

The Mediating Role of Job Satisfaction in the Association between Work-Life Balance and Organizational Commitment

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ABSTRACT

Purpose: The objective of the study is to determine the extent to which job satisfaction (JS) serves as a mediator in the relationship between work-life balance (WLB) and organisational commitment (OC). This will enable the administration of Bangladeshi banks to concentrate on enhancing their overall performance and productivity by ensuring a harmonious balance between their personal and professional lives.

Data and Methodology: This study employs a convenience sampling strategy to gather data from 120 bankers. The questionnaire items were evaluated using a 5-point Likert scale. The data is evaluated using SPSS version 25, which makes use of regression, correlation, and ANOVA.

Findings: Studies indicate that work-life balance has a substantial impact on organisational commitment. Additionally, JS effectively mediates the relationship between WLB and OC. The findings indicate that an increased emphasis on cultivating an optimal work-life balance and job satisfaction is essential for enhancing employees' organisational commitment in the banking sector.

Practical Implications: This study has significant implications for the banking sector in Bangladesh. Senior management should implement policies and processes to institutionalise work-life balance across both dimensions, likely leading to an increase in job satisfaction and organisational commitment among bankers within their organizations.

Originality/Value: Insufficient attention has been given to work-life balance and its effects on organisational commitment. The impact of work-life balance on organisational commitment, mediated by job satisfaction, seems to be inadequately researched in Bangladesh. This research will investigate the influence of work-life balance on employee organisational commitment, with job satisfaction serving as a mediator, within the banking sector of Bangladesh.

Limitations: Notable limitations of the study encompass the use of a convenience sampling method for data collection, a restricted sample size, and a concentration on a particular geographic area.

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1. Introduction

Most organizations nowadays work in a highly competitive, dynamic, diverse, complicated, and unstable environment, and they frequently deal with issues that have not yet surfaced (Tarique & Schuler, 2010; Luna-Arocas et al., 2020). To create and preserve long-term competitive advantages in this environment, businesses must rise to the challenge of managing their human capital wisely (Dries, 2013; Ulrich, 2008; Luna-Arocas et al., 2020). Human capital is undoubtedly one of the most significant resources when evaluating the efficacy of business organizations worldwide today (Valenti & Horner, 2020; Baset, 2023), and any organization's performance depends on how well it uses its resources (Ghare & Hesami, 2016; Baset, 2023). Achieving growth and competitive advantage, resulting in improved business outcomes, depends on having a committed, competent, and motivated workforce (Thunnissen & Gallardo-Gallardo, 2017; Luna-Arocas et al., 2020). Moreover, employee commitment is essential to any business's success, as they are fast emerging as the most valuable assets and the primary factor influencing an organization's efficacy in a challenging environment (Agus & Selvaraj, 2020; Baset, 2023). A critical factor in determining a company's long-term performance is employee commitment, which is determined by workers' emotional involvement in their jobs. Here, the idea of organizational commitment (OC) takes centre stage. Employees' organizational commitment results in greater productivity, lower employee turnover, and improved work satisfaction. Consequently, it is critical to understand the variables influencing workers' organizational commitment. Elements that impact organizational commitment include corporate ethics, pay, challenging tasks, work environment, staff retention, job stress, organizational culture, etc. Additionally, data indicates that work-life balance (WLB) affects employees' OC (Hutugalung et al., 2020; Oyewobi et al., 2022; Akter et al., 2019). Balancing work and personal life can improve workers' affective commitment, which reflects their emotional connection to the company (Marseno & Maofi, 2021). WLB is an important research subject that is connected to topics such as worker productivity, wellness, and corporate citizenship activity (Aruldoss et al., 2021; Abdirahman et al., 2020). WLB helps workers balance their professional and personal lives, caregiving duties, and commitments to their families (Chung & Van der Lippe, 2020). According to Clarke, Koch, and Hil (2004), the WLB is the juncture at which an individual's personal and professional spheres are harmonised. The objectives of WLB include preserving workers' job happiness, confidence in the company, employee cohesiveness and collaboration, and a safe working environment (Saraji and Dangahi, 2006). It is asserted that employees with a WLB are healthier, more productive, and more inclined to support their companies (Joo and Lee, 2017; Nielsen et al., 2008). In addition, employee growth and development is a critical component of organizational efficiency and performance. Without considering the best potential utilization of employees' abilities and dedication to the company, increasing productivity inside an organization is both impractical and impossible (Barati, 2000). Work-life balance (WLB) is therefore essential for promoting a culture of commitment and involvement inside the company and preserving organizational performance and individual well-being. Thus, the relationship between OC and WLB is examined in this study.

Moreover, job satisfaction (JS) is considered to be a significant mechanism. As the saying goes, "A happy worker is an effective one," and a happy worker is satisfied with his work. JS is crucial because the majority of individuals devote nearly half of their awake hours to their occupations (Moghimi, 2006). One of the critical components of job achievement is job satisfaction, which leads to increased efficacy, efficiency, production, and emotions of personal fulfillment (Mosaddegh-rad, 2004). JS is defined as an employee's emotional attitudes toward their work (Landy & Conte, 2007) or feelings toward the job and its features (Gunlu, Aksarayli, & Perçin, 2010). According to Qazi et al. (2017), an employee's level of JS affects the success or failure of the company since it has a significant impact on raising customer happiness, employee dedication, retention, and organizational success (Abdulkhaliq & Muhammad Ali 2019; Ghayas & Hussain, 2015). Furthermore, Mahmood (2013) hinted that when workers are happy in their jobs, they successfully commit to their companies and help them survive in the long run (Islam & Islam, 2021).

