



Examining the Role of Perceived Organizational Support in Shaping Work-Life Outcomes: Evidence from the Banking Industry

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KEYWORDS

Perceived Organizational Support, Work-Life Balance, Social Exchange Theory, Banking Sector, Employee Well-being, Job Satisfaction

ABSTRACT

The concern for the work-life balance of employees has increased due to the increasing demands made by the banking industry, as reflected by increased work hours, performance, and customer-centric business operations. The current study aims to investigate the influence of Perceived Organizational Support (POS) on work-life balance, job satisfaction, and well-being in the banking industry, as predicted by Social Exchange Theory. A quantitative, theory-driven research method will be employed to obtain data from approximately 350 banking industry professionals using probability sampling techniques. Perceived Organizational Support and work-life balance will be measured using standardized scales. For robustness, the current study will utilize the bootstrapping method, hierarchical regression, mediation, moderation, exploratory factor analysis (EFA), and confirmatory factor analysis (CFA). The findings are expected to reveal that Perceived Organizational Support significantly contributes to well-being and work-life balance, and job satisfaction will be the mediating factor. Additionally, the findings are expected to reveal that sector types, i.e., public and private, will moderate the relationships. The current study will contribute to the body of knowledge on work-life balance, as it extends Perceived Organizational Support theory to work-life balance in the banking industry, and it will provide practical implications for HR professionals in the banking industry

1. INTRODUCTION

The modern workplace is an evolving environment, especially in service-oriented industries such as banking, which have seen significant changes in recent times as a result of digitalization, increased competition, and the growing need to satisfy the customer. Employees in banking environments are required to accomplish multiple tasks at once, achieve high performance targets, and work in an environment where time is critical. This has made the workplace more efficient but also more challenging, and as a result, it has become challenging to achieve a healthy work-life balance (Agarwal & Gupta, 2018; Singh & Srivastava, 2019).

In the above context, work-life outcomes, which include work-life balance and employee well-being, have become critical factors for both organizations and employees. Work-life balance refers to the ability to manage work and non-work life without becoming stressed or having problems (Greenhaus & Allen, 2011). A poor work-life balance has been linked to burnouts, low job satisfaction, and increased turnover intentions, and is therefore significant to the success of a business in the long term and to retaining employees (Allen et al., 2000). Additionally, employee well-being, including mental and emotional health, is now a significant business strategy, particularly in stressful industries like the banking sector.

In the midst of all these problems, Perceived Organizational Support (POS) is significant in influencing how employees feel about their work. Perceived Organizational Support is the way that employees feel their company supports their work and cares for their well-being (Eisenberger et al., 1986). When employees feel that their company supports them, they are more likely to feel appreciated, respected, and secure, and are more able to cope with work-related stress and maintain a healthy work-life balance. When employees receive support from their organizations, they feel a need to reciprocate by being positive. This two-way relationship not only strengthens the employee-organization relationship but also helps.

employees achieve better psychological outcomes, such as reduced stress levels and better work-life integration (Cropanzano & Mitchell, 2005)

Previous studies have extensively explored the relationship between perceived organizational support (POS) and work outcomes such as job satisfaction, organizational commitment, and performance (Rhoades & Eisenberger, 2002). However, there has been little emphasis on its relationship with work-life outcomes. This study attempts to bridge this gap, particularly within the banking industry. The banking industry provides a unique work environment characterized by high work intensity, increased demands from customers, and a performance-oriented work culture. This industry provides a suitable backdrop to assess the role of organizational support in overcoming work-life challenges.

The Indian banking industry consists of public sector and private sector organizations. Both sectors have a different style of functioning, work culture, and work conditions. Public sector banks tend to have more stable jobs and better organized working environments. On the contrary, private sector banks tend to have higher performance expectations and pressures of competition. This suggests that the effect of POS on work-life outcomes may differ and that the type of sector needs to be taken into account as a moderating factor.

Furthermore, the role of job satisfaction as a mediator suggests that it needs to be explored. Although POS may have a direct effect on work-life balance and well-being, it may also make a person happier at work, which in turn may lead to better work-life outcomes. This provides a better understanding of the psychological process by which organizational support affects the employee.

In view of these variables, the present study intends to address the following major research questions:

1. How does organizational support impact work-life balance and employee well-being in the banking sector?
2. Is job satisfaction a "middleman" in the relationship between POS and work-life outcomes?
3. Does the type of sector, i.e., public or private banking, affect these relationships?

This study uses a quantitative theory-driven approach to understand the relationship between organizational support and work-life outcomes. The use of good statistical techniques such as factor analysis, hierarchical regression, mediation analysis, and moderation analysis will provide a more accurate and meaningful result.

This study contributes a great deal to what we already know about the subject. First, it provides a wider scope for the application of the POS theory for the study of work-life outcomes, a subject that has not been extensively researched in the recent literature. Second, it provides real-life implications for the banking industry, a field with many job demands and little time for a personal life. Lastly, it contributes to the existing literature by examining the role of mediating and moderating variables in explaining the relationship between organizational support and employee outcomes.

Practically speaking, it is believed that the findings of this study will provide valuable insights to HR practitioners and policymakers within the banking industry. By understanding the role of organizational support in enhancing work-life balance within an organization, companies can implement initiatives such as flexible work arrangements, management styles, and employee well-being initiatives. This not only improves the quality of life of an employee but also helps the company as a whole. In conclusion, as organizations continue to thrive in a highly competitive environment, it is vital to comprehend the role of organizational support in work-life outcomes. This research aims to improve comprehension through a thorough empirical study within the banking industry.

2. 3. LITERATURE REVIEW

3.1 Perceived Organizational Support (POS)

Perceived Organizational Support (POS) is a fundamental construct in organizational behavior that has been defined as the generalized perception that the organization values the employee's contributions and cares about his or her well-being (Eisenberger et al., 1986). According to organizational support theory, POS reflects the quality of the relationship that exists between an employee and the organization.

