



## Work-life balance and organization commitment of female employees in commercial banks

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### Abstract

The study intends to investigate the effect of “Work-Life Balance and Organization Commitment of Female Employee in Commercial Banks”. Data for the study was collected through convenience sampling technique from 200 female employees of Commercial Banks on five points likert scale through a self administrative questionnaire. Descriptive and causal comparative research design was used to conduct the research study using statistical tools i.e correlation and regression. The study also found strong positive relationships between Job Flexibility, Career Satisfaction, Compressed Work Weeks, Managerial Support, Integration of Technology, and Organizational Commitment. The multiple regression analysis further revealed that Job Flexibility, Career Satisfaction, and Compressed Work Weeks had significant effects on Organizational Commitment, with R<sup>2</sup> values of 0.286, 0.359, and 0.277, respectively. Integration of Technology and Managerial Support also had significant effects on Organizational Commitment, with R<sup>2</sup> values of 0.347 and 0.342, respectively. The findings of this study suggest that organizations, particularly in the banking sector, need to pay attention to their work-life balance practices, such as providing flexible work arrangements, career development opportunities, and adequate managerial support, to enhance employee satisfaction and commitment. This study contributes to the growing body of literature on work-life balance practices and organizational commitment, providing valuable insights for organizations to develop and implement effective human resource strategies to attract and retain talent.

**Keywords:** work-life balance, organization commitment, job flexibility, managerial support, career satisfaction, compressed work weeks, integration of technology

### Introduction

Work-life balance (WLB) has become an increasingly important issue in the banking industry of Nepal. The banking sector is one of the rapidly growing and demanding sectors in Nepal, which often leads to high work pressure, long working hours, and limited flexibility. This can result in a lack of WLB and may lead to negative consequences such as low employee job satisfaction and organizational commitment.

Previous studies have shown that there is a positive relationship between WLB and organizational commitment in various industries, including the banking industry. A study conducted by Joshi and Jha (2017) <sup>[24]</sup> in Nepal found that WLB significantly influences organizational commitment in the banking sector. The study also identified that flexible working hours and supportive management are two significant predictors of organizational commitment. Another study conducted by Pant and Poudel (2018) <sup>[35]</sup> also found that WLB is positively associated with organizational commitment in the Nepalese banking sector.

Moreover, a study by Sabir *et al.* (2020) conducted in Pakistan's banking sector found that job flexibility, career satisfaction, and technological integration positively affect organizational commitment. Similarly, a study by Huang *et al.* (2016) conducted in Taiwan's banking sector also found that job flexibility has a significant impact on organizational commitment.

Several studies have been conducted on the impact of WLB on organizational commitment in the banking sector. A study by Abdullah and Daud (2015) in Malaysia found that WLB has a significant positive impact on organizational commitment among bank employees. The study found that

employees who had a better WLB were more committed to their organization and had a lower intention to leave.

Similarly, a study by Sahu and Sahoo (2017) in India found that employees who had more control over their work schedules and were provided with opportunities for personal and professional growth had higher levels of organizational commitment. The study also found that managerial support played a critical role in enhancing WLB and organizational commitment.

Another study by Kim and Kang (2016) in South Korea found that WLB practices such as flexible work arrangements, compressed workweeks, and telecommuting positively influenced organizational commitment among bank employees. The study also found that the integration of technology in work processes enhanced WLB and organizational commitment.

Overall, these studies suggest that WLB practices such as job flexibility, career satisfaction, compressed work weeks, integration of technology, and managerial support are essential factors that influence organizational commitment in the banking industry. As the banking industry continues to evolve, it is essential for organizations to implement WLB practices that support their employees' well-being and enhance organizational commitment.

The issue of work-life balance has received significant attention in the context of organizations, particularly in the banking sector. Studies suggest that work-life balance has a significant impact on employee attitudes and behavior, such as organizational commitment. Thus, in Nepal, research on the effect of work-life balance on organizational commitment of female employees in commercial banks is limited.

According to a study conducted by the Central Bureau of Statistics in Nepal, female employees face various challenges in balancing their work and personal life, such as a lack of flexible work arrangements and support from managers. Similarly, a global survey by Deloitte found that only 42% of female respondents felt that their organization provided flexible work arrangements.

