lessen the negative reputational effects of downsizing (Schulz, 2018).

Due to various reasons which include early retirement, lack of career growth, lack of motivation and job satisfaction, employees tend to resign. These voluntary terminations can also be due to poor organization culture. Existing employees post voluntary termination of others, budget constraints, freeze hiring and downsizing are often offered the promise of career growth, better benefits, or a promotion. This influences their professional decisions and often causes them to put in more effort while neglecting their wellbeing.

While the company through these approaches tries to maximize its profit and reduce its cost, it negatively affects the employee's mental and physical health causing imbalance in their personal, social, and professional life. XYZ Insurance is known for working on tight deadlines. Despite their claim that human resources are their most valuable asset, they frequently overlook the aspect of employee wellbeing. This leads other employees to think about switching, as a result many employees voluntarily resigned, and no replacement is available till date. The pace at which it is growing, existing employees bear the workload of their own as well as resigned staff. Extended working hours make them frustrated and hinder their personal and professional life.

Research Questions

- Does downsizing in an organization negatively affect the work-life of employees?
- Does budget constraint negatively impact work-life balance?
- Does voluntary termination have a negative impact on existing employee's work-life balance?
- Does freeze hiring cause increase in workload of existing employees?
- Does organizational culture impact the work-life balance of employees?

Research Objectives

- To evaluate the effect of downsizing on XYZ employee's work-life balance.
- To assess the effect of budget constraint on XYZ employee's work-life balance.
- To examine the effect of freeze hiring on XYZ employee's work-life balance.
- To analyze the impact of voluntary termination on XYZ employee's work-life balance.
- To study the effect of XYZ's organization culture on XYZ employee's work-life balance.

LITERATURE REVIEW

Work-Life Balance

Work-life balance can be categorized as the relationship that already exists between work and personal life, but it has a significant impact on a variety of aspects, including health, stress reduction, happiness, quality of life, organizational performance, and long-term social and human development, among others (Wallace et al., 2007). Enterprises offer a range of methods for incorporating work-life balance. There isn't a single phrase that describes a work-life balance practice. They are characterized as formal and unofficial legitimized procedural and structural arrangements that make it simple for people to manage the competing demands of work and family leave (Kar and Misra, 2013). Employees can adjust their work schedules to their individual needs thanks to flexible hours, which lessen work-life conflict (Arlinghaus et al., 2019).

Balance in work-life is essential in employee's life owing to a rise in the demand for new goods, Competition, technological development, longer hours, a busy schedule, and customer satisfaction penetration. Corporate sectors usually create stress environment by keeping in view that employee will perform well, but this affects employee's personal, professional and mental health. Longer working hours served by employees in order to achieve company's demand leading to burning them out, depression, insomnia and related problems (Baka, 2021). It has been observed worldwide that 32% of people have a disability which has a significant impact on their workplaces. Due to workplace conditions like excessive workloads, workplace violence, and bullying, workers, in particular, experience high rates of mental illnesses like depression, burnout, and stress, which negatively affect patients as well as the happiness and wellbeing of those who remain at work (Gray et al., 2019).

When it comes to the insurance sector, the investigation into the work-life balance of Insurance Company employees has undergone significant development like growing importance of human resources of company. For a business to succeed, human capital is crucial. In order to recruit and keep the most talented employees and achieve the desired results, the recent study requires the creation and

implementation of HR management strategies (Sánchez-Hernández et al., 2019). To emphasize an integrated approach to work-life balance strategies and the effects of various policies and practices on the recruitment and retention of talent, HR strategy uses analysis, planning, and flexibility to enhance the insurance company's performance over the long term (Sánchez-Hernández et al., 2019). Enhancing work-life balance has been carefully considered as one of the key high performance HRM practices that increasingly promote the improvement of employee performance among the available human resources management techniques (Harris and Sullivan 2013).

It has been found that workers who balance their work and personal responsibilities are more productive and it is important for insurance companies to advocate for regulations that improve employees' work-life balance in their company (Tamunomiebi and Oyibo 2020). On other side corruption, weak institution policies of employment, high unemployment ratio, poverty and inflation are the main causes of conflicts between work and life. If insurance companies provide better and flexible work arrangements will help to empower employees as well as increasing corporate awareness of the benefits of defending workers' rights (Tamunomiebi and Oyibo 2020).

Work-life balance is an important phenomenon and is of great concern to both private and public sector organizations because the individual is a vital part of the family in particular and the society in general. A key element in determining an employee's performance on the job is whether or not his job and other roles fit him satisfactorily. Policies promoting work-life balance are essential for an organization's success because it depends on its employees to achieve its objectives (Chukwuemeka, 2015). Organizations are paying more attention to work-life balance concerns on account of the numerous advantages that have been connected to it for both the company and the employee. Work-life balance has become a key component of employers' employment practices and policies (Fei, 2018).

In Today's Era, Work-life balance is now more crucial than ever to both employers and employees. There is an increase in awareness of the importance of work in both employees' and families' lives. As a result, the situation has inspired extensive research on people's work-life balance.

