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Work-Life Balance and Job Performance: The Mediating Role of Job Satisfaction in Commercial Bank of Butwal

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Abstract

Purpose: *This study aims to explore how work-life balance affects job performance. It also looks at how mediating and moderating effect of job satisfaction and family-supportive supervisor behavior influence this relationship in Commercial Banks.*

Methods: *It followed a descriptive and causal-comparative research design and applied various statistical methods for data analysis, such as mean, standard deviation, independent t-test, parametric and non-parametric tests, and correlation analysis. Data collection was executed through the purposive sampling Method, from which 211 responses were obtained from employees of commercial bank. The study used a adopted questionnaire with a seven-point Likert scale.*

Results: *The results showed that work-life balance is the main factor affecting job performance. Additionally, the study also revealed that a supervisor's supportive behavior toward family matters influences the relationship between job satisfaction and job performance. Moreover, job satisfaction partially mediates the connection between work-life balance and job performance.*

Conclusion: *The study concludes that to enhance job performance, commercial banks should prioritize promoting work-life balance, supportive supervisor behaviors regarding family matters and improve job satisfaction among employees.*

Keywords: Work-life balance, family supportive, supervisor behaviour, job satisfaction, job performance, commercial ank

I. Introduction

In today's ever-changing global business setting, the banking sector faces significant competition and unique challenges (Wiersema & Bowen, 2008). The ongoing tide of globalization has brought about dynamic changes, requiring organizations to quickly adjust to the evolving behaviors of their employees. In order for an organization to involve in this competitive environment, providing excellent services to employees is not just essential; it becomes a strategic necessity.

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When employees work well, standing as the heart of any organization, hold a central role in shaping its future. According to Haar et al. (2014), the effective operation and commitment of employees directly link to increased productivity and enhanced job performance. Numerous factors influencing job performance have been identified by researchers, including job satisfaction, insufficient compensation, unsatisfactory facilities, and the extensive impact of work-related stress, all documented as influential elements affecting an organization's overall performance (Talukder et al., 2018).

In the complex web of factors impacting organizational performance, the concept of work-life balance emerges as a crucial element. Work-life balance, delicately balancing professional obligations and personal well-being, plays a pivotal role in organizational success. Wolor et al.'s (2020), research emphasizes improving employee performance and productivity requires a flexible work-life balance. A balanced work-life fosters support, creativity, and productivity. Yet, job performance faces challenges due to an unpredictable work environment. Employees may struggle to manage their work effectively, leading to conflicts between personal and professional life (Robbins & Judge,2013).

Against the backdrop of a highly competitive banking sector, where the success of an organization depends on the optimal performance of its employees, recognizing and bringing up the factors contributing to employee well-being and performance becomes crucial. A key element in this context is the clear correlation between work-life balance and employee performance, which gives businesses a means of handling the complexities of the modern business environment while gaining a competitive advantage and long-term success. But a lot of work-life balance (WLB) initiatives that were started by HR departments in the early 21st century failed, which made work-life specialists think poorly regarding them (Swathi & Mohapatra, 2015). This era recognized the need for balancing work and personal life. Job performance reflects how well employees meet responsibilities to support organizational goals (Luthans et al., 2007). It's evaluated based on the effectiveness and efficiency of tasks completed as per their job role. Improved organizational performance contributes to effective wealth and financial management for the entire organization.

Job satisfaction, indicating a positive attitude towards work within the organization, is another key factor (Walumbwa et al., 2010). Employee satisfaction correlates with improved performance in the organization (Luthans et al., 2007), leading to positive outcomes and financial health in overall organizational performance (Luthans et al., 2007).

Additionally, family supportive supervisor behavior is crucial for enhancing organizational performance (Walumbwa et al., 2010; Wang et al., 2013; Kim et al., 2015). This behavior fosters positive relationships between employees and supervisors, reducing employees' work burden (Marescaux et al., 2020). Efficient management of factors such as work-life balance, job satisfaction, and family supportive supervisor behavior leads to better organizational performance, increased productivity, and enhanced output (Susanto et al., 2022).

Job satisfaction is another issue impacting job performance. Positive employee attitudes and increased satisfaction contribute to improved job performance (Luthans et al., 2007). Dissatisfaction leads to challenges in managing personal and professional life, resulting in a high turnover rate that affects organizational performance. Rewards, compensation, and incentives can enhance employee satisfaction and it ultimately improving organizational performance (Mustapha,2013). While recognizing the challenges in balancing work and family life, organizations need to address different issues through effective management strategies.