However, the factors influencing job satisfaction are numerous, including leadership style, opportunity for career progress, recognition, and appealing rewards (Wai et al., 2024). In addition, employee job satisfaction increases with a healthy WLB (Straatmann et al., 2020). The employee's competence needs are met when their skills and the job requirements align, which leads to job satisfaction (Greguras & Diefendorff, 2009). On the other hand, recent research indicates that JS and affective OC are positively correlated, with JS having a significant and favourable influence on affective OC (Islam & Islam, 2021).

WLB is a fundamental requirement for an organization to operate well and for people to be satisfied with their jobs, both of which affect the commitment and dedication of the workforce. The research's conclusions will enable us to assess the viability of the propositions and ascertain the degree to which WLB affects workers' OC through the mediator JS. Therefore, the principal objective of this research is to investigate the influence of WLB on OC through the mediator JS on the employees of commercial banks in Dhaka, Bangladesh. However, the particular objectives are as follows:

- i. To evaluate the impact of WLB on OC on bankers in Bangladesh.
- ii. To ascertain the relationship between WLB and JS among bank staffs in Bangladesh.
- iii. To determine how JS affects OC.
- iv. To assess the impact of WLB on OC on bankers via the intermediary JS.

Even though WLB, JS, and OC are all widely recognized as necessary, a dearth of data remains in the published works about how these variables interact and relate to one another in the particular context of Bangladesh's banking sector. Over the past few decades, Bangladesh's banking industry has expanded and changed, strengthening the financial system and promoting economic progress. However, the industry has faced significant difficulties because of fraud, theft, corruption, and other misdemeanours (CPD, 2024). Furthermore, turmoil has engulfed the financial industry at a moment when massive loan defaults beset several banks and have poor asset quality (The Daily Star, Sept. 5, 2024). In this scenario, a bank's ability to provide excellent customer service will be crucial to its survival in a competitive market. Adequate attention to bank personnel's well-being is necessary to improve customer service (Barkat-e-Khuda, 2019). To address the crisis, these institutions must maintain a long-term workforce of committed, capable, and experienced employees (Hosain, 2016). Due to its high job demands, long working hours, and diverse workforce, the banking sector is an excellent place to examine this research. As a result, this study attempts to bridge this gap by analysing the mediating function of JS in the link between WLB and OC in the banking sector of Bangladesh.

2. Evaluation of Literature and Formulation of Hypotheses

An overview of the literature on WLB, OC, and JS is provided in the section that follows. In addition, the creation of the hypotheses and research framework is the main topic of the following section of the literature review.

2.1 Work-Life Balance (WLB)

The term 'work/life balance' was initially introduced in 1986, but it took several years for it to gain widespread usage in discourse. Work/life programs have their origins in the 1930s. The W.K. Kellogg Company implemented a shift change prior to World War II, replacing the traditional three eight-hour shifts with four six-hour shifts, resulting in enhanced worker morale and productivity. The concept of WLB has received much attention in recent years, but it seems that not much thought has gone into actually examining the idea. According to Greenhaus et al. (2003), WLB is the satisfaction of personal obligations in a balanced manner in addition to professional roles. It means maintaining a sense of steadiness and consistency in the professional and personal commitments essential to people, such as leisure activities, community service, and family responsibilities. Moorhead (2013) defined WLB as an individual's ability to achieve equilibrium between the requirements of their job and their personal and family obligations.

2.1.1 Features or Dimensions of Work-Life Balance (WLB)

Fisher-McAuley et al. (2003) investigated the correlation among employees' stress levels, job satisfaction, and turnover intentions, alongside their assessments of the ability to maintain separation between personal and professional lives. Three elements were quantified to enhance the understanding of work-life balance: the interference of work with personal life, the interference of personal life with work, and the mutual interference between work and personal life. Investigating work-life balance necessitates an analysis of how work impedes personal life and how personal life hinders work. The constructs of WLB are shown in the following table:

Table 1. *Dimensions of the WLB*

Terms	Definitions
Personal life interference with work (PLIW)	Hayman (2005) claims that this concept encompasses the influence of one's job on one's private life. It examines how much of a toll one's job takes on one's personal life.
Work interference with personal life (WIPL)	The second concept is the influence of one's private life on one's professional responsibilities, as Hayman (2005) described. It gauges the opposite phenomenon, that is, how people's personal lives affect their employment.

Source: Authors' Derived

2.2 Job Satisfaction (JS)

A large number of companies began using anonymous surveys to measure job satisfaction (JS) on the workplace in the 1930s (Latham & Budworth, 2007). Furthermore, it is noted that Hoppock conducted a study in 1935 that specifically investigated the influence of relationships with colleagues and supervisors, as well as job characteristics, on JS. According to Locke (1976), "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304) is one of the definitions of JS that is most frequently used in organizational research. According to Ranayi-ashkiki (2003), JS reflects an employee's attitude towards their work and how well their expectations match the benefits that their employer or place of employment offers.

However, Islam & Islam (2021) stated that numerous organizational outcomes, including work-related stress (Judge, Ilies, & Zhang, 2012), absenteeism (Borgogni, Dello Russo, Miraglia, & Vecchione, 2013), turnover (Thatcher, Stepina, & Boyle, 2002), and job performance (Azadeh & Ahranjani, 2014), have been linked to JS, according to research. Therefore, it is essential to guarantee that workers are happy. Conversely, there are several discussions about the causes of JS. That being said, Ezzat and Ehab's (2018) argument makes sense in this context. They contend that three types of factors affect an employee's level of JS: financial considerations (pay and benefits); job features (flexibility, job security, stability, working hours, paid and sick leave, and firm size); and personal factors (gender, age, marital status, and level of education).