Career satisfaction is an important factor that can influence the level of organizational commitment among employees in commercial banks. Thus, in Nepal, research on the relationship between work-life balance and career satisfaction of female employees in commercial banks is limited.

According to a study conducted by the Nepal Rastra Bank (2019) female employees in commercial banks face challenges related to career advancement and training opportunities, which can impact their career satisfaction. Additionally, a global survey by PwC (2019) found that women tend to have lower levels of career satisfaction compared to men.

Compressed work weeks, where employees work longer hours per day but fewer days per week, have been proposed as a potential solution for achieving work-life balance. Thus, research on the relationship between compressed work weeks and organizational commitment of female employees in commercial banks of Nepal is limited.

According to a study conducted by the International Labour Organization (2017) compressed work weeks can have both positive and negative effects on employees, such as increased work-life balance but also potential negative impacts on physical and mental health. Additionally, a study by the National Bureau of Economic Research found that compressed work weeks can have different effects on men and women, with women more likely to report lower job satisfaction and higher work-family conflict (Goldin, 2014). The integration of technology in the workplace has become increasingly important for achieving work-life balance. Thus, in Nepal, research on the relationship between the integration of technology and organizational commitment of female employees in commercial banks is limited.

According to a study conducted by the Nepal Rastra Bank, commercial banks in Nepal are adopting new technologies such as mobile banking, internet banking, and electronic payment systems. Thus, the study also found that female employees in commercial banks face challenges related to technology usage, such as lack of training and support. Additionally, a global survey by Deloitte found that employees who feel overwhelmed by technology are more likely to experience high levels of stress and burnout.

Therefore, the problem addressed in this study is to examine the effect of work-life balance on organizational commitment of female employees in commercial banks of Nepal, taking into account variables such as job flexibility, career satisfaction, compressed work weeks, integration of technology, and managerial support.

The problems that will be addressed in this stipulated research are as mentioned below:

- Is there any relationship between Job Flexibility, Career Satisfaction, Compressed Work Weeks, Integration of Technology, Managerial Support and Organizational Commitment?
- Do Job Flexibility, Career Satisfaction, Compressed Work Weeks, Integration of Technology, Managerial Support affects Organizational Commitment?

### Objective of the study

The objectives of the proposed study are as mentioned below

- To measure the relationship between Job Flexibility, Career Satisfaction, Compressed Work Weeks, Integration of Technology, Managerial Support and Organizational Commitment.
- To examine the effect of Job Flexibility, Career Satisfaction, Compressed Work Weeks, Integration of Technology, and Managerial Support on Organizational Commitment.

### Hypothesis of the Study

Hypothesis is the statement of assumption or guess of final outcome. It has to be tested once the analysis of data is completed. Considering the above mentioned research framework, the hypotheses of the study are as mentioned below:

- H1: There is a significant relationship between Job Flexibility and Organizational Commitment
- H2: There is a significant relationship between Career Satisfaction and Organizational Commitment
- H3: There is a significant relationship between Compressed Work Weeks and Organizational Commitment
- H4: There is a significant relationship between Integration of Technology and Organizational Commitment
- H5: There is a significant relationship between Managerial Support and Organizational Commitment
- H6: There is a significant impact of Job Flexibility on Organizational Commitment
- H7: There is a significant impact of Career Satisfaction on Organizational Commitment
- H8: There is a significant impact of Compressed Work Weeks on Organizational Commitment
- H9: There is a significant impact of Integration of Technology on Organizational Commitment
- H10: There is a significant impact of Managerial Support on Organizational Commitment.

### Rationale of the Study

The study on the effect of work-life balance on organizational commitment of female employees in commercial banks has significant importance for various stakeholders. These include:

#### 1. Commercial Banks

The study provides commercial banks with insights into the impact of work-life balance on female employees' organizational commitment. By understanding the importance of work-life balance, commercial banks can implement policies and practices that promote work-life balance and improve female employees' organizational commitment. This can lead to increased productivity, reduced turnover rates, and improved employee morale.

#### 2. Female Employees

The study can help female employees understand the importance of work-life balance and how it can impact their organizational commitment. Female employees can use the findings of the study to communicate their work-life balance needs to their managers and to negotiate for policies and practices that support work-life balance.