Although existing studies offer useful insights, there is still a significant research gap in exploring how work-life balance relates to job performance, particularly when factoring in job satisfaction and family-supportive supervisor behavior. Limited studies have explored these factors and their challenges in the banking sector, posing problems for strategy development and implementation in commercial banks like Butwal. Previous research primarily focused on work-life balance and job satisfaction for employee job performance, neglecting the role

of family supportive supervisor behavior in commercial banks. The research contributes not only to commercial banks but also to the broader banking and business sectors, providing valuable insights for effective organizational performance, resource management, and improved internal environments. In this context this study is conducted to achieve the following objectives:

- To assess the difference among gender and age group of respondents with regard to work life balance, job satisfaction, family supportive supervisor behaviour and job performance.
- To measure the effect of work-life balance on job performance.
- To examine the mediating effect of job satisfaction on the relationship between work life balance and job performance.
- To analyze the moderating effect of family supportive supervisor behavior on the relationship between work-life balance and job performance.

II.   Reviews

This section covers the theoretical and empirical review of the study, as outlined below:

Theoretical Review

Conservation of Resources (COR) Theory:

COR theory suggests that individuals strive to acquire and protect resources, including physical, psychological, social, and organizational resources (Hobfoll,1998). Employees strive to acquire, maintain, and protect important resources including time, energy, and social support, according to this notion. When applied to workers at commercial banks, COR theory clarifies the relationship between work-life balance, job satisfaction, supervisor behaviour that supports families, and job success. When employees achieve a good work-life balance, they conserve their mental and physical energy, reducing stress and enhancing overall job satisfaction. Moreover, family supportive supervisor behavior plays a crucial role in resource conservation by providing emotional and practical support, helping employees manage work and family demands effectively. This support reduces burnout and fosters a positive work environment, leading to improved job performance. Conversely, when resources are threatened such as a lack of supervisor support or excessive work demands employees may experience stress and job dissatisfaction, negatively impacting their performance. Therefore, COR theory emphasizes the significance of balancing work and personal life, having supportive leadership, and achieving job satisfaction to sustain strong performance in the banking sector.

Social Exchange Theory (SET)

The reciprocity norm is the foundation of social exchange interactions (Blau, 1964). Social Exchange Theory (SET) explains workplace relationships based on mutual benefits, which is highly relevant to work-life balance, job satisfaction, family supportive supervisor behavior, and job performance in commercial banks. When employees experience a healthy work-life balance, they feel valued by their organization, increasing their commitment and motivation. Family supportive supervisor behavior plays a crucial role in fostering this balance by offering flexibility, understanding personal responsibilities, and reducing work-related stress. This supportive environment enhances job satisfaction, as employees feel appreciated and supported in both their personal and professional lives. In return, satisfied employees are more likely to demonstrate higher job performance, showing increased efficiency, dedication, and willingness to contribute to organizational success. SET suggests that when employees receive support and fair treatment, they reciprocate through improved performance and loyalty. Thus, a positive cycle is created where work-life balance, supportive leadership, and job satisfaction collectively enhance employee productivity in commercial banks.

These theories and concepts offer a framework for understanding how work-life balance,

job satisfaction, family-supportive supervisor behavior, and job performance are connected. Thus, conducting empirical research focused on commercial banks could provide valuable insights into how job satisfaction and family-supportive supervisor behavior mediate and moderate the relationship between work-life balance and job performance.

Empirical Review

Abdulkadir (2018) suggests that performance measurement must encompass flexible schedules, supervisor support, and work-family balance. Semi-structured questionnaires analyzed through simple linear regression and revealed positive correlations between work-life balance indicators and employee performance.

Similarly, Ogomegbunam (2023) surveyed workers from seven banks in Delta and Bayelsa. Using a self-structured questionnaire, data were analyzed using basic statistics and Pearson Correlation. Results reveal significant associations between flexible work arrangements, wellness programs, and employee performance, but not with work leave efforts or informal support practices.

Likewise, Wolor et al. (2020) found that the performance of millennial employees is influenced by their work-life balance. This study looks for different hypotheses about how work-life balance affects employee performance. It uses a systematic review method, following PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) guidelines for qualitative analysis.

Furtherore, Krishnan et al. (2018) investigated how work-life balance and job satisfaction influence the performance of academic staff at a Malaysian public university. With 120 respondents, their quantitative study revealed a positive link between performance, work-life balance, and job satisfaction, analyzed using SPSS, correlation, and multiple regression.

Similarly, Talukder & Galang (2021) found a positive relationship between supervisor support and employee performance, with work-life balance, job satisfaction, and life satisfaction acting as mediators. Data collected online employed mean, standard deviation, hierarchical regression, and correlations for analysis.

On the basis of above discussion this research formulates the given conceptual framework.