Organizational Culture and Work-Life Balance

An organization's success and sustainability are impacted by organisational culture, which is a crucial human resource management issue. The qualities of an organization are described by its organizational culture as demonstrated by the founders' shared values and beliefs, which were conveyed in a variety of ways. This affects how employees perceive the world and behave, as well as how they view the rules that govern all organization members (Jigjiddorj et al., 2021). Organizational and cultural influenced the mental health discourse of an employee. Employee's role and power dynamics in the insurance industry influenced how mental health issues were articulated in professional debates (Koukkanen, 2020).

Organizational commitment is whether an employee wants to stay on board with a company or not. Organizations with a work-focused culture that values employees' contributions tend to attract top talent (Jigjiddorj et al., 2021). Competitive advantage is positively influenced by organizational culture, knowledge sharing, and innovation. In particular, encourages knowledge-sharing and innovation activities among employees and connects them to high-level business processes that may be beneficial to acquiring advanced marketing capabilities (Azeem et al., 2021). When it comes to compare workers of financial (insurance) industry with human service workers and indicates that stress and depression are twice as common in financial institution workers as in Human Service workers. There were differences in the availability of support at work, with financial institution workers reporting a complete lack of psychological support, despite the fact that other forms of wellbeing promotion were more common

(Vogazianos et al., 2019). Work-related stress affected the productivity of employees who work in financial institutes.

It is critical that the workplace environment is continuously examined for signs of stress. Furthermore, Not only is it dangerous to keep an eye on the variables, but it's also risky to foster an environment that allows workers to do their jobs well. The factors that caused job stress were workload, role ambiguity, and role conflict, which showed that stress-related factors have a negative effect on the workplace and lower employee motivation (Ehsan et al., 2019). Happiness and work-life balance have a favorable effect on performance of employees (Adnan Bataineh, 2019).

Rise in perilous work has resulted in a significant shift in its time-based dimension, given that many workers now routinely have unstable work schedules. Routine insecurity in work schedules is associated with psychological distress, poor sleep, and depression. Low pay is also interconnected to these results, but unpredictable and insecure times are much stronger. Vulnerable work-life conflict is the primary mediator of the association between schedules and employee well-being, accounting for a much larger portion of the association than household economic insecurity (Schneider et al., 2019).

One of the most crucial issues now a day is work-related stress. Lack of personal and family time, rising living costs, and job security concerns all act as powerful stressors (Langdon and Sawang 2018). Job security is considered to be an important success factor in an organization's human resource management. Workers are motivated to do their best in order to achieve organizational goals when they have a secure job. Regrettably, the downsizing policy has altered the storyline and existing productive culture in most organizations. Job security boosts employee morale and commitment to their assigned tasks, as well as overall organizational performance whereas; the fear of downsizing undermines worker morale, motivation, and performance (Edih et al., 2022). The performance of employees is directly impacted by stress, and the two are mutually related. Without stress, people die (Salami, 2010). Employee performance is important in an organization because it contributes to the achievement of the performance of every organizational function (Indiyati et al., 2021). Hence the above discussion leads to the following hypothesis.

H₁: Organizational Culture and Work-Life balance are positively related.

Downsizing and Work-Life Balance

Cascio (1993) defines that downsizing is the process of reducing and eliminating jobs, excluding voluntary resignation or retirement. The stress caused by downsizing has had a significant negative impact on the survivors' attitudes and actions at work (Brockner et al., 1998). As a result, survivors' confidence in the organisation has decreased, as well as their morale. Downsizing is a strategy used by businesses to boost productivity and cut expenses, but it may leave workers unhappy (Malik et al., 2010). Similarly, it has been established that job satisfaction leads to life satisfaction (Rode, 2004). Kopelman et al. (1983) claimed that work-life conflict mediates the link between job conflict and life satisfaction. Findings reflect, increased job conflict increases work-life conflict, which has been associated with a drop in satisfaction with life. Work-life balance and conflict are two aspects of the same issue when the demands of work and family obligations are not balanced, job-life conflict results (Virick et al., 2007).

After the downsizing, the employees must deal with heavier workloads that require extra time to complete all the jobs. Lack of time for a personal and social life could lead to various issues with life satisfaction. However, despite higher job demands, it is shown that there was no general decline in wellbeing as a result of downsizing (Parker et al., 1997).

In today's world, organization are allowing to work efficiently and effectively because of

competition between organizations, By implementing downsizing as a corporate policy to cut costs and enhance employee performance, organizations can reduce their costs and increase their profitability. Downsizing boosts a company's productivity and profitability. The reduction of staff naturally reduces the cost of labor, which increases financial income. For organizational effectiveness, downsizing or laying off employees is typically a carefully thought-out removal (Abomaye and Samuel, 2021). Immediate or temporary advantages of downsizing are creating new relationships, boosting profiles and disinterested workers. Reduced skill levels and low morale are some drawbacks of downsizing in an organization, as the staff members go through conflicted feelings, stress, and guilt. Additionally, layoffs may lessen current employees' commitment to the company and level of satisfaction, which may translate into reduced efficiency (Mujtaba and Senathip, 2020).