2.3 Organizational Commitment (OC)

Mowday et al. (1979) developed the idea of OC in the late 1970s and early 1980s. Establishing organizational commitment as workers' psychological attachment or loyalty to their organizations, they created one of the concept's first and most significant models. Their work highlighted three aspects of commitment: emotional attachment (affective dimension), perceived costs of quitting (continuance dimension), and obligation to stay (normative component).

Later, Meyer and Allen (1991) proposed a commitment model that consists of three components, building on the preceding research conducted by Mowday et al. (1979). Meyer and Allen's

classification of OC comprises three elements: affective, continuation, and normative. According to these writers, OC is "the psychological bond between employees and their employer that makes it difficult for employees to leave their employers on their desire." OC is when a person wants to stay a member of the organization and is in line with its goals (Robbins & Judge, 2015).

OC is described as an attitudinal approach, with three definitions: 1) a profound inclination to remain inside the organisation, 2) a desire to work following the organization's wishes, and 3) acceptance and having faith in the principles and objectives upheld by the company (Hermanto, Srimulyani, & Pitoyo, 2024).

2.3.1 Features or Dimensions of OC

Employee commitment to the organisation, characterised as the state of employees who support a specific organisation and plan to maintain their membership within it (Blau & Boal, 1987), is further developed into the concept of organisational commitment. There are three aspects of commitment that Meyer and Allen (1997) name: affective, continuance, and normative.

Table 2. *Dimensions of OC*

Terms	Definitions
Affective Commitment	Employees who strongly identify with and support their company's goals and values have an affective commitment (Kim et al., 2016).
Continuance Commitment	Fair pay encourages workers to work hard. This element can be measured by worker sentiment. (Hadi & Tentama, 2020).
Normative Commitment	Internalized pressure to match aims with organizational principles and interests is called normative commitment (Meyer & Allen, 1997).

Source: Authors' Derived

2.4 Work-Life Balance (WLB) and Organizational Commitment (OC)

An increasing amount of scholarly literature emphasizes the beneficial correlation between WLB and OC (Shabir & Gani, 2020; Deery & Jago, 2015; Kopp, 2013; Malone & Issa, 2013; Smeaton et al., 2014; and Tayfun & Çatir, 2014). Workers who feel that their personal and work lives are well-balanced are likelier to show greater loyalty to their companies. Effective WLB strategies, for example, have considerably improved employees' affective engagement because they make them believe that their employers value and support them more (Yee, Fah, & Qi, 2024). Achieving WLB may enhance employees' affective commitment, reflecting their emotional attachment to the organization (Marseno & Maofi, 2021). These results highlight how crucial it is to put supportive policies and flexible work schedules into place to increase employees' emotional ties to their companies. Numerous studies have reported a favourable link between WLB and employees' OC (Akter et al., 2019; Hutugalung et al., 2020; Oyewobi et al., 2022). Therefore, the following hypothesis can be formed:

H₁: Workers in Bangladesh's banking industry have a strong correlation between WLB and OC.

2.5 Work-Life Balance (WLB) and Job Satisfaction (JS)

According to recent research, WLB and JS are positively connected, indicating that workers who successfully manage their personal and professional lives typically have higher JS (Yusnita, Gursida, & Herlina, 2022; Marzuki, Supriadi, & Ritonga, 2022). For example, a study conducted by Gudep (2019) discovered that workers with flexible work schedules had far more significant job satisfaction levels; he attributed this to lower stress and improved well-being. Prior studies have employed WLB methods such as flexible work schedules, compact work hours, childcare facilities, part-time jobs, and being capable

of working from home (Prasetio et al., 2017). The impact on JS will be more favourable if the WLB is higher. The idea is corroborated by Haar et al. (2014). Concurrently, Rantanen et al. (2011) clarified that the rise of WLB will impact JS.

Therefore, in consideration of the aforementioned material, the following correlation was proposed:

H₂: WLB and JS have a noteworthy correlation among workers in Bangladesh's banking industry.

2.6 Job Satisfaction (JS) and Organizational Commitment (OC)

Some recent studies have concentrated much attention on the relationship between JS and OC, showing a positive correlation between the two dimensions (Jabeen et al., 2018; Alrawadieh et al., 2020). Workers who are happier in their jobs tend to be more committed to their companies. The increase in satisfaction would increase the level of commitment toward the organization (Prasetio et al., 2017). Furthermore, studies have shown that satisfied staff members are more committed to their employers and contribute to their success and longevity (Mahmood, 2013). The positive relationship between JS and OC has been highlighted in many studies (Cherif, 2020; Islam & Islam, 2021; Gharib & Khairy, 2019; Gheitani et al., 2019; Moon et al., 2014; Mwesigwa, Tusiime, & Sekiziyivu, 2020; Saimir & Jonida, 2013; Sang et al., 2019). These realizations generate the following hypothesis:

H₃: A favourable correlation exists between higher JS levels and higher OC among Bangladeshi banking industry employees.