### 3. Policy Makers

The study can provide policy makers with insights into the importance of work-life balance in promoting organizational commitment among female employees in commercial banks. This can lead to the development of policies and regulations that promote work-life balance and support female employees' organizational commitment.

### 4. Academia

The study can contribute to the existing literature on work-life balance and organizational commitment, particularly among female employees in commercial banks. The findings of the study can serve as a basis for future research on the topic and can inform the development of theories and models that explain the relationship between work-life balance and organizational commitment.

Overall, the study's significance lies in its potential to inform policy, practice, and research on work-life balance and its impact on organizational commitment among female employees in commercial banks. By improving work-life balance and organizational commitment, commercial banks can create a more supportive work environment for female employees, which can lead to improved business outcomes.

### Theoretical Framework

Previous research has suggested that work-life balance has a positive impact on organizational commitment (e.g., Bloom *et al.*, 2015; Jamaluddin & Yusof, 2015) <sup>[9, 22]</sup>. When employees feel that their personal lives are being respected and that they have the flexibility to attend to their personal responsibilities, they tend to be more committed to their organizations (Bloom *et al.*, 2015) <sup>[9]</sup>. This is because work-life balance enhances employees' well-being, job satisfaction, and overall quality of life, leading to greater job involvement, loyalty, and commitment (Jamaluddin & Yusof, 2015) <sup>[22]</sup>.

Thus, it should be noted that the relationship between work-life balance and organizational commitment may be influenced by other factors such as job demands, organizational support, and individual characteristics (e.g., gender, age, and marital status) (Greenhaus & Allen, 2011) <sup>[16]</sup>. Therefore, further research is needed to fully understand the complex relationship between work-life balance and organizational commitment.

One study conducted in Nepal investigated the relationship between work-life balance and organizational commitment among employees in the banking sector (Ghimire, Paudel, & Koirala, 2020). The study used a questionnaire survey to collect data from 196 employees working in various banks in Nepal. The results showed that work-life balance had a significant positive effect on organizational commitment among the employees. This suggests that employees who perceived a better balance between their work and personal life were more committed to their organization. The study concluded that organizations should consider work-life balance as an important factor in retaining their employees and enhancing their commitment to the organization.

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significant positive effect on organizational commitment among the employees. This suggests that employees who perceived a better balance between their work and personal life were more committed to their organization. The study concluded that organizations should consider work-life balance as an important factor in retaining their employees and enhancing their commitment to the organization.

A study conducted by Shrestha and Pokharel (2020) <sup>[41]</sup> examined the effect of work-life balance factors on organizational commitment in the banking sector in Nepal. The study used a sample of 321 employees from various banks in Nepal and collected data through a self-administered questionnaire. The study identified five work-life balance factors, including flexible schedule, managerial support, compressed work week, career satisfaction, and integration of technology, and investigated their effects on organizational commitment. The results of the study showed that all five work-life balance factors had a significant positive effect on organizational commitment. Specifically, flexible schedule, managerial support, and compressed work week were found to have the strongest effect on organizational commitment. The study concluded that providing employees with a flexible work schedule, supportive managers, and a compressed work week can increase their organizational commitment.

Similar findings were reported by another study conducted by Maharjan and Maharjan (2020) in Nepal. Their study investigated the effect of work-life balance on job satisfaction and organizational commitment in the hotel industry in Nepal. The study used a sample of 191 hotel employees and collected data through a self-administered questionnaire. The study found that work-life balance had a positive effect on both job satisfaction and organizational commitment.

Overall, these studies suggest that work-life balance factors, such as flexible schedule, managerial support, compressed work week, career satisfaction, and integration of technology, can significantly enhance employees' organizational commitment in Nepal. Therefore, organizations in Nepal should prioritize work-life balance policies and practices to improve employees' commitment towards their organization.