It has been observed that managers involved in downsizing demonstrate a high level of truthfulness, uprightness, candidness to ideas, and maintain a notch of impartiality to both survivors and disengaged employees. During the downscaling period, the organization should also be transparent to everyone about its decision-making processes (Adeoye and Lawrence, 2021). Organizations who possess greater attention to the welfare and morale of employees during the downsizing process results in higher labor productivity (Iverson and Zatzick, 2011). Cutting the size of the organization to eliminate fat and waste is a common and effective response when a company runs into trouble as a result of slowing sales and rising costs, but it usually results in worsen financial performance rather than improved, after formally announced layoffs. We provide strategic and human resource implications for managing corporate downsizing (De Meuse et al., 1994).

H₂: Downsizing and Work-Life balance are negatively related.

Freeze Hiring and Work-Life Balance

Labor freeze hiring refers to the practice of temporarily prohibiting employee hiring. Additionally, it might involve prohibiting promotions and pay raises for current employees. Labor hiring freezes are what make a company cost competitive. It lowers the price of recruiting new workers, as well as the price of advertising and attempting to recruit consultants (Harris and Sullivan, 2013). Freeze hiring is a common strategy that organizations pursue during times of fiscal austerity to save funds. Freeze hiring does impact an organization, the impact is certainly less than a layoff would be. Interim leaders may believe they have less ability to successfully address freeze hiring than those holding permanent appointments, but in reality, they likely have resources at their disposal to be just as successful as other organizational leaders during such times. Hiring freeze refers to the temporary prohibition of new employee recruitment.

Implementation of labor freeze hiring reduced personnel costs, enhanced cost competitiveness, and improved market performance as a driver of cost competitiveness. It has also had an impact on increased worker morale, drive, and productivity as well as high staff turnover and the departure of relevant individuals. Freeze hiring of labor can lead to existing staff being overworked. This may lead to frustration and dissatisfaction, which in turn may result in burnout and high staff turnover (Boamah et al., 2022).

H₃: Freeze Hiring and Work-Life balance are adversely related.

Budget Constraint and Work-Life Balance

The budgeting system, which combines information flow with administrative processes and procedures, is typically an essential component of an organization's short-term planning and control system (Merchant,

1981). Personnel decisions have a significant impact on organizations and organizational performance, it is crucial to understand the factors that affect employee turnover (Wyckoff, 2013). To keep or inspire people to work for a company for as long as possible is the aim of employee retention (Das and Baruah, 2013)

H₄: Budget Constraint and Work-Life balance are unfavorably related.

Voluntary Termination and Work-Life Balance

When employee turnover happens at work, it negatively impacts efficiency, productivity, profitability, and innovativeness (Reyes et al., 2019). Turnover has both direct and indirect costs, including negative effects on finances and relationships (Yunusovich et al., 2021). Workplace satisfaction and employee turnover are inversely correlated. The organizational culture is another factor. Employee satisfaction at work rises when growing ability of the organization to instill in them a sense of commitment, which, among other things like the creation of shared goals, decreases intentions to leave the company (Arokiasamy et al., 2022).

Voluntary termination is increasingly a significant problem, particularly in the area of the financial sector. The market analysis and the costs brought on by excessive labor turnover were the main topics of this. Employee turnover is keeping human resource managers up at night in many nations. There is a widespread misconception in many nations that employees have undesirable habits because of a labor shortage. Although there have been numerous studies looking at this issue because employee turnover is such a big issue around the world, it has not diminished (Rizwan et al., 2014). Employees are more inclined to quit a failing company in search of more stable employment and career opportunities. Additionally, following layoffs, the remaining employees often have to work harder, which may raise likelihood of leaving (Sull et al., 2022).

Employers have generally been quite concerned about employee turnover. Employee churn can be characterized as a voluntary departure from the company or profession (Jha, 2009). Although turnover rates differ widely amongst industries, it is generally agreed that they should ideally be less than 10%. Although some staff turnover is expected and even required, a high rate of turnover is typically viewed negatively for an employer (Hom et al., 2017).

Various factors have been identified as the cause of employees' quitting behaviors in numerous studies. For instance, Jha (2009) lists a number of these in a review study and categorizes them into two groups. The first category consists of an employee's personal traits (such as personality or traits like ability, gender, or years of experience). Based on organizational traits, the second group comprises job stressors including role ambiguity, role conflict, work overload, supervisors, work-family conflict, job discontent, lack of commitment to the organization, etc.

H₅: Voluntary Termination and Work-Life balance are adversely related.