2.7 Job Satisfaction (JS) as a Mediator between Work-Life Balance (WLB) and Organizational Commitment (OC)

Current studies emphasize the function of JS as a mediator between OC and WLB, indicating that OC is enhanced by JS, which positively influences WLB. According to Marzuki, Supriadi, and Ritonga (2022), workers with higher WLB also reported higher JS, which, in turn, greatly enhanced their commitment to the company. Similarly, Prasetio et al. (2017) found that strong OC in employees is the end outcome of more JS from efficient WLB methods. Moreover, JS considerably modulates the relationship between WLB and OC in various organizational contexts, as shown by Hasan et al. (2021), who investigated the dynamic among WLB, JS, and OC. Furthermore, several studies have provided evidence in favour of the hypothesis that JS acts as a mediator in the WLB-OC interaction, indicating that raising WLB can raise JS, which in turn can raise OC (Bakker & Demerouti, 2017). So, the following hypothesis can be formed:

H₄: In Bangladesh's banking industry, JS acts as a mediator between WLB and OC.

2.8 Literature Gap

Employee growth and development, organizational efficiency and performance, and retention of talented workers are critical challenges, but maintaining a work-life balance and a perceived fit between oneself and the organization has become increasingly crucial (Lumley et al., 2011). Thus, work-life balance has been emphasized in modern HR management because it helps people balance their personal and professional responsibilities. Furthermore, employee commitment—measured by individuals' emotional investment in their work—is a critical component of a company's long-term success. WLB is crucial in affecting employees' overall JS and, consequently, their commitment to the organization as they attempt to manage the demands of their personal and professional lives.

Nonetheless, the association mentioned above seems to involve an indirect process in addition to WLB's direct impact on OC. This study suggests JS as an intervening mechanism because there are not enough studies on the mechanism via which WLB promotes OC, and it still appears to be unsettled. It makes sense to believe that workers with better work-life balance will probably feel happier and more satisfied at work (job satisfaction), increasing their commitment to the organization. Thus, in addition to investigating the direct impact of WLB on OC, this study attempts to investigate the function of mediation of JS between WLB and OC.

2.9 The Study's Theoretical Framework

The objective of this investigation is to ascertain and evaluate the influence of the liberated variable, WLB, and the mediator of JS on the dependent variable, OC, as indicated in the theoretical framework below.

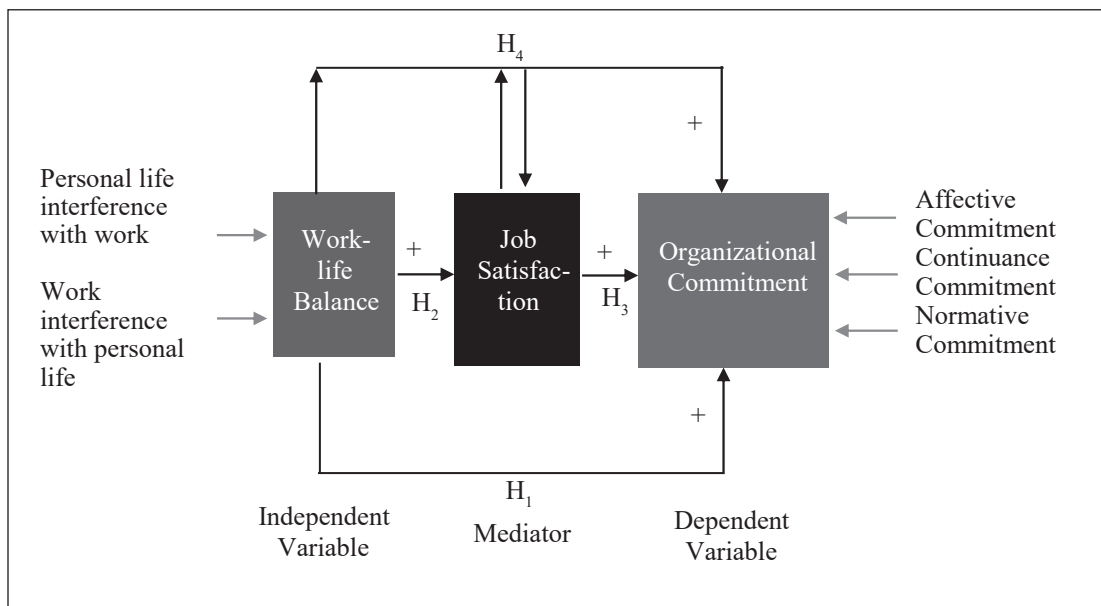


Figure 1. The Theoretical Foundation of the Study.

Source: Authors' Derived

3. Methodology

3.1 Population, Sample, and Data Collection

The personnel of banking institutions located in Dhaka, Bangladesh, are the subjects of this study. A total of 150 structured questionnaires were collected using the drop-off/pick-up method and convenience sampling. Out of the 150 questionnaires that were initially sampled, 138 were returned. A total of 120 questions were deemed appropriate for analysis, meaning that 80% of the inquiries were answered. There are 120 people in the sample overall. Due to time restrictions and the absence of a complete sample frame, the authors decided to employ a convenience sampling strategy. Closed-ended questions are used as the survey tool in this research.

3.2 Profile of the Respondents

Table-3 shows that the study's sample, consisting of 120 front-line and mid-level bank employees, comprises 20% women and 80% men. Of them, half are wed. Those aged 21 to 40 make up the majority of the workforce (77.8%). Each of them is under 60 years old. Of those who took the survey, 93.3% possess a master's degree but lack a PhD. The following is a list that details the duration of each of their services.

