

Original Article

Moderating Effect of Societal Factors on Organizational Factors and Work-Life Balance

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Received Date: 12 April 2024

Revised Date: 24 April 2024

Accepted Date: 30 April 2024

Published Date: 13 May 2024

Abstract: This research has used the correlation research design to examine the moderating effect of societal factors on organizational factors and work-life balance. Employees in commercial banks, ranging from top-level management to operational level, made up the target population. The hypothesis test was carried out by using a sample of 263 employees working in “A” class commercial banks. Data were analyzed in SPSS version 20. The results demonstrated that organizational factors have a greater effect on employees to balance the dual spheres of life. Furthermore, physical and emotional support received from spouses tends to provide greater support in managing the work life of employees. In addition, research indicates that societal factors positively influence organizational factors and work-life balance, but they do not interact with one another.

Keywords: Societal Factor, Organizational Factor, Work-Life Balance, Moderating Role, Commercial Banks.

I. INTRODUCTION

One of the modern management issues in organizations in both developed and developing countries is work-life balance (WLB). Work-life balance involves striking the right balance between one’s responsibilities for one’s personal and professional lives (Lockwood, 2003). However, conflicts occur when the time and energy demands imposed by the many roles an individual plays become incompatible with one another. In addition, the lines separating work and home are getting more hazy, and employers and employees are under more pressure.

Individuals who work excessively hard in their pursuit of success often overlook the true joys in life. A successful career is wonderful, but it is equally important to have a life outside of work. When the burdens, obligations, and demands of one’s job and family roles become intolerable, work-life conflict results. The obligation of one can force an individual to neglect the role of another. Research undertaken under the work and family system assumed work-life balance as an open system approach. Researchers believed that activities at work had an impact on activities at home and vice versa. One domain’s emotions and actions would transfer to another (Staines, 1980).

Like other organizations, banks have been going through enormous changes. It is a laborious task for bank employees to meet the diverse needs of their clients. Furthermore, advancements in technology, competition, mergers and acquisitions, enhancing the quality of services, fulfilling deadlines and objectives, and implementing novel organizational structures have profoundly transformed the lives and work environments of employees. It gets difficult for employees to combine their personal and professional lives because of work-related stress.

There have been very few studies on work-life balance in the context of Nepal, and those that have been conducted have primarily focused on working women and family life. Furthermore, the main organizational variables that are researched in the Nepalese context are long work hours, compensation, work support, flexibility, job sharing, leave policies, and telecommuting. The need to broaden the field of study arises from the fact that the organizational climate is changing and that employee work-life balance is impacted by a variety of individual, organizational, and societal issues.

Based on the above explanation the objectives of this study include: 1) To identify the organizational factors affecting the work-life balance of employees. 2) To investigate the impact of organizational factors on the work-life balance of employees working in commercial banks in Nepal. 3) To investigate how social factors affect work-life balance and organizational elements as moderating variables.

II. LITERATURE REVIEW

According to Hobson, Delunas, and Kesic (2001), employees’ incapacity to manage work and family responsibilities might result in a high absenteeism rate, poor performance and productivity, low job satisfaction, and low organizational commitment.



Martins et al. (2002) investigated the relationship between work-family conflict and career satisfaction, taking into account individual characteristics and sources of support. The findings imply that the degree of a spouse's help with household chores and socio-emotional support, for example, influences the association between work-family conflict and career happiness.

The study undertaken by Berg and Kalleberg (2003) states that WLB is positively impacted by organizational culture, employee-friendly policies, workplace conditions, and job type. Employees gain from all employee-friendly practices, which also increase job satisfaction and organizational commitment.

Doble et al. (2010) have brought attention to the issue of work-life balance in relation to gender and discovered that it affects both men and women equally. Even though many Indian organizations have been implementing work-life balance practices since liberalization, such as flexible scheduling, part-time work, and the availability of childcare facilities—practices that are supported in many developed nations—the study discovered that there is still an imbalance between men and women in every organization.

Browne & McCarthy (2011) conducted a study on 'The role of Work-life Balance policies in healthcare human resources management'. Researchers tried to find out how family-friendly and work-life balance policies aid people and companies when it comes to making use of the excellent services provided by healthcare institutions. They concluded that, when it comes to both the amount of time and people needed to provide services, particularly in the healthcare industry, individual contribution is highly valued. Healthcare professionals in the public sector indicate higher stress levels and lower manager trust and reliability. (Browne & McCarthy, 2011).