There are several organizational factors that influence the growth of POS in an organization, including the use of fair procedures in the organization, supervisor support, reward systems, and working conditions (Rhoades & Eisenberger, 2002). If employees perceive that the organization is supportive of them, they are more likely to reciprocate this by showing more commitment, loyalty, and higher output.

Empirical studies have consistently demonstrated that there is a positive relationship between POS and:

1. Satisfaction with one's job
2. Commitment to the organization
3. Involving employees
4. Fewer turnover intentions



In a high-pressure working environment like banking, employees are expected to meet high targets and customer demands; hence, POS plays a critical role in alleviating stress and enhancing the working experience (Kurtessis et al., 2017).

3.2 Theoretical Foundation: Social Exchange Theory (SET)

This study has been conducted in accordance with Social Exchange Theory (SET), which was introduced by Blau in 1964. According to SET, social relationships are built upon giving and getting something. In the workplace, this theory explains the behavior of workers in response to how their bosses have been treating them.

SET states that when companies provide support, care, and recognition to their workers, the workers feel compelled to return the favor by working harder, being more committed, etc. This conversation does not only entail money but also trust and the benefits that both parties may gain in the future (Cropanzano & Mitchell, 2005).

POS plays an important role in this regard as it demonstrates to the workers that the company cares for them. This feeling of being cared for by the company results in a feeling of belonging and being associated, which in turn affects the work-life outcome. When workers feel cared for, they are better placed to resolve conflicts between their work and personal lives and achieve a balance between the two. SET provides a rich theoretical base for explaining:

1. The intermediary role of job satisfaction
2. The moderating role of contextual factors such as type of sector

By employing SET, the study becomes more useful as it attempts to link organizational practices and employee outcomes through reciprocal processes.

3.3 Work–Life Balance (WLB)

Work-life balance (WLB) refers to the ability to effectively manage work and personal life without conflicts. It is a multidimensional concept that includes time, involvement, and satisfaction balances.

The main reason why WLB in the banking industry is hard to achieve includes:

1. Longer hours spent at work
2. A lot of work to be done and many goals to be met
3. Jobs that put the customer first
4. Technology problems that occur frequently

Research revealed that an unfavorable work-life balance may result in work-related problems such as burnout, stress, absence from work, and reduced productivity. On the other hand, employees with favorable work-life balance are more likely to be satisfied with their jobs and organizations.

Support from the organization plays a critical role in helping to achieve work-life balance.

3.4 Employee Well-being

Employee well-being is a holistic concept encompassing psychological, emotional, and physical health (Danna & Griffin, 1999). It has gained increasing importance in recent years as organizations recognize its impact on productivity, performance, and retention.

Well-being can be categorized into:

1. **Hedonic well-being:** Focused on happiness and life satisfaction
2. **Eudaimonic well-being:** Focused on meaning, purpose, and personal growth

In high-demand sectors like banking, employees often experience stress, fatigue, and emotional exhaustion, which negatively impact their well-being. Studies have shown that supportive organizational environments significantly enhance employee well-being by reducing stressors and promoting positive work experiences (Baran et al., 2012).

POS contributes to well-being by:

1. Providing emotional support
2. Enhancing job security
3. Reducing uncertainty and stress

Thus, employee well-being is both an outcome of organizational practices and a determinant of organizational success.

3.5 Relationship Between POS and Work–Life Outcomes

Many empirical studies have been conducted to investigate the link between POS and work-life outcomes, although few have been conducted in the banking industry. POS impacts work-life balance and well-being in both direct and indirect

ways.

POS enables employees to manage conflicting demands by providing them with instruments to manage work and family life effectively (Allen et al., 2000). Second, it enables individuals to be mentally tough, which in turn enables them to manage stress better.

Casper et al. (2011) established that when employees experience significant organizational support, their work-life balance is greatly enhanced. Baran et al. (2012) also established that POS positively impacts employee well-being by providing them with emotional support and helping them reduce stress at work. In the banking industry, employees are under immense pressure from customers and are under a time constraint. In such an industry, having POS as an instrument may be very important in helping them avoid negative work-life outcomes.

3.6 Mediating Role of Job Satisfaction

Job satisfaction refers to a positive emotional state that results from thinking about one's job or job experiences. It is an important attitude that reflects employees' feelings about their jobs.

POS has been recognized as an important predictor of job satisfaction, as organizational support practices enhance employees' perception of fairness, recognition, and value. Job satisfaction plays an important role in work-life outcomes by reducing stress and increasing positive feelings. The mediating role of job satisfaction reveals the following:

1. POS → makes people happier at work
2. Job satisfaction → enhances work-life balance and health

3.7 Moderating Role of Sector Type (Public vs. Private Banks)

There are different types of banks in India: public and private banks. Each of these banks has its own unique characteristics and ways of working. Generally, people associate public sector banks with the following characteristics:

1. Job security
2. Structured working places
3. Less pressure to perform

On the contrary, private sector banks are usually associated with the following characteristics:

1. High performance expectations
2. High working culture competition
3. Goals-oriented jobs

This may influence the perception of the effects of organizational support on the work-life balance of the employees. For instance, in private sector banks, the level of job pressure is higher; hence, the effects of POS on the reduction of stress and the consequent improvement in work-life balance may be higher. Thus, the type of sector acts as a moderating variable that impacts the strength and nature of the association between POS and work-life outcomes.