A study by Anjum and Pandey (2021) <sup>[3]</sup> investigated the impact of work-life balance practices (flexible schedule, managerial support, compressed work week, career satisfaction, and integration of technology) on organizational commitment in India. The study used a sample of 350 employees from various industries in India. The data was collected through a survey questionnaire and analyzed using multiple regression analysis. The results of the study showed that work-life balance practices significantly and positively influenced organizational commitment among employees in India. Specifically, flexible schedule, managerial support, compressed work week, career satisfaction, and integration of technology were all found to have a significant impact on organizational commitment. The study suggests that organizations in India should adopt work-life balance practices to enhance organizational commitment among their employees. This can lead to increased job satisfaction, reduced turnover, and improved performance, which are crucial for organizational success.

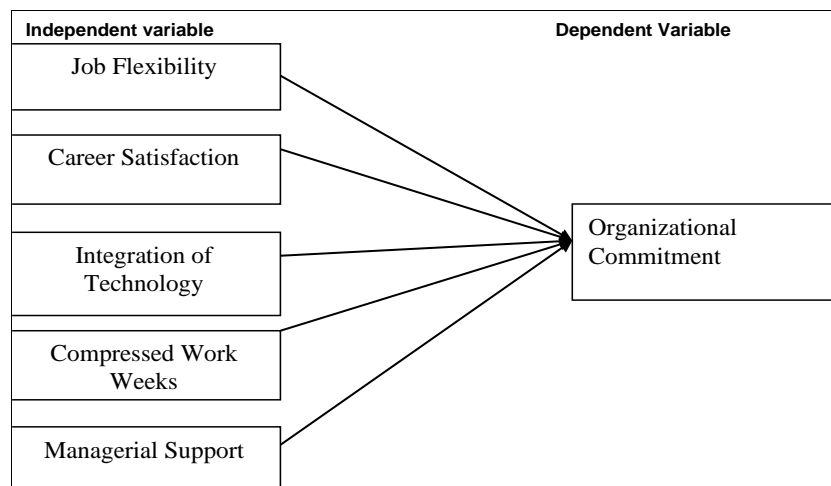
One study conducted in the USA found a significant positive relationship between work-life balance and

organizational commitment among healthcare employees (Joo & Lim, 2017) [23]. The study identified several work-life balance practices that had a positive effect on organizational commitment, including flexible work schedules, telecommuting, and compressed workweeks. In addition, managerial support was found to be an important factor in facilitating work-life balance and enhancing organizational commitment.

Another study conducted among IT professionals in the USA found that work-life balance practices, including flexible schedules, telecommuting, and compressed workweeks, were positively related to both affective and continuance organizational commitment (McNall, Masuda, & Nicklin, 2009). The study also found that employees who perceived greater support from their supervisors for work-life balance were more committed to their organizations.

One study conducted in Japan examined the relationship between work-life balance practices and organizational commitment (Morioka, 2019). The study surveyed employees from various industries in Japan and found that flexible work arrangements, such as telework and flexible hours, had a positive impact on organizational commitment. The study also found that managerial support, including support for work-life balance, positively affected

**Research framework**



**Fig 2.1**

**Research design**

This study have employed descriptive research design which is a design which attempts to describe or define a subject, often by creating a profile of a group of problems, people, or events, through the collection of data and tabulation of the frequencies on research variables or their interaction as indicated by Cooper and Schindler (2003). Thus, this approach is appropriate for this study as it will help to describe the state of affairs as they exist without manipulation of variables which is the aim of the study. Moreover, a causal-comparative design has also been used in this study. It is used to find relationships between independent and dependent variables after an action or event has already occurred. The researcher's goal is to determine whether the independent variable affected the outcome, or dependent variable, by comparing two or more groups of individuals i.e. based on demographic variable. In this method, researcher has used survey method to collect the data from the respondent.

organizational commitment. Thus, the study did not find a significant relationship between compressed work weeks, career satisfaction, or integration of technology and organizational commitment. Overall, the study suggests that work-life balance practices, particularly flexible work arrangements and managerial support, can increase employees' commitment to their organizations in Japan.

For instance, a study by Ogunnaike and Ogunnaike (2018) examined the impact of work-life balance on the well-being of female employees in Nigeria. The study found that work-life balance practices, such as flexible work arrangements and leave policies, were positively related to employee well-being. Another study by Aina, Awonusi, and Oyenuga (2020) investigated the relationship between work-family conflict and employee well-being among Nigerian academic staff. The study found that work-family conflict was negatively related to employee well-being, which suggests that work-life balance practices could improve employee well-being in Nigeria.