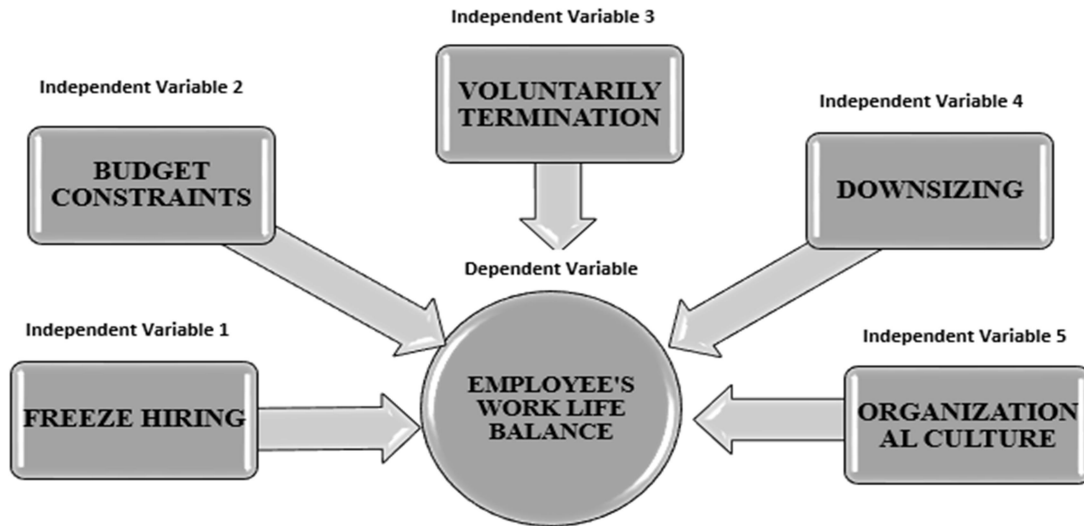


Figure 1: Research Framework

Independent Variable

There are 5 Independent variables in this research.

- **Freeze Hiring**, the procedure for temporarily suspending hiring new employees (Harris and Sullivan 2013).
- **Budget Constraints** integrates flow of information with administrative processes and procedures, is typically an integral part of a company's short-term control and planning system (Merchant, 1981)
- **Voluntarily Termination** has a detrimental impact on productivity, profitability, and inventiveness at work (Reyes et al., 2019).
- **Downsizing** refers to the removal of job postings and work vacancies, excluding retirement and voluntary resignation. As a result, survivors' confidence in the organization has decreased (Brockner, 1998).
- **Organizational Culture** describes the peculiarity of a company, as represented by the founders' shared values and ideas and conveyed in many methods (Jigjiddorj et al., 2021).

Dependent Variable

The concept of **Work-Life Balance** refers to striking a balance between work, family responsibilities, and personal time (Hammig et al., 2009), and this is our dependent variable.

METHODOLOGY

Material and Method of the Study

This study primarily focuses on the work-life balance of employees and organization culture. This study focuses on the XYZ Insurance. The quantitative research method is used. In order to conduct the research study, Independent and dependent variables were used. Downsizing, voluntarily termination, freeze hiring, budget constraints and organizational culture were the independent variables while dependent variable was work-life balance.

Research Design

Research type is Quantitative in nature and design in term of descriptive and deductive approach, time is cross sectional. The goal of descriptive research is to accurately represent the participants. This design was deemed suitable because it enables the collection of pertinent data on the research variables and their appropriate analysis. Additionally, it enables analysis of the existing correlation between the dependent and independent variables (Work-Life Balance) and the independent variable (Downsizing, Voluntarily Termination, Freeze Hiring, Budget Restraints, Organization Culture were the independent variables).

Participants/Population

The employees of XYZ Insurance were the target population.

Sampling Design

This study uses simple random sampling technique. It has been noted that using fresh samples for analysis yields the best results. As a result, sampling was used to choose a subset of the population to represent the company's entire population. The sampling of this will be done through the process of simple random sampling by utilizing data extracted from XYZ Insurance's website.

Data Collection Sources

After gathering the primary data, coding was carried out to convert the responses into numbers and to arrange and condense the research data into a format that could be easily manipulated. In order to analyses the data, Microsoft Excel was used and (SPSS 23.0). Descriptive statistics, such as frequencies, percentages, means, and standard deviations, were also used to analyze the data in order to explain the characteristics of the variables, while inferential statistics, such as correlation and regression analysis, were employed in order to ascertain the relationship between the variables.

ANALYSIS**Reliability Test**

According to this test, if the Cronbach's alpha value is equal to or higher than 0.007, then the responses of the respondents are consistent and dependable.

Table 1

Reliability Analysis

Constructs	No. of Items	Cronbach's Alpha
Employee Work-life Balance	4	0.702
Budget Constraints	5	0.715
Downsizing	4	0.914
Freeze Hiring	6	0.902
Organizational Culture	5	0.892
Voluntarily Termination	5	0.88

The above table 1 presents the results of reliability analysis of the multi-item construct used in the study. The benchmark for the Cronbach's alpha is minimum value of 0.7 which indicates that all the

constructs are reliable in terms of internal consistency. If we have a look at alpha values in the above table, it can be noticed that all these values are above the threshold value hence confirming the reliability of the constructs included in the research model.