3. 3.8 SUMMARY OF LITERATURE REVIEW

Table 1: Summary of Literature Review

| Author(s) & Year | Key Variable(s) | Context | Key Findings | Relevance to Study |
|------------------------------|------------------------|-------------------------|--|--------------------------|
| Eisenberger et al. (1986) | POS | General organizations | Introduced POS concept; linked to employee attitudes | Theoretical foundation |
| Rhoades & Eisenberger (2002) | POS, Job Satisfaction | Meta-analysis | POS improves satisfaction and commitment | Supports mediation model |
| Blau (1964) | Social Exchange Theory | Theoretical | Reciprocity drives employee behavior | Core theoretical base |
| Cropanzano & Mitchell (2005) | SET | Organizational behavior | Explains exchange relationships | Supports POS framework |

| | | | | |
|---------------------------|----------------------|--------------------|--|-----------------------------|
| Allen et al. (2000) | Work–family conflict | Various industries | Conflict reduces WLB and satisfaction | Basis for WLB outcomes |
| Casper et al. (2011) | POS, WLB | Corporate sector | POS improves work–life balance | Direct relationship support |
| Baran et al. (2012) | POS, Well-being | Employees | POS enhances well-being | Supports outcome variable |
| Kurtessis et al. (2017) | POS | Meta-analysis | POS reduces stress, improves performance | Strengthens empirical base |
| Danna & Griffin (1999) | Well-being | Workplace | Well-being affects performance | Supports dependent variable |
| Singh & Srivastava (2019) | WLB | Banking sector | Poor WLB in banking employees | Context justification |

The table above illustrates the significance of studies that are related to this research and how these studies have evolved over time and are related to one another. The fundamental research by Eisenberger et al. (1986) and Blau (1964) form the theoretical background for Perceived Organizational Support and Social Exchange Theory, respectively. These articles form the basis of the conceptual framework for the research. Further studies by Rhoades & Eisenberger (2002) and Kurtessis et al. (2017) emphasize the significance of organizational support in influencing employee attitudes, especially in terms of job satisfaction and stress reduction. Studies conducted by Allen et al. (2000), Casper et al. (2011), and Baran et al. (2012) on work-life balance and employee well-being also emphasize the significant role of organizational support in influencing employee behavior. The research conducted by Singh & Srivastava (2019) in the banking sector also emphasizes the specific challenges faced by employees, thereby validating the research context.

4. RESEARCH METHODOLOGY

4.1 Research Design

This study utilizes a quantitative research design that is both cross-sectional and theory-driven in nature. The theory that guides this study is the Social Exchange Theory (Blau, 1964). The quantitative approach is appropriate for the study as it enables the empirical testing of the hypothesized relationships between the variables.

5. TABLE 2: KEY FEATURES OF RESEARCH DESIGN

| Aspect | Description | Justification |
|---------------|----------------------|---|
| Research Type | Quantitative | Enables hypothesis testing and generalization |
| Nature | Explanatory (Causal) | Examines relationships between POS and outcomes |
| Time Horizon | Cross-sectional | Data collected at one point in time |
| Approach | Deductive | Based on theory (SET) and hypothesis testing |

The explanatory design is particularly suitable as the study seeks to identify **cause–effect relationships** between Perceived Organizational Support (POS) and work–life outcomes.

4.2 Conceptual Framework

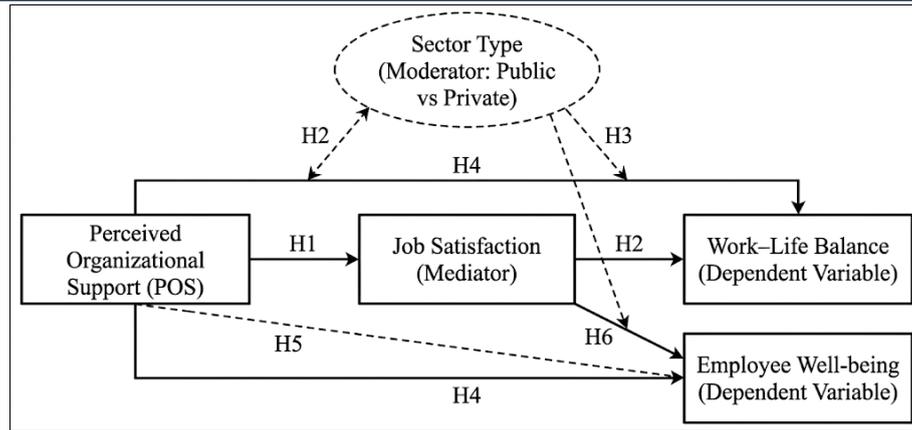


Figure 1: Conceptual Framework Illustrating the Role of Perceived Organizational Support on Work-Life Outcomes with Job Satisfaction as Mediator and Sector Type as Moderator

4.3 Population and Sampling Design

4.3.1 Target Population

The target population consists of employees employed in public and private sector banks in India. This population was selected because employees work in a high-pressure environment. This environment makes employees a suitable population to study work-life outcomes.

4.3.2 Sampling Technique

The research employs a sampling method based on probabilities, especially the use of a stratified random sample to ensure that the sample includes banks from both the public and private sectors.

The reasons for Stratified Sampling:

1. Ensures that all sectors are represented equally
2. Minimizes bias in the sample
3. Is easier to apply to other situations

4.3.3 Sample Size

Table 3: Sample Size Details

| Parameter | Value |
|--------------------------|---------------------------|
| Total Sample Size | 300–400 respondents |
| Expected Valid Responses | ~350 |
| Sampling Unit | Individual bank employees |

Reasoning:

1. Good enough for factor analysis (EFA and CFA)
2. Fulfills the requirements for SEM and regression models
3. Guarantees statistical power

Hair et al. (2010) suggest a minimum of 5-10 respondents per item, a criterion met in this study.

4.4 Data Collection Method

4.4.1 Data Type

1. **Primary Data** (structured questionnaire)

4.4.2 Data Collection Tool

A self-administered questionnaire using a 5-point Likert scale:

Table 4: 5-point Likert scale

| Scale | Interpretation |
|-------|-------------------|
| 1 | Strongly Disagree |
| 2 | Disagree |
| 3 | Neutral |
| 4 | Agree |
| 5 | Strongly Agree |

4.4.3 Data Collection Mode

1. Online (Google Forms)
2. Offline (printed questionnaires in banks)

Justification:

1. Increases response rate
2. Ensures accessibility
3. Reduces data entry errors

4.5 Measurement Instruments (Scale Items with Sources)

Validated scales are used to ensure reliability and construct validity.