Table 3. *Profile of the Surveyed Individuals*

Age	21-30 47.8%	31-40 30%	41-50 16.7%	51-60 5.5%		
Gender	Male 80%		Female 20%			
Marital Status	Married 50%		Unmarried 50%			
Education	Honours 6.7%		Masters 93.3%	Others 0%		
Length of service in the current organization	1-5 63.4%	6-10 20%	11-15 13.3%	16-20 3.3%	21-25 0%	Over 25 0%
Length of total service in life	1-5 52.7%	6-10 26.7%	11-15 10.7%	16-20 10%	21-25 0%	Over 25 0%

Source: Authors' Calculation.

3.3 Measures

This inquiry's questionnaire was created using a total of 30 items. The work-life balance (WLB) was assessed using 10 questions based on the research of Banu & Duraipandian (2014), which had a reliability coefficient of 0.670. Job Satisfaction (JS) is calculated using 10 items from the Mishra & Shrestha (2019) study, and the composite reliability for this measure was 0.926. The remaining 10 items are utilized in Maqsood et al. (2012) research, originally adopted from Allen & Meyer (1990): "The assessment and precursors of affective, continuance, and normative commitment to the organization" to measure organizational commitment (OC). This calculation had a composite reliability of 0.606. A scale made up of five Likert points is utilised to assess each question, where 'strongly disagree' (1) indicates the minimum score and 'strongly agree' (5) signifies the maximum.

Table 4. *Measurement Items*

Constructs	No of Items	Measurement Items	Source
Work interference with personal life (WIPL)	04	WIPL1: For my job, I have to work after hours to finish my regular tasks. WIPL2: The amount of time I spend working worries me. WIPL3: Because of work, I often have to cancel plans with friends or family. WIPL4: Having stress at home and with my family makes me restless at work.	Banu & Duraipandian (2014)
Personal life interference with work (PLIW)	06	PLIW1: I get home from work too late to take care of my family responsibilities. PLIW2: I do my office duties, and then I have some "Me Time." PLIW3: I am frequently preoccupied with work-related duties when I am at home. PLIW4: I frequently feel sleep-deprived due to the quantity of work I must be completed each day. PLIW5: My family is unhappy because I am always thinking about work PLIW6: The responsibilities that come with my job cause stress in my personal life.	
Job Satisfaction (JS)	10	JS1: I eagerly anticipate going to work on Sunday morning JS2: Most of the time when I am working, I feel good and happy. JS3: I am happy to tell people that I belong to this Bank. JS4: I can learn what I want JS5: At work, I sense my appreciation and recognition.	Mishra & Shrestha (2019)

		JS6: I feel acknowledged and valued	
		JS7: I get compensated fairly.	
		JS8: The people I work with are pleasant.	
		JS9: My values align with those of the organization.	
		JS10: My boss cares about me as an individual.	
Affective commitment (AC)	04	AC1: I possess a profound sense of affiliation with this Bank. AC2: I possess a mental attachment to this bank. AC3: I would be pleased to remain employed here until my retirement. AC4: Working at this Bank is of great personal interest to me.	
Continuance commitment (CC)	03	CC1: Leaving my organisation at this time would result in significant disruption to various aspects of my life. CC2: Departing from my organisation at this time would be quite challenging, even if I had the desire to do so. CC3: Currently, remaining with my organisation is driven by necessity as well as desire.	Maqsood et al. (2012)
Normative commitment (NC)	03	NC1: It is not acceptable to leave this Bank right now because of my obligation to the people in it. NC2: A primary reason for my continued employment with this organization is my belief in the importance of loyalty, which engenders a sense of ethical responsibility to stay. NC3: I would find it inappropriate to depart from my company, even in the event of a superior job offer.	

Source: Authors' Compilation.

3.4 Data Analysis Technique

Through JS as a mediator, the study explores the effect of WLB on employee OC. Evaluation of survey responses is carried out using SPSS version 25.0 to support the study system's hypotheses. The study considers the descriptive statistics for the dependent variable, OC, as well as for the independent variable, WLB, and the mediator, JS. The effects of a variable that is independent of a dependent variable and the mediating role have been examined using inferential statistics such as regression, correlation, and analysis of variance. Since self-reported information from a single source was used in the study, therefore, Harman's single-factor test was used by the researchers to see whether the replies might have any common method variance (CMV). According to Harman's single-factor test, a maximum of 37.245% of the variance may be explained by a single factor. This is substantially below the 50% threshold. Consequently, the information is regarded as CMV-free. Additionally, the analysis revealed that the independent variables were not multicollinear, with VIF values ranging from 1.000 to 2.077.

4. Results

4.1 The Interaction and Statistical Analysis for the Variables

Table 5 displays the correlation, JS, and OC, including the three OC dimensions (i.e., AC, CC, and NC), as well as the means, standard deviations, skewness, and kurtosis for WLB and its two dimensions (WIPL & PLIW). The findings indicate that the average values of the variables are either over 3.00 or very near 3.00 when considering all of the WLB and OC dimensions. For each variable, Skewness and kurtosis were used to evaluate the data's normalcy. In this concern, Z values are far below the essential values (Hair et al., 1998). All the variables have values for skewness and kurtosis ranging from -2 to +2, supporting the normal distribution. The similarities between the variables and all the aspects of WLB and OC are also illustrated in Table 5. The results show a reasonably favourable correlation between the three primary variables: WLB, JS, and OC. Moreover, the Cronbach's alpha (α) coefficients for each key variable are higher than 0.6. Taber (2018) states that a Cronbach's alpha value between 0.60 and 0.95 is deemed adequate.