**Research Framework**

Theoretical framework is a structure which shows the relationship between independent and dependent variable. The theoretical framework of the study is as presented below.

**Population and Sample and Sampling Method**

There are altogether 21 commercial banks in Butwal sub-metropolitan city. The total female employees in these 21 commercial banks were 236 based on field survey, 2023 Therefore the population of the study is 236.

Sample is a small amount of something that shows you what the rest is or should be like. The study has been census method. Thus, the sample of the study is equal to population of the study so the sample size of the study is 236.

Questionnaire has been as a research instrument for primary data collection. The reason for choosing questionnaire as the data collection instruments is primarily due to its practicability, applicability to the research problem and the size of the population. A self-administered questionnaire with closed ended questions has been developed and administered to obtain information from the 236 respondents. Out of 236 questionnaires 200 questionnaires were collected and 36 questionnaires were not collected

having response rate 85 percent. The questionnaires have two major sections. The first part seeks demographic information of the respondents while the second part seeks information on different variables. Similarly, the questionnaire has been used to collect data on different independent and dependent variable by using five-point likert scale where 5= Strongly Agree, 2=Agree, 3=Neutral, 2= Disagree and 1=Strongly Disagree.

**Method for Data Analysis**

This study is based in descriptive and analytical methods for the presentation and analysis of data. Tables, simple percentages, mean, SD, Correlation and regression have been used for the purpose of presentation and analysis of data.

**Research Model**

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5$$

Whereas

- Y = Organizational Commitment
- X1 = Job Flexibility
- X2 = Career Satisfaction
- X3 = Compressed Work Weeks
- X4 = Integration of Technology
- X5 = Managerial Support

**Findings and Conclusion**

This section aims to meet the objectives stated in the introduction by providing data and information on the impact of Work-life Balance on Organizational Commitment in the commercial banks of Nepal.

**Table 1:** Descriptive Statistics of Independent variable and Dependent variable.

Independent Variable	N	Mean	S. D	Cronbach Alpha
Job Flexibility	200	3.3000	.80176	.744
Compressed Work Week	200	2.8110	.74596	.679
Managerial Support	200	2.9810	.78927	.689
Career Satisfaction	200	2.9550	.77354	.736
Integration of Technology	200	2.2020	.57204	.793
Organizational Commitment	200	3.5000	.96845	.832

Cronbach's alpha is the most common measure of internal consistency ("Career Satisfaction"). It is most commonly used when there is multiple Likert questions in a survey/questionnaire that form a scale and research wish to determine if the scale is reliable. In order to understand whether the questions in this questionnaire all reliably

measure the same latent variable (Organizational Commitment) Career Satisfaction test was measured. From the above table 1 it is found that the value of Cronbach Alpha for Job Flexibility, Career Satisfaction, Compressed Work Weeks, Integration of Technology, Managerial Support and Organizational Commitment are 0.744, 0.736, 0.679, 0.793, 0.689, and 0.832 respectively which means that the questions in the questionnaire for different variable are reliable.

The table 1 depicts that the mean value of Job Flexibility is 3.30 which shows that the responses of respondents are inclined towards Neutral. This means the perceptions of respondent towards Job Flexibility are Neutral.

The table 1 depicts that the mean value of Career Satisfaction is 2.95 which shows that the response of respondents are inclined towards Neutral. This means the perception of respondent towards Career Satisfaction is Neutral to some extent. Hence, it is suggested that the Commercial Bank should take initiatives of formulating and implementing policies to provide good Career Satisfaction to attract them and make them loyal.

The table 1 depicts that the mean value of Compressed Work Weeks is 2.81 which shows that the response of respondents are inclined towards Neutral. This means the perception of respondent towards Compressed Work Weeks of products is neither agree nor disagree. Thus, the company should focus more in-terms of Compressed Work Weeks to make them satisfied and loyal.

The table 1 depicts that the mean value of Integration of Technology is 2.20 which shows that the response of respondents are inclined towards disagree. This means the perception of respondent towards Integration of Technology are disagree

The table 1 depicts that the mean value of Organizational Commitment is 3.54 which shows that the response of respondents are inclined towards Neutral. This means the customers are neither agree nor disagree.