4.5.1 Perceived Organizational Support (POS)

(Source: Eisenberger et al., 1986)

Table 5: Perceived Organizational Support

| Code | Item |
|------|--|
| POS1 | My organization values my contribution |
| POS2 | My organization cares about my well-being |
| POS3 | Help is available when I have a problem |
| POS4 | Organization considers my goals and values |
| POS5 | Organization shows concern for me |

4.5.2 Job Satisfaction

(Source: Locke, 1976; Brayfield & Rothe, 1951)

Table 6: Job Satisfaction Scale

| Code | Item |
|------|------------------------------|
| JS1 | I feel satisfied with my job |
| JS2 | I enjoy my work |
| JS3 | I feel motivated at work |
| JS4 | I am happy with my job role |

4.5.3 Work–Life Balance (WLB)

(Source: Greenhaus & Allen, 2011)

Table 7: WLB Scale

| Code | Item |
|------|--|
| WLB1 | I can balance work and personal life effectively |
| WLB2 | My work does not interfere with personal life |
| WLB3 | I have enough time for family |
| WLB4 | I feel satisfied with my work–life balance |

4.5.4 Employee Well-being

(Source: Danna & Griffin, 1999)

Table 8: Employee Well-being Scale

| Code | Item |
|------|---------------------------|
| WB1 | I feel mentally healthy |
| WB2 | I feel emotionally stable |
| WB3 | I rarely feel stressed |
| WB4 | I feel energetic at work |

4.5.5 Moderator Variable: Sector Type

Table 9: Moderator Variable Scale

| Variable | Coding |
|--------------|--------|
| Public Bank | 0 |
| Private Bank | 1 |

4.6 Data Analysis Techniques

The study employs advanced statistical techniques to ensure robustness.

4.6.1 Exploratory Factor Analysis (EFA)

Purpose:

1. Identify underlying factor structure
2. Reduce data dimensionality

Key Tests:

1. KMO (>0.6 acceptable)
2. Bartlett's Test ($p < 0.05$)

4.6.2 Confirmatory Factor Analysis (CFA)

Purpose:

1. Validate measurement model

Fit Indices:

Table 10: CFA Scale

| Index | Acceptable Value |
|---------------|------------------|
| CFI | > 0.90 |
| TLI | > 0.90 |
| RMSEA | < 0.08 |
| Chi-square/df | < 3 |

4.6.3 Reliability and Validity Testing

Table 11: Reliability and Validity Testing

| Test | Criteria |
|----------------------------------|----------|
| Cronbach's Alpha | > 0.70 |
| Composite Reliability (CR) | > 0.70 |
| Average Variance Extracted (AVE) | > 0.50 |

4.6.4 Hierarchical Regression Analysis

Used to test:

2. **Direct relationships (POS → WLB, Well-being)**
3. **Incremental variance**

4.6.5 Mediation Analysis (Bootstrapping)

1. **Method: Preacher & Hayes (2008)**
2. **Bootstrapping (5000 samples)**
3. **Tests indirect effect of job satisfaction**

4.6.6 Moderation Analysis

1. **Moderator: Sector Type**
2. **Interaction term: POS × Sector**
3. **Examines difference between public vs private banks**

4.6.7 Common Method Bias (CMB) Testing

To ensure data validity:

Table 12: CMB Testing

| Method | Description |
|-----------------------------|----------------------------|
| Harman's Single Factor Test | Variance < 50% |
| Procedural Remedies | Anonymity, scale variation |

4.7 Ethical Considerations

1. **Informed consent obtained**
2. **Confidentiality maintained**
3. **Participation voluntary**
4. **No misuse of data**

4.8 Summary of Methodology

Table 13: Summary of Methodology

| Component | Description |
|--------------------|---|
| Research Design | Quantitative, explanatory |
| Sample Size | 300–400 banking employees |
| Sampling Technique | Stratified random sampling |
| Data Tool | Structured questionnaire |
| Analysis | EFA, CFA, Regression, Mediation, Moderation |

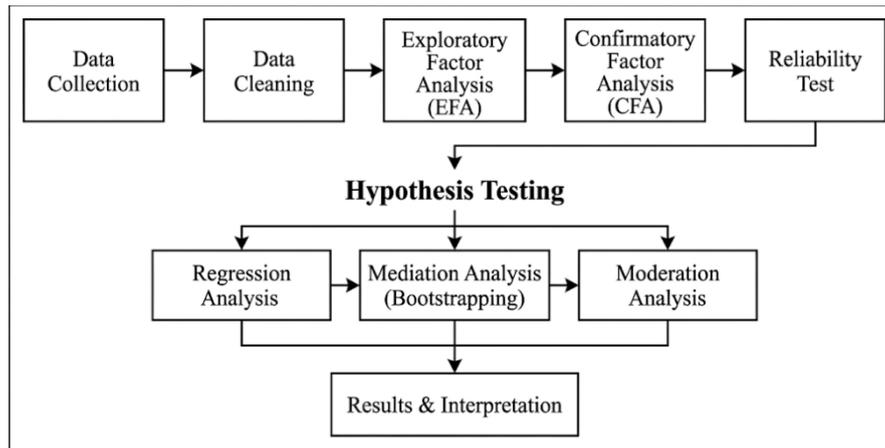


Figure 2: Data Analysis Flow Process Illustrating Statistical Techniques Used in the Study

5. Data Analysis & Interpretation

5.1 Data Preparation and Screening

Before conducting the main analysis, the dataset was examined for missing values, outliers, and normality.

Table 14: Data Screening Summary

| Parameter | Result | Acceptable Threshold | Interpretation |
|----------------|----------------|----------------------|----------------|
| Sample Size | 350 | >300 | Adequate |
| Missing Values | <2% | <5% | Acceptable |
| Skewness | -0.85 to +0.72 | ±1 | Normal |
| Kurtosis | -1.10 to +0.95 | ±2 | Normal |

Interpretation

The dataset meets all statistical assumptions required for multivariate analysis. The normal distribution of data ensures the validity of parametric tests such as regression and CFA.