Table 5. Means, standard deviations, Skewness, Kurtosis, and correlation

Latent Variables	Mean	Std. Deviation	Skewness	Kurtosis	Correlations								
					α	WIPL	PLIW	WLB	JS	AC	CC	NC	OC
WIPL	3.17	0.69	0.393	0.368	0.446	1							
PLIW	3.13	0.501	0.256	0.678	0.495	.421	1						
WLB	3.1	0.475	0.307	1.252	0.670	.667	.792	1					
JS	3.57	0.807	-0.611	-0.253	0.926	.553	.477	.465	1				
AC	3.27	1.002	-0.152	-0.556	0.913	.421	.196	.226	.685	1			
CC	3.03	0.66	0.677	1.418	0.567	-.086	-.115	-.225	-.414	-.420	1		
NC	2.63	0.798	0.359	1.358	0.718	.173	.207	.186	.325	.543	-.614	1	
OC	3.03	0.549	0.021	0.397	0.606	.429	.228	.245	.412	.717	-.189	.565	1

Notes: α = Cronbach's alpha coefficient estimate; Correlations are significant at the 0.01 level. Here, WIPL = Work interference with personal life, PLIW = Personal life Interference with work, WLB = Work-Life Balance, JS = Job Satisfaction, AC = Affective commitment, CC= Continuance commitment, NC = Normative commitment, & OC = Organisational Commitment

Source: Authors' Calculation

4.2 Inferential Statistics: ANOVA and Regression Analysis

4.2.1 Work-Life Balance (WLB) and Organizational Commitment (OC)

There is a positive association between WLB and OC, as shown by $R=0.432$ in Table 6. The dependent variable OC (Y) has a variance of 18.7%, as explained by the predictor variable WLB (X), as indicated by the value of $R^2 = 0.187$.

Table 6. Coefficients, R2, and ANOVA Table for WLB and OC

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.413	0.306		5.931	<.001
	Work-Life Balance	0.322	0.073	0.432	4.400	<.001
R	R Square	F		Sig		
0.432	0.187	13.424		<.001		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.155	1	2.155	13.424	<.001
	Residual	33.711	118	.286		
	Total	35.867	119			

a. Predictors: (Constant), Work-Life Balance

b. Dependent Variable: Organizational Commitment

c. The model is significant at the 0.001 level

Source: Authors' Calculation

Currently, the predictor variable WLB's coefficient is ($b=0.322$), meaning that WLB would rise to 0.322 of OC. We calculate the Y-intercept as ($a=1.413$). Furthermore, the model has a computed value of $t(=4.400) >$ the threshold of $t(=1.645)$ and is significant with $p<.001$. (Gupta & Gupta, 2010). $OC = 1.413 + (0.322 \times WLB)$ is the linear regression equation that results from this. According to the estimated $F(1, 208) = 13.424 > F(1, 208) = 3.89$ in the tabulation (Gupta & Gupta, 2010) and $p<.01$, the model is significant in this case. Consequently, it suggests that the employee's WLB and OC have a substantial positive linear relationship. Thus, it is decided to accept hypothesis (H_1).

4.2.2 Work-Life Balance (WLB) and Job Satisfaction (JS)

By utilizing $R = 0.465$ and $R^2 = 0.216$ from Table 7, we can determine a positive correlation between WLB and JS. This indicates that 21.6% of the variation in the dependent variable JS can be explained by the predictor variable WLB. WLB has a coefficient of ($B= 0.791$), which indicates that the value of JS increases by 0.791 for each unit increase in WLB. ($a=1.114$) is the formula for the Y-intercept. Given that the computed value of $t(=5.710)$ is higher than the critical value of $t(=1.645)$, the model can be concluded to be statistically significant ($p<.001$). So, the linear regression equation is $JS = 1.114 + (0.791 \times WLB)$. The model is significant in this instance since $F(1, 125) = 32.603 > F(1, 125) = 3.916$ in the Table and $p < .001$. For this reason, it is reasonable to presume that a healthy WLB and JS have a favourable correlation. Thus, we are in favour of H_2 .

Table 7. Coefficients, R2, and ANOVA Table for WLB and JS

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.114	0.434		2.565	<.001
	Work-Life Balance	0.791	0.139	0.465	5.710	<.001
	R	R Square		F	Sig.	
	0.465	0.216		32.603	<.001	
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.770	1	16.770	32.603	<.001 ^b
	Residual	60.697	118	.514		
	Total	77.467	119			
a. Predictors: (Constant), Work-Life Balance						
b. Dependent Variable: Job Satisfaction						
c. The model is significant at the 0.001 level						

Source: Authors' Calculation

4.2.3 Job Satisfaction (JS) and Organizational Commitment (OC)

Table 8 represents $R=0.412$, which means a moderate positive correlation exists between JS and OC. The value of $R^2 = 0.170$ means the predictor variable JS (X) explains 17.0 % of the variance in the dependent variable OC (Y).

Table 8. *Coefficients, R2, and ANOVA Table for JS and OC*

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.033	0.209		9.743	<.001
	Job Satisfaction	0.281	0.057	0.412	4.916	<.001
R	R Square	F			Sig	
0.412	0.170	24.169			<.001	
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.097	1	6.097	24.169	<.001 ^b
	Residual	29.769	118	.252		
	Total	35.867	119			
a. Predictors: (Constant) Job Satisfaction						
b. Dependent Variable: Organizational Commitment						
c. The model is significant at the 0.001 level						

Source: Authors ' Calcul ation

In this case, the predictor variable JS's coefficient is ($b=0.281$), meaning that JS will rise to 0.281 of OC. The formula for the Y-intercept is ($a=2.033$). Furthermore, the model is significant with $p<.001$ and its calculated value of $t (=4.916)$ is greater than the crucial value of $t (=1.645)$. Therefore, $OC = 2.033 + (0.281 \times JS)$ would be the linear regression equation. The calculated $F (1, 208) = 24.169 >$ tabulated $F (1, 208) = 3.89$ and $p<.001$ indicate that the model is significant in this case. Consequently, it suggests that JS and OC have a strong positive linear association. Therefore, hypothesis (H3) is approved.