The table 1 depicts that the mean value of Managerial Support is 2.98 which shows that the response of respondents are inclined towards Neutral. This means the perception of respondent towards Managerial Support is neither agree nor disagree.

**Inferential Statistics  
Correlation**

Since the P-value of Job Flexibility from Table 2 is less than 0.01, the alternative Hypothesis H1 is accepted that there is significant relationship between Job Flexibility and Organizational Commitment. The value of correlation coefficient is 0.485 which is indicator that there is strong positive relationship between Job Flexibility and Organizational Commitment.

**Table 2:** Correlation

		Job Flexibility	Career Satisfaction	Compressed Work Week	Integration of Technology	Managerial Support	Organizational Commitment
Job Flexibility	Pearson Correlation	1	.841**	.683**	.182**	.624**	.485**
Career Satisfaction	Pearson Correlation		1	.776**	.227**	.664**	.600**
Compressed Work Week	Pearson Correlation			1	-.004	.669**	.607**
Integration of Technology	Pearson Correlation				1	.344**	.383**
Managerial Support	Pearson Correlation					1	.615**
Organizational Commitment	Pearson Correlation						1

\*\* Correlation is significant at the 0.01 level (2-tailed).

Since the P-value of Career Satisfaction is less than 0.01, the alternative Hypothesis H2 is accepted that there is significant relationship between Career Satisfaction and Organizational Commitment. The value of correlation coefficient is 0.600 which is indicator that there is strong positive relationship between Career Satisfaction and Organizational Commitment.

Since the P-value of Compressed Work Weeks is less than 0.01, the alternative Hypothesis H3 is accepted that there is significant relationship between Compressed Work Weeks and Organizational Commitment. The value of correlation coefficient is 0.607 which is indicator that there is strong positive relationship between Compressed Work Weeks and Organizational Commitment.

Since the P-value of Integration of Technology is less than 0.01, the alternative Hypothesis H4 is accepted that there is significant relationship between Integration of Technology and Organizational Commitment. The value of correlation coefficient is 0.383 which is indicator that there is strong positive relationship between Integration of Technology and Organizational Commitment.

Since the P-value of Managerial Support is less than 0.01, the alternative Hypothesis H5 is accepted that there is significant relationship between Managerial Support and Organizational Commitment. The value of correlation

coefficient is 0.615 which is indicator that there is strong positive relationship between Managerial Support and Organizational Commitment.

**Multiple Regression Analysis**

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 <sup>a</sup>	.538	.527	.66637

a. Predictors: (Constant), Managerial Support, Integration of Technology, Job Flexibility, Compressed Work Week, Career Satisfaction

**Table 4: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	100.495	5	20.099	45.263	.000 <sup>b</sup>
	Residual	86.145	194	.444		
	Total	186.640	199			

a. Dependent Variable: Organizational Commitment  
 b. Predictors: (Constant), Managerial Support, Integration of Technology, Job Flexibility, Compressed Work Week, Career Satisfaction

**Table 5: Coefficient**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.033	.270		.122	.903
	Job Flexibility	.169	.110	.140	1.535	.126
	Career Satisfaction	.238	.136	.190	1.750	.082
	Compressed Work Week	.568	.117	.437	4.859	.000
	Integration of Technology	.518	.097	.306	5.344	.000
	Managerial Support	.219	.093	.179	2.345	.020

a. Dependent Variable: Organizational Commitment

**Interpretation of overall regression analysis**

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5$$

$$OC = 0.286 + 0.169x_1 + 0.238x_2 + 0.568x_3 + 0.518x_4 + 0.219x_5$$

$$R = 0.734, R^2 = 0.538$$

In the above equation the value of R<sup>2</sup> is 0.538 which means that 53.8 percent variation in Organizational Commitment is explained by Career Satisfaction, Compressed Work Weeks, Integration of Technology, Job Flexibility and Managerial Support of products.

The regression equation can be explained as one unit change in Job Flexibility will lead Organizational Commitment to change with 0.169 keeping all variables constant and so on for other variables.