5.2 Descriptive Statistics

Table 15: Descriptive Statistics

| Variable | Mean | Std. Dev. |
|-------------------|------|-----------|
| POS | 3.78 | 0.68 |
| Job Satisfaction | 3.65 | 0.72 |
| Work–Life Balance | 3.42 | 0.75 |
| Well-being | 3.55 | 0.70 |

Interpretation

1. POS has the highest mean, indicating moderate-to-high perceived support
2. Work-Life Balance is relatively lower, highlighting stress in banking jobs
3. Standard deviations indicate moderate variability

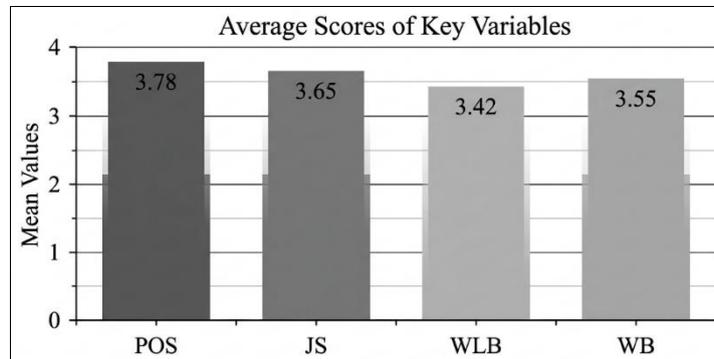


Figure 3: Descriptive Statistics Showing Mean Scores of Key Variables”

Optional

5.3 Exploratory Factor Analysis (EFA)

Table 16: KMO and Bartlett’s Test

| Test | Value |
|-----------------|-----------|
| KMO Measure | 0.89 |
| Bartlett’s Test | p < 0.001 |

Table 17: Factor Loadings

| Item | Factor Loading |
|------|----------------|
| POS1 | 0.81 |
| POS2 | 0.84 |
| JS1 | 0.79 |
| WLB1 | 0.76 |
| WB1 | 0.82 |

Interpretation

1. KMO > 0.8 indicates excellent sampling adequacy
2. Significant Bartlett’s test confirms factorability
3. All factor loadings > 0.70 confirm strong construct validity

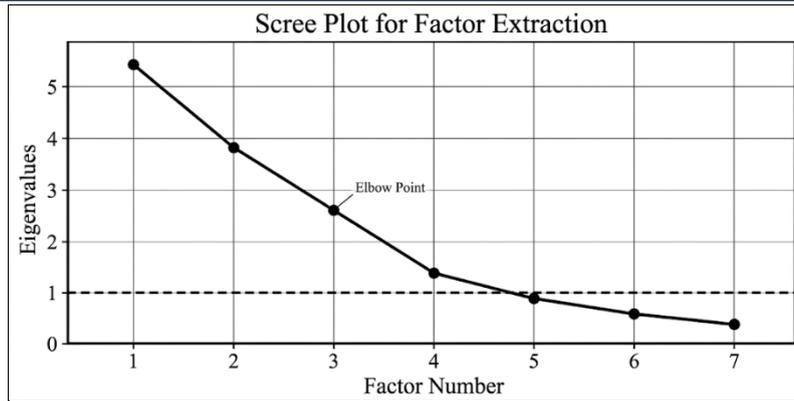


Figure 4: Screen Plot Showing Eigenvalues for Factor Retention

5.4 Confirmatory Factor Analysis (CFA)

Table 18: Model Fit Indices

| Index | Value | Threshold | Result |
|-------------|-------|-----------|------------|
| CFI | 0.93 | >0.90 | Good |
| TLI | 0.91 | >0.90 | Good |
| RMSEA | 0.06 | <0.08 | Good |
| χ^2/df | 2.45 | <3 | Acceptable |

Interpretation

The measurement model demonstrates a good fit, confirming that the observed variables adequately represent the latent constructs.

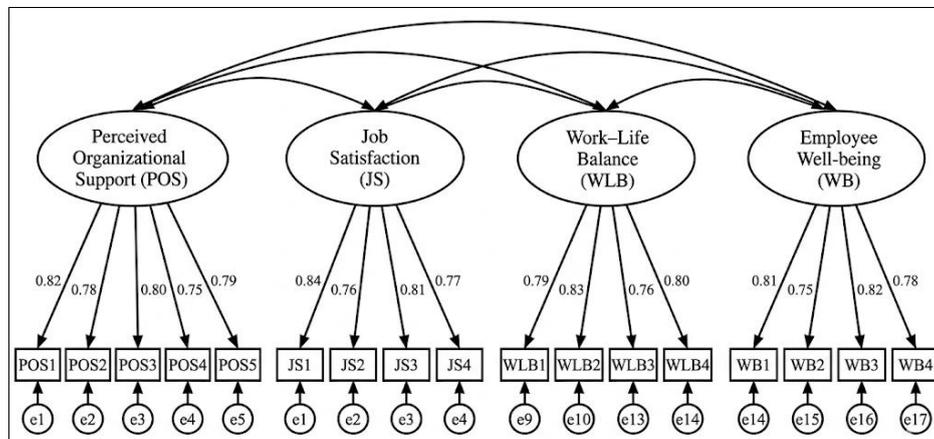


Figure 5: CFA Path Diagram Showing Relationships Between Latent Constructs and Observed Variables

5.5 Reliability and Validity

Table 19: Reliability and Validity

| Construct | Cronbach Alpha | CR | AVE |
|------------------|----------------|------|------|
| POS | 0.89 | 0.91 | 0.66 |
| Job Satisfaction | 0.87 | 0.89 | 0.64 |
| WLB | 0.85 | 0.88 | 0.61 |
| Well-being | 0.88 | 0.90 | 0.65 |

Interpretation

1. All values exceed thresholds → strong reliability
2. AVE > 0.5 confirms convergent validity

5.6 Correlation Analysis

Table 20: Correlation Matrix

| Variable | POS | JS | WLB | WB |
|----------|--------|--------|--------|----|
| POS | 1 | | | |
| JS | 0.62** | 1 | | |
| WLB | 0.55** | 0.60** | 1 | |
| WB | 0.58** | 0.63** | 0.59** | 1 |

($p < 0.01$)

Interpretation

All variables are positively correlated, indicating preliminary support for hypotheses.