4.2.4 Work-Life Balance (WLB) and Organizational Commitment (OC) through the Mediator Job Satisfaction (JS)

The summary of the regression model (table 9) with the relation of WLB and OC through mediator JS has found that the R of the model is 0.417 and the $R^2 = 0.174$, which means that the predictor variables WLB and JS (X_1, X_2) explain 17.4% of the variance in the dependent variable OC(Y). The standard error is computed as 0.503, which is relatively low.

Table 9. *Model summary with R, R2 of WLB and OC through the mediator JS*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.417	0.174	0.159	0.503		
a. Predictors: (Constant), Work-Life Balance, Job Satisfaction						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.227	2	3.114	12.291	<.001 ^b
	Residual	29.639	117	.253		
	Total	35.867	119			
a. Dependent Variable: Organizational Commitment						
b. Predictors: (Constant), Work-Life Balance, Mediator (Job Satisfaction)						

Source: Authors' Calculation

Moreover, the F Test, which measures the ratio of Mean Square Regression to Mean Square Residual, indicates that the model is significant as computed $F(2,124) = 12.291 > \text{tabular } F(2,124) = 3.069$ and $p < .001$ (table 4.5).

The coefficient for predictor variable WLB with mediator JS is ($b_1, b_2 = 0.079, 0.259$), indicating that WLB with JS (X_1, X_2) would result in an increase towards OC (Y). The calculation of the Y-intercept is ($a = 1.866$). This suggests that the banking sector in Bangladesh could achieve the anticipated Organisational Commitment (OC) by utilising the mediating variable Job Satisfaction (JS) in conjunction with Work-Life Balance (WLB). Lastly, the calculated value of $t (= 3.233 \text{ \& } 4.009)$ is more than the critical value of $t (= 1.646)$; in addition, the model is significant with $p < .001$. Consequently, the following would be the Linear Regression Equation:

$$Y = a + b_1X_1 + b_2X_2$$

$$OC = 1.866 + (0.079 \times WLB) + (0.259 \times JS).$$

Table 10. *Coefficients Table of WLB and OC through the mediator JS*

Coefficients ^a					
	Model	Unstandardized Coefficients		Standardized Coefficients	T
		B	Std. Error	Beta	
1	(Constant)	1.866	0.313		5.955
	Work-Life Balance	0.079	0.110	0.268	3.233
	Mediator (Job Satisfaction)	0.259	0.065	0.381	4.009
a. Dependent Variable: Organizational Commitment b. Predictors: (Constant), Work-Life Balance, Mediator(Job Satisfaction) c. The model is significant at the 0.001 level					

Source: Authors' Calculation

Consequently, it suggests that there is a considerable positive linear association between WLB and OC with the mediator JS, as indicated by the positive value of the slope for (X_1, X_2). Thus, the last hypothesis (H_4) is likewise agreed upon.

Table 11. *Hayes Process Macro Table of WLB and OC through the mediator JS*

Model	Y		X		M
4	OC		WLB		JS
	Effects	SE	p	LLCI	ULCI
Total effect	.2836	.1032	0.000	.0791	.4880
Direct effect	.1215	.0896	0.000	.561	.2990
Indirect effect	.1621	.0536	0.000	.0664	.2754

Note: In this case, LLCI represents the lower level of the confidence interval, and ULCI represents the upper-level confidence interval. These parameters pertain to indirect effects in Bootstrap

Source: Authors' Calculation

After controlling with the mediator JS, the total effect has reduced to .1215 from .2836. The LLCI and ULCI values are positive, not 0. Also, the indirect effect is significant. Hence, H_4 is accepted.

4.3 Summary of Hypotheses

The impact of WLB on employees' OC and the mediation function of JS was studied and evaluated in this study, employing four critical assumptions. The T-test and F-test vital or tabular values are compared to these assumptions, which are assessed using the P-value approach. The supposition behind all of the hypotheses is that the independent and dependent variables have positive correlations and effects on one another. The results show that all variable mean values exceed or close to 3.00. Since the skewness and kurtosis values of all the variables fall between -2 and +2, they can all be used to illustrate the normal distribution. The t-test was utilized to assess acceptability, and Cronbach's alpha (α) values were employed to ascertain acceptance reliability. The results show that all significant variables have good reliability, with the majority falling between 0.60 and 0.95 (Taber, 2018). Furthermore, according to Harman's single-factor test, a single component could only account for 37.245% of the variation, which is far less than the 50% threshold. As a result, the data is no longer categorized as CMV-infected. Additionally, VIF values ranging from 1.000 to 2.077 were found during the investigation, proving that the independent variables were not multicollinear. The implications of these theories are displayed in Table (12) that follows:

Table 12. Summary of Hypotheses Testing

Hypotheses	Path	Correlation & R Square	Regression Equation	F Value	T Value	Results
H ₁	WLB $\Rightarrow$ OC	R= 0.432 R ² = 0.187	OC = 1.413 + (0.322 $\times$ WLB)	13.424	4.400	Supported
H ₂	WLB $\Rightarrow$ JS	R= 0.465 R ² = 0.216	JS = 1.114 + (0.791 $\times$ WLB)	32.603	5.710	Supported
H ₃	JS $\Rightarrow$ OC	R= 0.412 R ² = 0.170	OC = 2.033 + (0.281 $\times$ JS)	24.169	4.9 16	Supported
H ₄	WLB $\Rightarrow$ JS $\Rightarrow$ oC	R= 0.417 R ² = 0.174	OC= 1.866 + (0.079 $\times$ WLB) + (0.259 $\times$ JS).	12.291	3.233 & 4.009	Supported

Note: All the values are significant as the critical values for $p < 0.001$, $F > 3.89$, and $T > 1.645$ meet the standards. WLB = Work-Life Balance, JS = Job Satisfaction, and OC = Organisational Commitment.