According to research conducted by Abendroth & Den (2011), support for employees' work-life balance satisfaction has a direct and moderating impact. The findings indicate that there exists a complementary relationship between instrumental and emotional assistance in the workplace. Instrumental family support does not positively affect work-life balance satisfaction, but emotional family support does.

Holly & Mohnen (2012) undertook a study to study the impact of working hours on employees' satisfaction and collected data from German households. The findings demonstrate that long workdays and overtime generally do not result in lower job satisfaction. Instead, putting in more overtime and working longer hours has a favorable influence on life and job satisfaction, while wanting to work fewer hours has the opposite effect. The primary factor influencing the total number of hours that workers wish to cut from their workday is overtime pay (Holly & Mohnen, 2012).

Belwal & Belwal (2014) investigated, from the employer's point of view, work-life balance, family-friendly policies, and quality of work-life concerns for working women in Oman. The outcome demonstrates that public and private organizations' work-life policies differ from one another.

Rao (2017) stated that the commitment and engagement of the employees help to increase the organization's performance. A healthy work-life balance is necessary for sustainable human growth. Organizations that are able to foster a work-life balance culture are likely to encourage individuals' increased role-related engagement and sustained human development. In order to achieve work-life balance and healthy human development, cultural awareness is crucial. (Rao, 2017).

According to Wolor et al. (2020), millennials, who are content with their flexible work schedules and strong technological ties, make up a larger portion of the workforce today, and they place more value on work-life balance than just income. The results of the study indicate that millennial generation employees' performance is impacted by work-life balance. This research has crucial implications for the workplace. First, in order to motivate people and encourage them to work to the best of their abilities, the company needs to offer a work-life balance policy (Wolor et al., 2020).

Tamang (2010) analyzed the causes and effects of work-life balance in nine different five-star hotels located in Kathmandu. A proper balance between work and family was observed by the study, which revealed low levels of stressors in both domains. A strong predictor of organizational commitment, according to the study, was work-life balance.

According to Pathak (2018), organizational policies are crucial for managing the work and personal lives of employees, particularly those who are married and have children. Family-to-work conflict arises when personal or family obligations disrupt the work-life balance.

Nepali (2018) conducted a survey in order to comprehend the ways in which female employees attempt to strike a balance between their personal and work lives. The study explores the strategies and tactics that can help female employees strike a healthy balance between their home and work life.

Based on the literature review, the conceptual framework for the study has been constructed, which shows the variables of the study and its relationship among them. Figure 1 depicts the study's conceptual framework.

Conceptual Framework

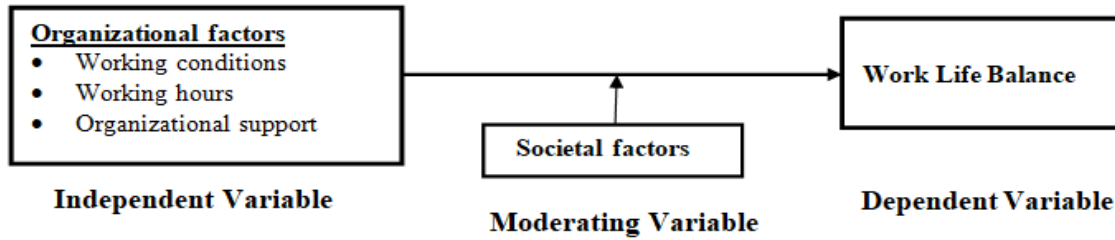


Fig. 1 Conceptual Framework

III. RESEARCH METHODOLOGY

This research is quantitative research that follows a non-experimental research design where there is no manipulation done by the researcher to any variable in the study (Creswell, 2014). The study aims to explain the relationship between organizational factors affecting work-life balance by testing the hypothesis. This study has employed a correlational research methodology to investigate the relationship between the independent and dependent variables. Through the use of standardized questionnaires, the data was gathered. The population in this study are employees' of Nepalese commercial banks. Since the study exclusively includes married employees, requirements for population membership—that is, that employees be married—have been established in order to reduce research errors. Twenty commercial banks that operate in Nepal made up the sample frame; these banks were chosen based on their paid-up capital. Banks having capital of more than 8.5 arab were identified as an inclusion criterion for the study in order to choose the commercial banks. The sample size for this study was 263 married workers of commercial banks, and the purposive sampling (judgment) approach was used to choose samples from the sampling frame of twenty “A” class commercial banks.

IV. RESULTS AND DISCUSSIONS

A) Scale Reliability

To assess the instrument's internal consistency (reliability), items were measured by Cronbach Alpha using the facility of SPSS 20.