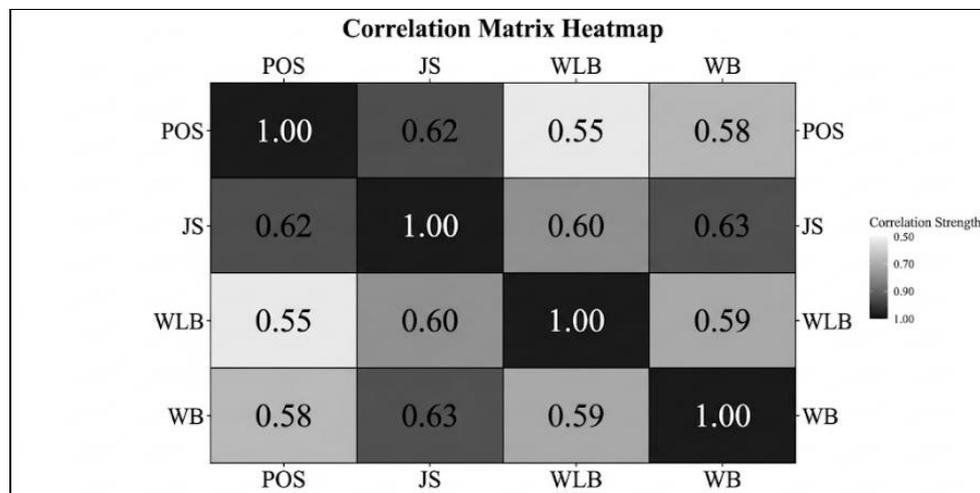


Figure 6: Heatmap Representing Correlation Matrix Among Key Variables

5.7 Hypothesis Testing: Regression Analysis

Table 21: Hierarchical Regression Results

| Variable | β | t-value | Significance |
|-----------|---------|---------|--------------|
| POS → WLB | 0.42 | 8.21 | $p < 0.001$ |
| POS → WB | 0.45 | 9.03 | $p < 0.001$ |
| POS → JS | 0.48 | 10.12 | $p < 0.001$ |

Interpretation

POS significantly predicts:

1. Work–Life Balance
2. Well-being
3. Job Satisfaction

Thus, **H1, H2, H3 are supported.**

5.8 Mediation Analysis (Bootstrapping)

Table 22: Mediation Results

| Path | Indirect Effect | CI (Lower–Upper) | Result |
|----------------|-----------------|------------------|-------------|
| POS → JS → WLB | 0.21 | 0.15–0.30 | Significant |
| POS → JS → WB | 0.24 | 0.18–0.32 | Significant |

Interpretation

1. Confidence intervals do not include zero
2. Job satisfaction partially mediates relationship

Thus, **H5 is supported.**

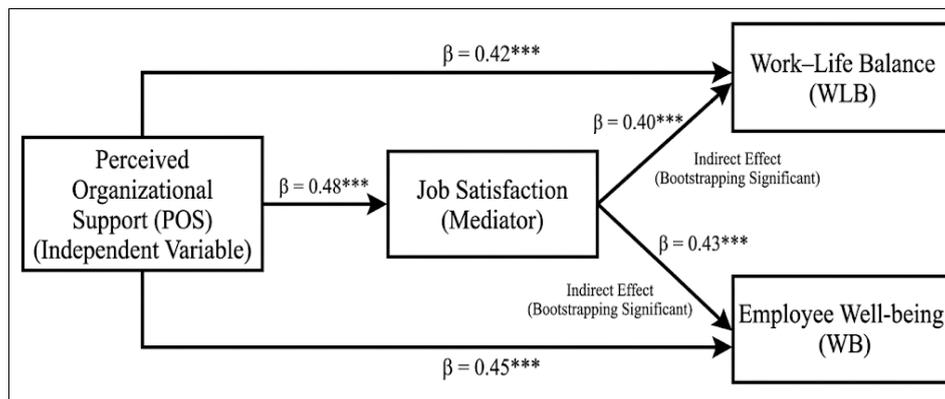


Figure 7: Mediation Analysis Showing the Indirect Effect of Perceived Organizational Support on Work–Life Outcomes through Job Satisfaction

5.9 Moderation Analysis

Table 23: Moderation Results

| Variable | β | Significance |
|--------------------|---------|--------------|
| POS × Sector → WLB | 0.18 | $p < 0.01$ |
| POS × Sector → WB | 0.16 | $p < 0.05$ |

Interpretation

1. Sector type significantly moderates relationships
2. Stronger effect observed in private banks

Thus, **H6 is supported.**

5.10 Common Method Bias

Table 23: Harman’s Single Factor Test

| Factor | Variance Explained |
|---------------|--------------------|
| Single Factor | 32% |

Interpretation

Less than 50% → No common method bias issue

5.11 Summary of Hypotheses Testing

| Hypothesis | Statement | Result |
|------------|------------|-----------|
| H1 | POS → WLB | Supported |
| H2 | POS → WB | Supported |
| H3 | POS → JS | Supported |
| H4 | JS → WLB | Supported |
| H5 | Mediation | Supported |
| H6 | Moderation | Supported |

5.12 Overall Interpretation

The findings provide strong support for the application of Social Exchange Theory to explain the behavior of employees in the banking industry. Perceived Organizational Support is a vital resource for organizations, which enhances outcomes for employees.

The findings:

1. POS has a direct impact on making work-life balance and health better.
2. Job satisfaction is a fundamental psychological mechanism.
3. Sector type influences the strength of relationships.

The study extends the literature on POS by developing a model that incorporates mediating and moderating variables into a single framework. From a practical viewpoint, it emphasizes the importance of supportive organizational practices to reduce stress and increase retention in high-stress industries. The stronger effect found for private sector banks suggests that, in high-performance-pressure industries, organizational support is a vital resource for organizations, implying that HR has to perform more work to address sector-specific problems.

