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Job Autonomy and Supervisor Support in Employee Retention: Mediating role of Work-Life Balance in Banking Sector

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Abstract

This study examines the influence of job autonomy and supervisor support on employee retention, with work-life balance serving as a mediating variable. A quantitative comparative research design was adopted using empirical data collected from 379 banking employees in Pakistan. Statistical analyses were conducted using SPSS and AMOS to evaluate the proposed hypotheses and examine the relationships among the study variables. The findings reveal that both job autonomy and supervisor support have significant positive effects on employee retention. Furthermore, work-life balance partially mediates these relationships, highlighting its critical role in strengthening employees' intention to remain with their organizations. The study contributes to the existing literature by demonstrating how organizational support mechanisms enhance employee retention through improved work-life balance, thereby extending theoretical understanding of workplace behavior. From a practical perspective, the findings suggest that organizations should promote greater job autonomy, strengthen supervisory support, and implement family-friendly workplace policies to improve employee retention. These recommendations are particularly relevant for managers and policymakers seeking to develop sustainable workforce strategies in highly competitive service industries. In addition, the study emphasizes the broader social value of fostering employee well-being, as supportive and flexible work environments contribute not only to higher retention rates but also to healthier, more productive, and sustainable organizations and societies.

Keywords: Employee Retention; Job Autonomy; Supervisor Support; Work-Life Balance; Workplace Well-Being