B) Hypotheses Test

Table 1: Scale reliability

Variables	Cronbach Alpha	Number of Retained items
Organizational factors	.818	14
Societal factors	.826	11
Work-life balance	.830	14

a. Working Conditions and Work-Life Balance

Hypothesis (H₁): There is a significant positive relationship between working conditions and the work-life balance of employees working in Nepalese commercial banks.

To examine how working conditions could predict work-life balance a regression analysis was conducted. The result showed the regression model to be statistically significant ($F(1, 261) = .67.94$ and $p < .001$ with R^2 of .207. That is, 20.7% of the variance in WLB was predictable from working conditions. The regression equation turned out to be,

$$\text{Work life balance} = 31.58 + 1.68 * \text{working conditions}$$

The analysis of the relationship between working conditions and work-life balance was found to have a positive and statistically significant relationship. Working conditions had a significant effect on the work-life balance of employees, and the result supported hypotheses. The working conditions must be made better as they affect the employee's work-life balance. The improper working condition leads to a high rate of absenteeism (Kavoussi, 1978).

Table 2: Simple Regression of Working Conditions and Work-life Balance

Variable	Correlation with work-life balance	Regression weights	
		Unstandardized B	Standardized Beta
Working Conditions	.454***	1.684	.454

 $R^2 = .207$ **b. Working Hours and Work-Life Balance**

Hypothesis (H₂): There is a significant positive relationship between working hours and the work-life balance of employees working in Nepalese commercial banks.

A regression analysis was conducted to examine how working hours could predict work-life balance. The result showed the regression model to be statistically insignificant ($F(1, 261) = 24.66$ and $p < .001$ with R^2 of .086. That is, 8.6% of the variance in WLB was predictable from working hours. The regression equation turned out to be,

$$\text{Work-life balance} = 44.238 + .612 * \text{working hours}$$

Table 3: Simple Regression of Working Hours and Work-Life Balance

Variable	Correlation with work-life balance	Regression weights	
		Unstandardized B	Standardized Beta
Working Hours	.294***	.612	.294

 $R^2 = .086$

The result of the study indicated little effect of working hours on employees' work-life balance. The findings showed that a larger work-life imbalance will come from longer workdays. This study's findings are consistent with those of a prior investigation by Hsu et al. (2019), which revealed that longer workweeks have a negative impact on job satisfaction and work-life balance.

c. Organization Support and Work-Life Balance

Hypothesis (H₃): There is a significant positive relationship between organization support and the work-life balance of employees working in Nepalese commercial banks.

A regression analysis was conducted to examine how organizational support could predict work-life balance. The result showed the regression model to be statistically significant ($F(1, 261) = 84.659$ and $p < .01$ with R^2 of .245. That is, 24.5% of the variance in WLB was predictable from organizational support. The regression equation turned out to be,

$$\text{Work-life balance} = 32.979 + .735 * \text{organization support}$$

Table 4: Simple Regression of Organization Support and Work-Life Balance

Variable	Correlation with work-life balance	Regression weights	
		Unstandardized B	Standardized Beta
Organization Support	.495***	.735	.495

 $R^2 = .245$

In addition, the findings of the study demonstrate a statistically significant correlation between work-life balance and organizational support. This finding suggests that managing work-life balance is aided by organizational support. The work-life balance will increase with the level of support from the organization. Work-life balance and managerial support are positively correlated, according to similar findings from earlier research by Shantha (2019).

Table 5: Summary Statistics, Correlations and Results from the Multiple Regression Analysis of Individual, Organizational and Societal Factors on Work-Life Balance.

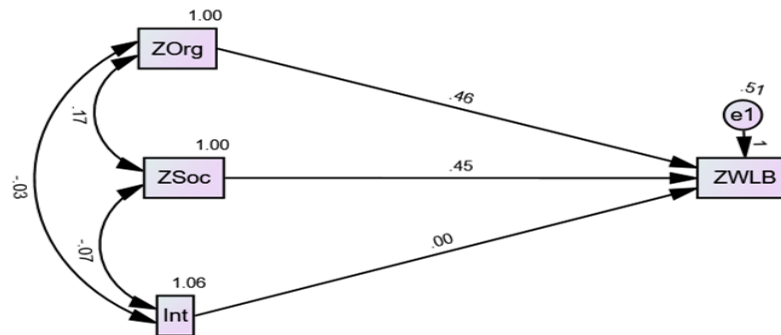
Variable	Mean	SD	Correlation with work-life balance	Multiple regression weights	
				Unstandardized b	Standardized Beta
Work-life balance	50.399	6.664	.		
Organizational factors	44.95	7.434	.535***	.347***	.388
Societal factors	40.81	4.875	.529***	.547***	.400

Note. *** $p < .001$, $R^2 = .527$

The results indicate that the unstandardized beta weights of organizational and societal factors are statistically highly significant at $p < .001$. The standardized Beta weight of societal factors (0.400) is greater than organizational factors (0.388), which means the effect of societal factors has a greater effect, implying that spouse support has a major impact on managing work-life balance. The outcome is in line with research by Azeem & Akhtar (2014) and Shantha (2019) that showed family support is important for striking a balance between personal and professional life. Support from family members is a major factor in WLB.