Table 2
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work_Life_Bal	143	1.25	4.75	2.9563	0.80945
Budget_cons	143	1	5	3.5776	0.775
Down_Size	143	1	5	4.0892	0.8467
Freeze_Hire	143	1	5	3.852	0.8093
Org_Culture	143	1	5	3.1091	0.96494
Vol_Term	143	1	5	3.628	0.96811
Valid N (listwise)	143				

With reference to above table, it has been observed that minimum statistics in Work- life balance is 1.25 and maximum is 4.75. The mean is 2.9563 and standard deviation is 0.80945.

Table 3
Correlation Analysis

		Correlations					
		Work_Life_Bal	Budget_cons	Down_Size	Freeze_Hire	Org_Culture	Vol_Term
Work_Life_Bal	Pearson Correlation	1	.003	.073	.064	.512**	-.180*
	Sig. (2-tailed)		.972	.385	.445	.000	.031
	N	143	143	143	143	143	143
Budget_cons	Pearson Correlation	.003	1	.481**	.594**	-.114	.530**
	Sig. (2-tailed)	.972		.000	.000	.176	.000
	N	143	143	143	143	143	143
Down_Size	Pearson Correlation	.073	.481**	1	.704**	.190*	.515**
	Sig. (2-tailed)	.385	.000		.000	.023	.000
	N	143	143	143	143	143	143
Freeze_Hire	Pearson Correlation	.064	.594**	.704**	1	.118	.440**
	Sig. (2-tailed)						

	on						
	Sig. (2-tailed)	.445	.000	.000	.162	.000	
	N	143	143	143	143	143	143
Org_Culture	Pearson Correlation	.512**	-.114	.190*	.118	1	-.187*
	Sig. (2-tailed)	.000	.176	.023	.162		.026
	N	143	143	143	143	143	143
Vol_Term	Pearson Correlation	-.180*	.530**	.515**	.440**	-.187*	1
	Sig. (2-tailed)	.031	.000	.000	.000	.026	
	N	143	143	143	143	143	143

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Correlation exists between the dependent and independent variables, a) there is no correlation between work-life balance and budget constraint (0.003), b) there is no correlation between work-life balance and downsizing (0.073), c) there is no correlation between work-life balance and freeze hiring (0.064), d) there is strong positive correlation between work-life balance and organizational culture (0.512**), and e) there is weak negative correlation between work-life balance and voluntary termination (-0.180*); Whereas the relationship between budget constraint with other independent variables are; a) strong positive relationship with downsizing (0.481**), b) strong positive relationship with freeze hiring (0.594**), c) no relationship with organizational culture and d) strong positive relationship with voluntary termination (0.530**).

The relationship between downsizing and other independent variables are; a) strong positive relationship with freeze hiring (0.704**), b) weak positive relationship with organizational culture (0.190*), and c) strong positive relationship with voluntary termination (0.515**).

The relationship between freeze hiring and other independent variables states; a) no relationship with organizational culture (0.118), and b) strong positive relationship with voluntary termination (0.440**).

The relationship between organizational culture with other independent variables are; a) no relationship with budget constraint (-.114), b) weak negative relationship with voluntary termination (-.187*).

Table 4
Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.534 ^a	.286	.260	.69653

a. Predictors: (Constant), Vol_Term, Org_Culture, Freeze_Hire, Budget_cons, Down_Size

Table 5
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	26.574	5	5.315	10.955	.000 ^b
Residual	66.466	137	.485		
Total	93.039	142			

a. Dependent Variable: Work_Life_Bal

b. Predictors: (Constant), Vol_Term, Org_Culture, Freeze_Hire, Budget_cons, Down_Size

Above table is of multi-linear regression test. We apply this test as we have 5 independent variables that are Budget Constraint, Downsizing, Freeze hiring, organizational culture and voluntary termination and one dependent variable which is work-life balance.

The F value (10.955) is higher than 7.00 which demonstrates that the model is fit and selection of all variables which include dependent and independent variables are rightly selected.

Here the sig value is less than 0.05 (0.000) which refers the chance of error in our study is less than 5% and confidence level is more than 95%.

Table 6
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.621	.383		4.228	.000
Budget_cons	.162	.102	.155	1.585	.115
Down_Size	-.005	.106	-.005	-.049	.961
Freeze_Hire	-.013	.112	-.013	-.113	.910
Org_Culture	.422	.066	.503	6.361	.000
Vol_Term	-.134	.079	-.160	-1.690	.093

a. Dependent Variable: Work_Life_Bal

According to William Sealy Gosset, if t value is equal or greater than 2.5, it means the effect of independent variable on dependent variable exists.

According to above table; a) the t-value (1.585) shows that there is no significant impact of budget constraint on work-life balance, b) The t-value (-.049) shows that there is no significant impact of

downsizing on work-life balance, c) the t-value (-.113) shows that there is no significant impact of freeze hiring on work-life balance, d) the t-value (6.361) shows that there is a significant impact of organizational culture on work-life balance and e) the t-value (-1.690) shows that there is no significant impact of voluntary termination on work-life balance.