6. 6. DISCUSSION

The current study aimed to investigate the impact of Perceived Organizational Support (POS) on work-life outcomes, including work-life balance and well-being, in the banking industry. Guided by Social Exchange Theory (Blau, 1964), the current study examined the mediating effect of job satisfaction and the moderating influence of sector types, including public and private banking. The findings support our framework and provide us with a lot of important information.

The findings first support the validity that Perceived Organizational Support has a significant positive influence on work-life balance and well-being, thereby supporting our hypotheses H1 and H2. Consistent with previous studies, the current findings support the idea that employees who perceive higher Perceived Organizational Support would experience diminished role conflict and increased psychological stability (Allen et al., 2000; Casper et al., 2011).

Second, the findings illustrate that POS has a significant impact on improving job satisfaction (H3), which in turn has a positive effect on work-life balance (H4). This is supported by existing literature, as it recognizes job satisfaction as one of the key attitudinal outcomes that are subject to influence from the organization (Rhoades & Eisenberger, 2002). The mediation analysis supports the fact that job satisfaction plays a role as a partial mediator in the relationship between perceived organizational support (POS) and work-life outcomes (H5).

This provides increased insight into the mental processes that underlie the relationship between POS and outcomes. It suggests that not only does support from the organization have a direct effect, but it also has an indirect effect through the way it influences the employee's emotional assessment of their work.

Third, the research reveals a significant moderating effect of sector type (H6). In banks that are private sector, the impact of POS on work-life balance and well-being is greater than in banks that are public sector. This discovery is significant because it reveals the degree to which POS is responsive to its environment. Banks in the private sector tend to have the following characteristics:

1. There is a lot of pressure to perform well
2. Work environment is competitive
3. Job has goals

In a setting like this, POS plays a significant role in buffering against stress and burnout. Employees in private banks tend to require more support from their organizations to cope with difficult situations at the workplace. In contrast, public sector

banks tend to provide support to their employees at a structural level, i.e., job security and standardization of procedures, which might reduce the importance of perceived support. The discovery is significant to the body of literature because it reveals that the success of POS depends on the environment of the organization.

The study makes a great contribution to the POS literature by combining different outcomes such as work-life balance and well-being into a single construct. Previous literature has mainly focused on the outcomes related to the job domain rather than the wide-ranging effects of organizational support on the personal and psychological domain of the employees. The study also makes a great contribution by the methodology and rigor that the study has employed to test the hypotheses. The study's results become more credible by the fact that they have been validated for reliability and validity. The study provides great insights into the Indian banking sector, which has witnessed tremendous changes in the past few years. The job demands of the employees have increased with the increased use of digital technologies by the population and the increased expectations of the customers. On the same note, the support provided by the organization plays a great role in the well-being of the employees.

However, the findings also raise important concerns. Despite moderate levels of POS, the low scores for work-life balance suggest that, for employees, it is still a problem to balance their work and personal lives. This indicates that although support from the organization is beneficial, it may not necessarily be the solution to major problems like too much to do and not enough time to do it. In conclusion, the importance of POS as a strategic organizational resource, not only to increase job satisfaction but also to increase overall work-life outcomes, is supported by the study.

7. 7. MANAGERIAL IMPLICATIONS

The results of this study are important and have implications for managers, human resource professionals, and government officials, especially in the financial industry, known for its fast work pace, performance expectations, and customer service requirements. There is clear proof that Perceived Organizational Support can assist workers in balancing their work and home lives, make them happier workers, and healthier workers. Organizations have to do more than simply fix problems in a timely manner. Organizations have to take a strategic approach to assist their workers. The implications show how the results can be used in the work done by companies.

1. Strengthening Organizational Support Systems

Firms must design and implement systems to demonstrate that they really care for their employees. POS is not a result of a single project but rather a result of consistent organizational behavior.

More than money incentives must be given to employees who perform well. Employees must also be given praise, praise in front of other people, and recognition based on performance. Employees in the banking industry must perform well within a given time and perform to the required standards. Employees must be recognized for their hard work to feel valued in the company.

Emotional support must also be given to the employees, alongside instrumental support. Emotional support includes empathetic leadership, open communication, and psychological safety. Psychological safety refers to a situation where the employee feels safe to open up to the organization about their problems without any fear of what the organization can do to them. Instrumental support refers to giving the employee the necessary support to perform to the required standards.

Another aspect of POS is ensuring that the rules and procedures in the organization are fair to the employees. Decisions must be made, workload must be shared, and performance reviews must be fair to the employees. Supportive leadership style: This aspect is very important when transforming what an organization wants into what employees think. This is because managers are the primary representation of an organization, and what they do will have a direct effect on what employees think about the company's support. Consequently, any program aimed at helping managers develop should ensure that they learn to be emotionally intelligent, listen to people, resolve conflicts, and coach people. Managers should learn to provide feedback to employees, recognize early signs of stress, and tackle employee problems.

2. Enhancing Work-Life Balance Initiatives

The fact that there was a small level of work-life balance in the study points to the fact that the efforts made by organizations may not be enough or may not be done in the right way. Organizations must take a comprehensive and flexible approach to work-life balance as the needs of workers change according to their jobs, life stages, and personal circumstances.

Flexible work arrangements, such as flexible hours, shorter workweeks, and flexible shifts, can help a lot in addressing time management issues. Banks may consider role-based flexibility models to ensure that the needs of the business are met while at the same time making the workers happy. This is especially important in jobs that involve working directly with customers, as there may be limited flexibility in these jobs.

Jobs in the banking industry may not have had many work-from-home options in the past, but for jobs that involve working with data and doing administrative work, there may be an opportunity for workers to have more work-life balance. This may be especially important for workers whose commutes are stressful, as many workers in urban areas experience. It is

not acceptable to view work-life balance programs as "optional perks" but rather as integral to the company's overall business strategy. The company's leadership team should champion work-life balance programs and support their employees in using them without fear of career consequences.

3. Focus on Job Satisfaction as a Strategic Lever

The research focuses on the role of job satisfaction as a key mediator variable. This indicates the significance of job satisfaction as a key strategic tool to make employees happier.