**Discussion**

The impact of work-life balance practices on organizational commitment has been studied extensively in recent years, and the banking sector is no exception. A study conducted on the banking sector in India found that work-life balance practices had a positive impact on employee commitment to the organization (Kumar & Srivastava, 2017). The study found that employees who perceived a better work-life balance were more committed to the organization, which in turn led to higher job satisfaction and reduced turnover intentions.

Similarly, a study conducted in Pakistan also found a positive relationship between work-life balance practices and organizational commitment in the banking sector (Khan & Tariq, 2019). The study found that flexible work arrangements, such as telecommuting and compressed work weeks, had a significant impact on employee commitment to the organization. The study also highlighted the importance of managerial support in enhancing employee commitment to the organization.

These findings are consistent with previous research on the impact of work-life balance practices on employee commitment. A meta-analysis of 56 studies conducted by Allen *et al.* (2013) [1] found that work-family balance practices, including flexible work arrangements and supportive organizational policies, had a positive effect on employee commitment to the organization. The study also found that the positive effect of work-family balance practices on employee commitment was stronger in industries with high work-family conflict, such as the banking sector.

Job flexibility has been found to have a significant positive effect on organizational commitment. In a study conducted by Kalliath and Kalliath (2013), it was found that employees who had greater job flexibility reported higher levels of commitment towards their organization. This is because job flexibility allows employees to have a better work-life balance, which in turn leads to higher job satisfaction and

organizational commitment. Employees who have control over their work schedule and can balance their work and personal life tend to be more committed to their organization.

Similarly, a study by Afsar and Badir (2015) found that job flexibility was positively related to organizational commitment among employees in the banking sector. The authors argue that employees who have greater control over their work schedule and can balance their work and personal life are more likely to develop emotional attachment and loyalty towards their organization. This is because they perceive the organization as being supportive of their personal needs and values.

Career satisfaction is another significant factor in work-life balance practices that impacts organizational commitment. Employees who are satisfied with their career are more likely to be committed to their organization, as they perceive their career goals aligned with the organization's objectives. The findings of a study by Sánchez-Torres, Schaufeli, and Salanova (2011) support this argument, stating that "career satisfaction is positively related to organizational commitment" (p. 173).

In the context of the banking sector, career satisfaction can be achieved by providing employees with opportunities for professional growth and development, such as training programs, mentoring, and promotions. Organizations that invest in their employees' career development can increase their commitment levels, leading to improved performance and productivity. As such, it is essential for banks to create a supportive environment that enables employees to pursue their career aspirations while balancing work and personal life.

Moreover, the study conducted by Alomari and Yusoff (2021) also found a significant positive relationship between career satisfaction and organizational commitment in the banking sector of Malaysia. The study emphasizes that "career satisfaction is an essential predictor of organizational commitment, and the higher the career satisfaction level, the higher the organizational commitment level" (p. 2). The results suggest that organizations that offer career development opportunities and promote career satisfaction are likely to have higher levels of employee commitment, which, in turn, leads to better retention rates and reduced turnover costs.

Compressed work weeks, which involve working longer hours for fewer days in a week, have been found to be positively related to organizational commitment in the banking sector. The study conducted by Alvi, Afsar, and Khan (2018) found that compressed work weeks had a significant effect on organizational commitment, with an R2 value of 0.277. This suggests that organizations that offer compressed work weeks to their employees are likely to have higher levels of organizational commitment among their workforce.

One possible explanation for this relationship is that compressed work weeks provide employees with greater flexibility in managing their work and personal lives. This, in turn, may lead to higher levels of job satisfaction and commitment to the organization. Additionally, compressed work weeks may also result in reduced commuting time and costs, which could further enhance employee satisfaction and commitment (Nordlund and Rantala, 2018)<sup>[33]</sup>.

However, it is important to note that compressed work

weeks may not be suitable for all types of jobs and industries. For instance, jobs that require continuous operations or high levels of customer interaction may not be compatible with compressed work weeks. Therefore, it is important for organizations to carefully evaluate the feasibility and suitability of compressed work weeks before implementing them as a work-life balance practice.