CONCLUSION

Research was done to test the impact of multiple independent variables namely voluntary termination, organizational culture, freeze hiring, downsizing, and budget constraints on the dependent variable which was employee work-life balance.

H: Voluntary Termination and work-life balance are adversely related. In terms assessing impact of voluntary termination on work-life balance for employees, it was discovered that voluntary termination have a less impact on employees work-life balance, however it did have the slight tendency to influence it. This relation is supported by research of Reyes et al. (2019) that is Employee productivity and efficiency is significantly impacted by voluntary termination at work.

H: Organizational Culture and work-life balance are positively related. When it came to evaluate the impact of organizational culture, it was established that organization's culture strongly influences employees' work-life balance. This relation has a support from Semjid et al., 2021 that is a worker's intention to remain with a business or depart depends on their organizational commitment. Employees are drawn to companies with cultures that appreciate their work and prioritize organizational well-being.

XYZ Insurance generated a net profit of several hundred millions in past few years showing a growth trend. If the company were to resolve the issue of inadequate staffing, the existing employees' work and life will be balanced ensuring a positive work performance. The new hiring will also play a positive role in influencing the company's financial growth. This work force can be increased via new hiring as well as providing a healthy organizational culture which will likely decrease the chances of voluntary terminations. If the company succeeds in employee retention by providing a balanced work-life, it will increase their work performance and likely generate better profits over the years.

With the aim of understanding the exact impact of inadequate staffing on work-life balance, 5 variables were taken into consideration. These variables were the reason behind inadequate staffing. The variables were freeze hiring, budget constraints, organizational culture, voluntary termination, and downsizing. The collected data was analyzed using SPSS. To check the reliability of each variable, a reliability test was run. For any variable to be reliable, the Cronbach alpha score needs to be 0.7 or greater. It was discovered that Cronbach alpha of each variable was higher than 0.7 and the exact value of all variables was 0.862 proving the dependability of the data. Similarly in terms of statistics, the standard deviation of work-life balance was 0.80945 whereas its mean was 2.9563. When the correlation was tested amongst variables, it was observed that the relationship between budget constraint and work-life balance did not exist. Neither was there a correlation between work-life balance and downsizing or freeze hiring and work-life balance. But there was a strong correlation between organizational culture and work-life balance and a weak but negative correlation between voluntary termination and work-life balance.

When these variables were individually tested for correlation amongst other variables, it showed that budget constraint had a strong correlation with freeze hiring, voluntary termination and downsizing. However, it could not correlate to organizational culture. Downsizing correlated to freeze hiring and voluntary termination, but it did not relate to organizational culture as strongly as the other two variables. Similarly, in terms of freeze hiring, it only had a strong relationship with voluntary termination but no impact or relation with organizational culture. Organizational culture also did not seem to have any

relationship with budget constraint, but it did show a weak but negative correlation with resignation also known as voluntary termination.

The data was further analyzed through testing regression, and it showed that the F value was higher than 7.00. It was 10.955 to be exact, proving that the variable selection was correct, and the model was fit. The P value was less than 0.05 showing that the chance of error in this particular research was less than 5%.

The T value which needs to be 2.5 or higher was less than 2.5 in all independent variables except one. This variable was organizational culture, and it had a T value of 6.361. This meant that the organizational culture influences work-life balance. Since other variables scored less than 2.5, it meant that they did not impact the dependent variable. With this research, we concluded that for an employee to have a balance between work and life, the organization needs to create an environment that encourages, empowers, and nurtures them. In the absence of such culture, employees tend to struggle and fail in maintaining their physical and mental wellbeing. The implementation of a strong organization culture is mandatory for all companies including the fast paced insurance sector.

Limitations

Limitations are external factors that could make any study brittle. We encounter restrictions in nearly everything we do. Realizing that we are severely constrained in many ways when conducting this research can be both humbling and empowering at the same time. These vulnerabilities include the availability of resources, our own thought processes, the size of the sample and geographic limitations. Recognizing our own shortcomings and the shortcomings of the decisions we made, and then making the best adjustments possible, is how we become equipped. Variables such as employee work performance can also be further investigated.

Future Scope of Study

This study can further be enhancing by delimitating above factors that i faced as shortcoming of this study. Despite thorough research, some recommendations still need to be implemented by future practitioners because many studies on a very similar subject have been carried out in western nations like the UK, USA, Italy, Canada, etc. However, as time has gone on, the eastern side has experienced a good revolution. Numerous studies on a variety of subjects have been proposed in Asian nations like Pakistan, India, Saudi Arabia, Malaysia, etc. This study inspected only Financial Sector of Pakistan; this can further be elaborated in various sectors, as the topic is somehow general, so any sector can be chosen to make the research more comprehensive.