 Figure 1

Conceptual Framework
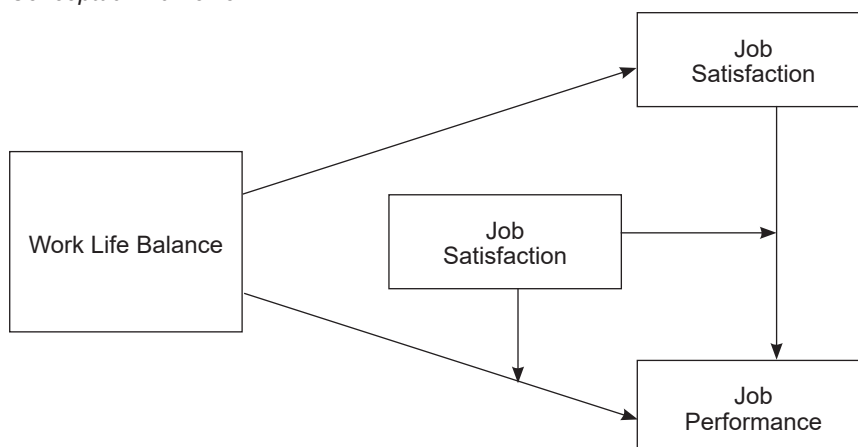
Note. Adopted from Blau1964 ; Susanto et.al. 2022

Hypothesis

Hypothesis is the statement of assumption of study which are as follows:

H1: There is significant effect of work-life balance on job satisfaction.

H2: There is significant effect of Job satisfaction on job performance.

H3: There is significant effect of work-life balance on job performance.

H4: Job satisfaction mediates the relationship between work-life balance and job performance.

H5: There is significant effect family supportive supervisor behaviour on job performance.

H6: Family supportive supervisor behaviors moderates the relationship between job satisfaction on job performance.

H7: Family supportive supervisor behaviors moderates the relationship between work-life balance on job performance.

III. Methodology

This section includes the research design, population, sample size, sampling technique, data collection sources and nature, as well as the methods used for data analysis.

Research Design

This research utilizes both descriptive and causal-comparative approaches to investigate the interrelations among variables and evaluate the influence of one variable over another. Thus, the selected research designs provide a comprehensive framework for conducting the study. This study uses the independent t-test, parametric, non-parametric, correlation and regression analysis. With the help of these statistical tools, it will help for our investigation of research properly.

Population and Sample Size

The study is focused on Butwal sub-metropolitan city, where 20 commercial banks are located. According to a field survey conducted in 2024, the total number of employees across these banks is 600. Hence, the study's population consists of 600 employees.

The sample size for the known population was calculated using the Yamane formula (Yamane, 1967).

n=N/1+Ne2

Where, n represents the sample size, N denotes the population size, and e stands for the margin of error (MOE), with e set at 0.05 according to the research conditions. Thus, the sample size of the study is n=240

Sampling Technique

In this research study, respondents from the overall population were selected using purposive sampling technique. It enables to carefully choose participants who can provide the most relevant and useful data.

Nature and Sources of data

For this study, quantitative data were gathered through primary source. A questionnaire was prepared based on prior research by Talukder et al. (2018) and Bosch et al. (2018). Initially, the study identified detailed practices and constructs associated with the selected variable, incorporating four variables into the study framework: work-life balance, job satisfaction, family-supportive supervisor behavior and job performance, representing independent, mediating, moderating, and dependent variable respectively. Subsequently, question sets

were formulated for each variable category. A pilot test of the questionnaire was then conducted with 25 respondents to minimize errors.

The questionnaire contained 20 items, using a seven-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat Disagree, 4 = Neutral, 5 = Somewhat Agree, 6 = Agree, and 7 = Strongly Agree) to measure both outcome and predictor variables. Of the 240 questionnaires distributed, 211 were completed and returned, yielding an 88% response rate, while 29 were not returned.

Statistical Tools

The research utilized Smart PLS and SPSS software version 20, registered under LBC, to analyze the interconnected data. Various statistical methods were applied depending on the data's suitability. Descriptive statistics, such as mean and standard deviation (SD), were calculated to understand and assess employees' responses. Additionally, a reliability test was conducted to measure the consistency of the research tool. To check for the normal distribution of the data, the Kolmogorov-Smirnov (K-S) test was used.

After assessing the normality of the data, both parametric and non-parametric tests were applied in the inferential statistical analysis. A correlation analysis was conducted to examine the relationships between variables, and regression analysis was used to assess the effect of independent variables on the dependent ones. Additionally, mediating analysis was performed to identify both direct and indirect effects between the variables. Similarly, moderation analysis was carried out to detect any moderating factors influencing the relationship between independent and dependent variables, with the study focused on the commercial banks in the Butwal area.

IV.   Results and Discussion

This section highlights the analysis and results of the study. The collected data were analyzed using Smart PLS and SPSS software, and the findings from these analyses are presented here.