C) Moderation Analysis: (Interaction Effect)

Hypothesis (H_4): There is a moderating effect of societal factors on organizational factors and the work-life balance of employees working in Nepalese commercial banks.

**Fig 2 Estimates and Covariance among Independent Variables**

Finally the moderating effect of societal factors between organizational factors and work life balance was examined. The moderation effect between societal and organizational factor predicting was found insignificant, $B = -.003$, $p = .951$. It indicates that the moderator does not impact the relation between organizational factors and work life balance. Figure: Estimates and covariance among independent variables

After evaluating the covariance among variables, the moderating effect of societal factors between organizational factors and work-life balance was examined. The moderation effect between societal and organizational factors was found insignificant, $B = -.003$, $p = .951$. Although there was a significant direct effect between societal and organizational factors, there was no interacting effect of the same. It indicates that the moderator does not impact the relationship between organizational factors and work-life balance.

Table 6: Interaction Effects of Societal Factors

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	50.402	.301		167.304	.000
ZOrganization factors (ZOrg)	3.049	.302	.458	10.086	.000
ZSocietal factors (ZSoc)	2.999	.303	.450	9.904	.000
Interaction effect (Int)	-.018	.289	-.003	-.061	.951

Note. The dependent variable is work-life balance.

The moderation analysis result, hence, shows that societal factors do not significantly influence the connection between the balance between work and personal life and organizational factors. Nonetheless, the direct effects were noteworthy, suggesting that there is an independent relationship between organizational and societal elements as well as between societal and work-life balance.

V. CONCLUSION

This research paper has identified multiple organizational and societal factors that impact work-life balance and has examined the impact of each component on the perceived balance between work and family life. Work-life balance (WLB) is considerably correlated with both family and organizational support, according to the correlation findings of this research. The findings of the regression analysis show a substantial correlation between the variables: working conditions, organizational support, elder support, spouse support and work-life balance.

In contrast to direct impact hypotheses, the results of interaction hypotheses indicate that social factors positively influence organizational factors and work-life balance. However, they do not interact with one another.

This research emphasizes the significance of societal and organizational support in effectively managing the domains of work and life. According to the study, spouses who offer their partners both emotional and physical assistance are more likely to help their spouses manage their professional lives. This study shows that elder support is just as crucial in an employee's life as spouse support.

Moreover, work-life balance and imbalance are significantly influenced by the existence of improved organizational elements (working conditions, flexible work schedules, and organizational support). This suggests that companies need to provide work-life programs or work support that is appropriate and tailored to the demands of their workforce. They have the power to establish a culture that values work-life harmony.

From a managerial perspective, the study offers owners and decision-makers information to consider when formulating plans or decisions pertaining to employees. Workplace demands and culture have a big impact on how well work and family life are balanced. The level of support that workers receive from their colleagues, managers, and families has a significant impact on how satisfied they are with their careers and how much work-family conflict there is. An employee needs to have a supportive organization in terms of supervisor support, flexibility, autonomy, and working conditions. Organizations preferring less work-family conflict need to identify the influencing factors that cause higher conflict among the employees and address their issues. Employees will consequently have positive attitudes toward their work, which will lead to corporate success. Organizations seeking to increase performance and employee perceived satisfaction thus need to understand, how their employees perceive career satisfaction and what helps in balancing their work and family life. Organizations must understand the context or the environment in which it exist to develop initiatives. Depending on the need and internal and organizational context, work-life initiatives or work-life support need to be administered by an organization.

This research mainly focuses on the study of only A-class commercial banks of Nepal. A more detailed analysis could be done by taking different categories of banks which gives more understanding of the effect of the studied variable. Further, the research could be done in other professional occupations (like teachers, health care, police, etc.) to identify and analyze the effect of various factors on work-life balance. Additionally, by identifying additional factors, the researcher might be able to gain a deeper understanding of the notion of work-life balance and help employers and practitioners design workplaces that enhance work-life balance and raise employee happiness.

Interest Conflicts: The author declares that there is no conflict of interest concerning the publishing of this paper.

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