Source: Authors' Calculation

5. Discussion

One of the primary industries that contributes significantly to Bangladesh's economy is banking, and almost every other organization depends on it somehow (Islam & Rahman, 2016). Over the previous two to three decades, Bangladesh's banking industry has experienced significant success. As a result, there is now fierce competition in this industry. However, several serious issues are plaguing this industry these days, including market saturation, falling interest rates, poor asset quality, fraud, theft, corruption, and significant loan defaults (CPD, 2024; The Daily Star, Sept. 5, 2024). For modern public and private commercial banks to survive and thrive in the market, it is crucial to have satisfied and committed employees in addition to having talented and knowledgeable staff to meet this challenge.

Furthermore, attaining growth and a competitive edge that will improve business outcomes depends on having a committed, competent, and motivated team (Thunnissen and Gallardo-Gallardo, 2017). WLB may be crucial in developing employees' JS and, consequently, influencing their decision to commit to their companies (Marzuki, Supriadi, & Ritonga, 2022; Prasetyo et al., 2017). Thus, this study's objective is to assess WLB's impact on employee OC as well as JS's function as a mediating component. The finding demonstrates that workers in Bangladesh's commercial banks are more probably commit to their present employer over the long run if they are allowed to practice WLB, which maintains a sense of stability and consistency in the professional and personal commitments that are important to people, like family responsibilities, leisure activities, and community service. Moreover, the study's findings show that JS and WLB have a favourable relationship. Conversely, JS significantly improves employees' OC in Bangladeshi commercial banks.

An effective indicator of an organization's health is the degree of satisfaction among its employees. The organization's success largely depends on its employees' contentment, dedication, and work-life balance. The results of this study indicate that WLB is a significant factor in JS and employees' OC. By assisting workers in reaching greater WLB levels, employers can enhance their workforce's productivity and well-being. Employees who are happy and at ease in their jobs are more inclined to contribute to the business's success. Employees who are happy in their professional and personal lives are more likely to stay with the same company. Promoting a healthy work-life balance has advantages for both the organization and its staff. These findings suggest that organisations should implement new initiatives and policies to assist employees in achieving a better balance between their personal and professional lives.

In this sense, managers are urged to enhance workers' work-life balance by offering family and individual support. Managers ought to offer flexible work schedules, part-time positions, parenting resources, lactation assistance, and support for child and elder care to aid individuals, particularly women, who in developing nations such as Bangladesh must reconcile earning a livelihood with familial responsibilities (Hasan, Jawaad, & Butt, 2021). Individuals can reduce work demands through commuting facilities, health and wellness initiatives, employment autonomy, and job role clarity (Sirgy & Lee, 2018).

Additionally, this research has significant practical ramifications for bank executives. According to the findings, bankers feel required to return the favour and stay committed to their organizations if they are satisfied with their jobs and if they are treated fairly, equally, and ethically by their administration and organisation. Thus, to institutionalize the WLB and JS, senior management should create policies and procedures that will probably boost bankers' desire to remain committed to their company. For the benefit of Bangladesh's banking industry, JS's mediating role in the effect of WLB on employees' OC should also be considered.

However, this type of research is not without its flaws. The study has a few significant limitations, including the use of a convenience sampling approach for data collection, a limited sample size with a single sector as the subject, and respondents who were front-line and mid-level officials; the research would have been enhanced informative if the researchers had been able to include all worker categories fairly; the samples were obtained from commercial banks in Dhaka city; and finally, the research was limited by temporal duration, financial resources, profundity, spatial separation, and physical distancing regulations preventing the survey from being conducted totally in person. The results may not be applicable to other industries because the research was restricted to one industry.

6. Conclusion and the scope of future research.

The study's findings supported JS's mediating role and the beneficial impacts of WLB on employees' OC concerning the commercial banks of Bangladesh. The findings indicate that JS significantly improves an employee's OC. WLB and JS also have a strong working relationship. Additionally, this finding provides

fresh directions for future research. Lastly, the study's conclusions suggest that, in Bangladesh's banking industry, WLB and JS should be given full attention to support bankers' OC and intention to continue working, which will probably result in increased productivity for both individuals and organizations.

This study validates several unexplored subjects for upcoming studies on the effects of WLB on employees' OC and the mediating role of JS. This study aims to gain more insight into WLB in the financial sector. The primary focus of the study was reduced to the dependent variable, employees' OC, and the mediating variable, JS, to make it more comprehensible. Numerous elements, including perceived organizational support, leadership style, corporate ethical culture, organizational justice, etc., might have an impact on employees' OC. Further studies should examine the mediating role of significant variables in the current setting, such as organizational culture, pay satisfaction, organizational citizenship behaviour, intention to stay, etc. In light of the study's limitations, future researchers can decide to improve the results by employing a probability sampling strategy.

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