REFERENCES

- Abbas, A., Saud, M., Suhariadi, F., Usman, I., & Ekowati, D. (2022). Positive leadership psychology: Authentic and servant leadership in higher education in Pakistan. *Current Psychology, 41*(9), 5859-5871.
- Abomaye-Nimenibo, P. P., & Samuel, W. A. (2021). Which of these economics jargons- underemployment, overemployment, unemployment, rightemployment, overqualification and overeducation is appropriate for an economy. *Global Journal of Human-Social Science: E Economics, 21*(4), 24-35.
- Adeoye, A., & Lawrence, E. (2021). Organizational Downsizing and Survivors' performance: A Study of First Bank Plc. *International Journal of Management and Administration, 5*(9), 1-16.
- Adnan Bataineh, K. (2019). Impact of work-life balance, happiness at work, on employee

- performance. *International Business Research*, 12(2), 99-112.
- Ahmed, S., & Ahmed, S. (2016). Why Has Pakistan's Economy Underperformed?. *Rentier Capitalism: Disorganised Development and Social Injustice in Pakistan*, 40-64.
- Arlinghaus, A., Bohle, P., Iskra-Golec, I., Jansen, N., Jay, S., & Rotenberg, L. (2019). Working Time Society consensus statements: Evidence-based effects of shift work and non-standard working hours on workers, family and community. *Industrial Health*, 57(2), 184-200.
- Arokiasamy, A. R. A., Rizaldy, H., & Qiu, R. (2022). Exploring the impact of authentic leadership and work engagement on turnover intention: The moderating role of job satisfaction and organizational size. *Advances in Decision Sciences*, 26(2), 1-21.
- Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. *Technology in Society*, 66, 101635.
- Baka, L. (2021). Coronavirus anxiety and exhaustion among Polish front-line healthcare workers—the mediation effect of insomnia. *International Journal of Occupational Medicine and Environmental Health*, 34(2), 263-273.
- Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking a balance between work and play: The effects of work–life interference and burnout on faculty turnover intentions and career satisfaction. *International Journal of Environmental Research and Public Health*, 19(2), 809-821.
- Brockner, J., Heuer, L., Siegel, P. A., Wiesenfeld, B., Martin, C., Grover, S., Reed, T., & Bjorgvinsson, S. (1998). The moderating effect of self-esteem in reaction to voice: Converging evidence from five studies. *Journal of Personality and Social Psychology*, 75(2), 394–407. <https://doi.org/10.1037/0022-3514.75.2.394>
- Call, Matthew & Nyberg, Anthony & Thatcher, Sherry. (2015). Stargazing: An Integrative Conceptual Review, Theoretical Reconciliation, and Extension for Star Employee Research. *The Journal of Applied Psychology*. 100. 10.1037/a0039100.
- Cascio, W. F. (1993). Downsizing: What do we know? What have we learned?. *Academy of Management Perspectives*, 7(1), 95-104
- Dar, L., Akmal, A., Naseem, M. A., & Khan, K. U. D. (2011). Impact of stress on employees job performance in business sector of Pakistan. *Global Journal of Management and Business Research*, 11(6), 1-4.
- Das, B. L., & Baruah, M. (2013). Employee retention: A review of literature. *Journal of Business and Management*, 14(2), 8-16.
- De Meuse, K. P., Vanderheiden, P. A., & Bergmann, T. J. (1994). Announced layoffs: Their effect on corporate financial performance. *Human Resource Management*, 33(4), 509-530.
- Edih, O. U., Osadume, R., & Oditia, O. A. (2022). Job Security, Downsizing Policy, Worker's Morale, and Commitment to Organisational Goals: The Private Sector Outlook. *European Journal of Accounting, Finance and Investment*, 8(5), 49–57. Retrieved from <https://cirdjournal.com/index.php/ejafi/article/view/728>
- Ehsan, A., Klaas, H. S., Bastianen, A., & Spini, D. (2019). Social capital and health: A systematic review of systematic reviews. *SSM-Population Health*, 8, 100425.
- Fei, J. (Ed.). (2018). *Managing human resources in the shipping industry*. Routledge.
- Gisler, S., Omansky, R., Alenick, P. R., Tumminia, A. M., Eatough, E. M., & Johnson, R. C. (2018). Work-life conflict and employee health: A review. *Journal of Applied Biobehavioral Research*, 23(4), e12157.
- Gray, P., Senabe, S., Naicker, N., Kgalamono, S., Yassi, A., & Spiegel, J. M. (2019). Workplace-based organizational interventions promoting mental health and happiness among healthcare workers: A realist review. *International Journal of Environmental Research and Public Health*, 16(22), 4396.
- Harris, B., & Sullivan, A. (2013). Work-life balance in academic careers. *The School Psychologist*, 67(2), 23-26.
- Hassanein, F., & Özgüt, H. (2022). Sustaining human resources through talent management strategies and

