

## Impact of Work–Life Balance on Turnover Intention among Female Front Office Employees in Star-Graded Hotels in Matara District of Sri Lanka

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### Abstract

The hospitality industry is a major source of employment in Sri Lanka; however, high turnover rates among female employees, particularly in front office positions requiring long hours, shift duties, and emotional labour—pose a critical challenge. This issue is particularly pronounced in the Matara District, where tourism serves as a key economic driver and hotels struggle with staff retention amid regional labour shortages and socio-cultural expectations placed on women. Although prior research has addressed work–life balance (WLB) and turnover intention, limited attention has been paid to how individual, organizational, and social factors collectively shape female employees’ retention in this setting. This study investigates the impact of WLB on turnover intention among female front office employees in star-graded hotels in the Matara District. A quantitative research approach was employed, and data were collected from 93 respondents using a simple random sampling method, achieving a 90% response rate. Structured questionnaires were administered, and the data were analyzed using SPSS (version 26) through descriptive statistics, Pearson correlation, and multiple regression analysis. The findings reveal that organizational factors, such as supervisor support, flexible scheduling, and positive workplace culture have the strongest negative influence on turnover intention. Individual factors, including stress management and time control, had a moderate effect, while social factors such as family obligations and societal expectations demonstrated the weakest impact. These results provide theoretical support for Social Exchange Theory, Role Theory, and Work–Family Border Theory within a non-Western hospitality context. Practically, the study offers actionable insights for hotel managers, highlighting the importance of flexible duty rosters, supportive leadership, mentoring initiatives, and employee well-being program to enhance female retention. Although limited to one district and department, the research establishes a foundation for comparative and longitudinal studies across other regions and hotel divisions.

**Keywords:** front office, hotel industry, turnover intention, women employees, work–life balance