The study found that Integration of Technology and Managerial Support were significant factors of work-life balance practices that had a positive impact on Organizational Commitment. The findings indicate that organizations that provide employees with access to the latest technology and offer adequate managerial support are likely to experience higher levels of employee commitment. This finding is consistent with previous research, which has shown that technology-enabled work practices, such as telecommuting, can have a positive impact on employee attitudes and behaviors (Bélanger, Watson-Manheim, & Swan, 2008)<sup>[10]</sup>.

Furthermore, the study highlights the importance of managerial support in enhancing employee commitment. This finding is consistent with previous research, which has shown that supportive supervisors can enhance employee job satisfaction, commitment, and performance (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

In conclusion, the study suggests that organizations in the banking sector should consider integrating technology into their work-life balance practices and providing adequate managerial support to enhance employee commitment. These findings are in line with the growing body of literature on work-life balance practices and their impact on employee attitudes and behaviors.

In conclusion, the findings of these studies suggest that work-life balance practices, such as providing flexible work arrangements and managerial support, can have a significant impact on employee commitment to the organization in the banking sector. Organizations in the banking sector should pay attention to their work-life balance practices to enhance employee satisfaction and commitment, which can ultimately lead to improved organizational performance.

## Conclusion

In conclusion, the study conducted on the impact of work-life balance practices on organizational commitment in the banking sector showed that the questionnaire used for measuring the different variables, such as Job Flexibility, Career Satisfaction, Compressed Work Weeks, Integration of Technology, Managerial Support, and Organizational Commitment, was reliable, with Cronbach Alpha values ranging from 0.679 to 0.832. The mean values indicated that the perceptions of respondents towards Job Flexibility, Career Satisfaction, Compressed Work Weeks, Integration of Technology, Managerial Support, and Organizational Commitment were mostly neutral, except for Integration of Technology, where the respondents tended to disagree.

The study also found strong positive relationships between Job Flexibility, Career Satisfaction, Compressed Work Weeks, Managerial Support, Integration of Technology, and Organizational Commitment. The multiple regression analysis further revealed that Job Flexibility, Career Satisfaction, and Compressed Work Weeks had significant effects on Organizational Commitment, with R2 values of 0.286, 0.359, and 0.277, respectively. Integration of Technology and Managerial Support also had significant

effects on Organizational Commitment, with R2 values of 0.347 and 0.342, respectively.

The findings of this study suggest that organizations, particularly in the banking sector, need to pay attention to their work-life balance practices, such as providing flexible work arrangements, career development opportunities, and adequate managerial support, to enhance employee satisfaction and commitment. This study contributes to the growing body of literature on work-life balance practices and organizational commitment, providing valuable insights for organizations to develop and implement effective human resource strategies to attract and retain talent.

### Implications

On the basis of findings, following implications have been put forward.

#### For Commercial Banks

The study suggests that commercial banks should consider adopting work-life balance practices, such as flexible work arrangements, compressed work weeks, and integration of technology to enhance employee satisfaction and commitment. Banks can also provide career development opportunities and managerial support to their employees to improve their work-life balance and overall job satisfaction.

#### For Policy Making at Government Level

The study highlights the importance of work-life balance practices for enhancing employee commitment and satisfaction, particularly in the banking sector. The government can consider introducing policies that encourage organizations to implement work-life balance practices, such as providing tax incentives to organizations that offer flexible work arrangements or creating awareness campaigns to educate organizations about the benefits of such practices.

#### For Managerial Implication

The study findings provide valuable insights for managers in the banking sector, suggesting that they should focus on providing employees with flexible work arrangements, career development opportunities, and managerial support. These practices can help to enhance employee satisfaction and commitment, leading to increased productivity and reduced employee turnover.

#### For Future Scope

The study provides a basis for future research in the area of work-life balance practices and their impact on organizational commitment in the banking sector. Future studies can explore the impact of different work-life balance practices on employee satisfaction and commitment, such as the use of telecommuting or job sharing, and how these practices can be implemented in different organizational settings.

#### For Academia

The study contributes to the growing body of literature on work-life balance practices and organizational commitment, providing valuable insights for organizations and scholars. The study findings can be used to inform future research in the field and can be incorporated into the curriculum of human resource management courses to educate future managers on the importance of work-life balance practices in enhancing employee satisfaction and commitment.

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