- employee engagement in the Middle East hotel industry. *Sustainability*, 14(22), 15365.
- Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of employee turnover theory and research. *Journal of applied psychology*, 102(3), 530.
- Husain, I. (2004, September). Financial sector reforms in Pakistan. In *Italy-Pakistan Trade and Investment Conference, Rome on September* (Vol. 28, No. 2004, pp. 1-8).
- Indiyati, D., Ghina, A., & Romadhona, A. F. (2021). Human Resource Competencies, Organizational Culture, and Employee Performance. *International Journal of Science and Society*, 3(1), 1-10.
- Iverson, R. D., & Zatzick, C. D. (2011). The effects of downsizing on labor productivity: The value of showing consideration for employees' morale and welfare in high-performance work systems. *Human Resource Management*, 50(1), 29-44.
- Jha, Shweta, Determinants of Employee Turnover Intentions: A Review (May 28, 2014). *Management Today*, 9(2), August 2009., Available at SSRN: <https://ssrn.com/abstract=2442689>
- Jigjiddorj, S., Zanabazar, A., Jambal, T., & Semjid, B. (2021). Relationship between organizational culture, employee satisfaction and organizational commitment. In *SHS Web of Conferences* (Vol. 90, p. 02004). EDP Sciences.
- Kar, S., & Misra, K. C. (2013). Nexus between work life balance practices and employee retention-The mediating effect of a supportive culture. *Asian Social Science*, 9(11), 63-75.
- Khalily, M. T. (2011). Mental health problems in Pakistani society as a consequence of violence and trauma: a case for better integration of care. *International Journal of Integrated Care*, 11.
- Kopelman, R. E., Greenhaus, J. H., & Connolly, T. F. (1983). A model of work, family, and interrole conflict: A construct validation study. *Organizational Behavior and Human Performance*, 32(2), 198-215.
- Langdon, R. R., & Sawang, S. (2018). Construction workers' well-being: What leads to depression, anxiety, and stress? *Journal of Construction Engineering and Management*, 144(2), 04017100.
- Lowe, G. S. (2010). *Creating healthy organizations: How vibrant workplaces inspire employees to achieve sustainable success*. University of Toronto Press.
- Malik, M. I., Ahmad, A., & Hussain, S. (2010). How downsizing affects the job satisfaction and life satisfaction of layoff survivors. *African Journal of Business Management*, 4(16), 3564.
- Merchant, K. A. (1981). The design of the corporate budgeting system: influences on managerial behavior and performance. *Accounting Review*, 813-829.
- Mujtaba, B. G., & Senathip, T. (2020). Layoffs and downsizing implications for the leadership role of human resources. *Journal of Service Science and Management*, 13(02), 209.
- Nurmi, N. (2011). Coping with coping strategies: How distributed teams and their members deal with the stress of distance, time zones and culture. *Stress and Health*, 27(2), 123-143.
- Parker, V. T. (1997). The scale of successional models and restoration objectives. *Restoration Ecology*, 5(4), 301-306.
- Reyes, A. C. S., Aquino, C. A., & Bueno, D. C. (2019). Why employees leave: Factors that stimulate resignation resulting in creative retention ideas. *CC The Journal: A Multidisciplinary Research Review*, 14, 15-24.
- Rizwan, M., Waseem, A., & Bukhari, S. A. (2014). Antecedents of job stress and its impact on job performance and job satisfaction. *International Journal of Learning & Development*, 4(2), 187-203.
- Rode, J. C. (2004). Job satisfaction and life satisfaction revisited: A longitudinal test of an integrated model. *Human relations*, 57(9), 1205-1230.
- Salami, S. O. (2010). Emotional intelligence, self-efficacy, psychological well-being and students attitudes: Implications for quality education. *European Journal of Educational Studies*, 2(3), 247-257.
- Sánchez-Hernández, M. I., González-López, Ó. R., Buenadicha-Mateos, M., & Tato-Jiménez, J. L. (2019). Work-life balance in great companies and pending issues for engaging new generations at work. *International journal of environmental research and public health*, 16(24), 5122.
- Schulz, S. L. (2018). The informed consent model of transgender care: An alternative to the diagnosis of

- gender dysphoria. *Journal of Humanistic Psychology*, 58(1), 72–92. <https://doi.org/10.1177/0022167817745217>
- Sull, D., Sull, C., & Zweig, B. (2022). Toxic culture is driving the great resignation. *MIT Sloan Management Review*, 63(2), 1-9.
- Tamunomiebi, M. D., & Oyibo, C. (2020). Work-Life Balance and Employee Performance: A Literature Review. *European Journal of Business and Management Research*, 5(2).
- Virick, M., Lilly, J. D., & Casper, W. J. (2007). Doing more with less: An analysis of work life balance among layoff survivors. *Career Development International*, 12(5), 463-480.
- Vogazianos, P., Petkari, E., Arakliti, A., Soteriades, E. S., Antoniades, A., & Tozzi, F. (2019). Work-Related Psychological Distress and Its Management: The Perspective of Employees in the Financial Industry Compared with Those in Human Services. *Journal of Occupational and Environmental Medicine*, 61(8), e348-e353.
- Yunusovich, U. U., Gaipovna, T. R., Azadovna, S. M., Komiljonovna, I. N., & Mansurovich, I. H. (2021). Matters of revenue generation and cost optimization while increasing the efficiency of the state budget. *Journal of Hunan University (Natural Sciences)*, 48(2),121-135.