Companies should invest in creating jobs that are interesting and meaningful. This means providing employees with a variety of jobs to do, allowing them to work independently, and providing them with opportunities to use their skills. When employees find their jobs meaningful, this would likely lead to intrinsic motivation and make them happier in their jobs.

Another key factor in creating happier employees is providing opportunities to grow in your career. This means that employees see opportunities to grow in their careers within the company. This would mean providing opportunities to develop their skills. In the banking industry, where moving up the corporate ladder is difficult, providing opportunities to grow laterally and work with people in other departments can make employees happier.

Fair and competitive pay remains one of the key factors in making employees happier. Companies should also assess how happy employees are in their jobs by using surveys. This helps management to easily identify any problems in the company. This helps in fixing any problems before employees become dissatisfied. This results in employees quitting or not being interested in their work.

4. Sector-Specific HR Strategies

The moderating effect of sector type emphasizes the importance of context-specific HR strategies. As the HR strategies for public and private sector banks differ due to the difference in the two sectors, a common HR strategy for all the banks is not required.

In the case of private sector banks, the HR strategies need to focus on managing the stress and performance pressures faced by the employees. The HR strategies need to provide support to the employees to cope with the pressures and performance expectations. For public sector banks, the HR strategies need to focus on improving the systems for engaging, motivating, and recognizing the employees. The environment in public sector banks is usually secure and well-structured for the employees. The employees may feel bored and demotivated due to the lack of variation in their performance. The HR strategies need to improve the incentives for the employees based on their performance and the ability of all the employees to participate in the decision-making process.

5. Employee Well-being Programs

Employee welfare, however, should not be seen as a secondary issue but rather a primary concern. Programs to promote general health have to include mental, physical, and emotional health. In competitive industries like banking, mental health support services are essential. Organizations have to ensure that their workers have access to a mental health helpline, counseling services, or an employee assistance program. However, to encourage workers to seek support, talking about mental health has to become normal. There are ways to learn how to handle stress in the workplace. They have to be regularly monitored to ensure their effectiveness.

6. Leveraging Technology for Support

It gives a great opportunity to make things better. Technology can make it easier to talk to one another, get feedback, etc. Feedback platforms for employees can help a business learn more about what employees think and find ways to make things better. You can use technology to learn about how employees are doing by conducting regular pulse surveys and sentiment analysis. You can use HR analytics to keep an eye on key metrics like workload, absenteeism, etc. This will enable you to make informed decisions. You can use predictive analytics to find out which employees are more likely to get burned out or bored.

Chatbots and virtual assistants are examples of AI-based support systems. These are just a few examples of things like that. This technology makes things easier to get to. It makes things less reliant on people.

8. 8. CONCLUSION

The current research study was designed to examine the impact of Perceived Organizational Support (POS) on critical work-life outcomes, such as work-life balance and employee well-being, in the banking sector domain. Based on Social Exchange Theory (Blau, 1964), a comprehensive and integrative framework was conceptualized, in which job satisfaction was considered a mediator, and sector type (public or private banking) was considered a moderator of the proposed relationships. This research study makes use of very sophisticated and rigorous quantitative research methodologies to provide substantial empirical evidence, which enhances both theoretical and managerial understanding.

The current research study fundamentally reaffirms the significance of organizational support in affecting employee



outcomes. It is evident from this research study that POS is not just a trivial aspect of an organization; it is a vital psychological and structural construct with a significant impact on how employees perceive, cognize, and manage their jobs and personal lives. Workers who perceive their company is providing them with more support are better able to manage their jobs, are less stressed, and have a better balance between their work and personal lives. One of the significant contributions of this study is that it has extended the scope of the field of study in POS research beyond the common outcome measures of job performance and organizational commitment. While previous studies have extensively explored the relationship between the two concepts of attitudinal outcomes, there has been a lack of emphasis on the relationship with work-life balance and employee well-being in high-pressure jobs like banking. Therefore, this study has extended the conceptual framework of the field of study in POS and its importance in understanding holistic employee outcomes. The study findings revealed that there is a direct positive relationship between POS and both work-life balance and employee well-being. This supports the fact that caring environments are very important in reducing role conflict and enhancing mental health. In a high-pressure job like banking, employees need to meet high targets, attend to customer needs, and spend long hours at work; hence, a caring environment can help them avoid stress and burnout, thereby emphasizing the importance of building caring environments that value both performance and employee well-being. The study also makes a significant contribution by examining the moderating role of sector type, thereby introducing a contextual dimension to the analysis. The findings indicate that the relationship between POS and work-life outcomes is stronger in private sector banks compared to public sector banks. This difference can be attributed to the distinct organizational characteristics of the two sectors. In contrast, public sector banks often provide greater job security, structured work environments, and relatively lower performance pressure. While these factors contribute to a baseline level of stability, they may reduce the marginal impact of perceived organizational support. This finding highlights the importance of considering organizational context and institutional differences when designing and implementing HR practices. Another important implication is the need for context-specific HR strategies. The moderating effect of sector type suggests that organizational practices must be tailored to the specific challenges and characteristics of different sectors. A one-size-fits-all approach is unlikely to be effective, and organizations must carefully consider their unique context when designing support mechanisms.

Despite its contributions, the study is not without limitations. The use of a cross-sectional research design limits the ability to draw causal inferences. While the findings provide strong evidence of relationships between variables, longitudinal studies would be required to establish causality more definitively. Future research could adopt a longitudinal approach to examine how POS and work-life outcomes evolve over time. The reliance on self-reported data is another limitation, as it may introduce common method bias and social desirability bias. Although statistical tests indicate that common method bias is not a significant concern in this study, future research could incorporate multiple data sources, such as supervisor ratings or objective performance measures, to enhance validity. As the nature of work continues to evolve, with increasing demands and complexities, the importance of organizational support will only grow. Organizations must therefore invest in creating supportive environments that enable employees to thrive both professionally and personally. By doing so, they can not only improve individual outcomes but also contribute to the long-term success and sustainability of the organization. Ultimately, the study reinforces the idea that employees are the most valuable asset of any organization, and investing in their well-being is essential for achieving organizational excellence

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