Table 1

Measurement Items and Construct

Variables	Items	Loadings	VIF	Mean	SD	Mean	SD
Work Life Balance	WLB1	0.715	1.503	2.858	1.747		
	WLB2	0.883	3.030	2.815	1.542		
	WLB3	0.798	2.140	3.227	1.805	2.981	1.320
	WLB4	0.871	2.632	2.844	1.508		
	WLB5	0.670	1.449	3.161	1.793		
Job Satis-faction	JS1	0.916	3.608	3.242	1.936		
	JS2	0.905	3.965	3.654	2.012		
	JS3	0.841	2.465	3.621	2.081	3.664	1.770
	JS4	0.810	2.300	4.066	2.008		
	JS5	0.921	4.435	3.739	2.008		

	JP1	0.872	3.112	2.308	1.439		
	JP2	0.879	3.522	2.825	1.715		
Job Perfor-mance	JP3	0.741	2.377	3.005	1.789	2.774	1.377
	JP4	0.843	2.716	2.905	1.898		
	JP5	0.833	2.676	2.370	1.485		
	JP6	0.755	1.869	3.232	1.711		

Table 1 shows the evaluation of the measures and validity of the outer model, including standardized outer loading, Variance Inflation Factor (VIF), mean, and Standard Deviation (SD). The assessment, based on sixteen scale items measuring three latent variables, indicates that all items have outer loading values above the 0.70 threshold, except for item WLB5. This suggests that these items significantly contribute to measuring the corresponding variables (Sarstedt et al., 2017). According to Hair et al. (2022), items with outer loading values greater than 0.6 can still be included in further analysis, confirming the validity of WLB5. Additionally, VIF values for all items remain below 5, signifying the absence of multicollinearity among the scale items (Hair et al., 2019), thus mitigating concerns regarding multicollinearity. Mean and standard deviation outcomes for all measurement items fall within an acceptable range for 7-point Likert scale data, confirming the reliability and validity of the measurement items for subsequent assessment.

Table 2

Convergent Validity and Discriminant Validity

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Family support-ive supervisor behaviour	0.887	0.912	0.922	0.747
Job Satisfaction	0.927	0.944	0.945	0.774
Job performance	0.904	0.912	0.926	0.676
Work life balance	0.848	0.86	0.892	0.627

Table 2 shows the assessment of internal reliability and validity for the constructs used in this study. The Cronbach's Alpha values for all constructs exceed the standard threshold of 0.705 (Bland & Altman, 1997), demonstrating strong internal consistency and confirming the reliability of the measurement scale for each construct. Additionally, both Composite Reliability (CR) rho_a and CR rho_c values are above 0.70, validating the reliability and validity of the constructs (Saari et al., 2021; Hair et al., 2022). Furthermore, Average Variance Extracted (AVE) values exceed the 0.50 threshold, ensuring convergent validity for all constructs (Hair et al., 2022). Therefore, the results in the table meet all the established quality criteria.

Table 3

One-Sample Kolmogorov Smirnov Test

	Work life balance	Job satisfaction	Job performance	Family supportive supervisor behaviour
Kolmogorov-Smirnov Z	1.515	1.575	2.477	1.776
Asymp. Sig. (2-tailed)	0.020	0.014	0.000	0.004

The data shown in Table 3 indicates that the Z values for work-life balance, job satisfaction, and family-supportive supervisor behavior are within the range of -1.96 to +1.96. This implies that these variables are distributed normally. In contrast, job performance does not fall within this range, indicating that it does not follow a normal distribution. Consequently, parametric tests, suitable for normally distributed data, are appropriate for variables like Work-life balance, job satisfaction, and family supportive supervisor behavior, while non-parametric tests are more suitable for variables like job performance that do not adhere to a normal distribution.

Table 4

Independent Sample t -test for Gender of Employees

	gender of respondents	N	Mean	T Value	P value
Work life balance	male	99	3.13	1.539	0.125
	female	112	2.85		
Job satisfaction	male	99	3.87	1.597	0.112
	female	112	3.48		
Family supportive supervisor behaviour	male	99	3.55	2.169	0.031
	female	112	3.07		

From Table 4, it is observed that the p-value of work life balance and job satisfaction are 0.125 and 0.112 respectively which exceeds 5 percent and the respective T values of the variables are smaller than +1.96. Based on this, it can be concluded that the alternative hypothesis is rejected at the 5% significance level, suggesting that respondents' views on job performance are similar across genders. On the other hand, since the P value (0.031) is less than 0.05, the alternative hypothesis is accepted at the 5% significance level concerning family-supportive supervisor behavior. This indicates a significant difference between males and females in terms of family-supportive supervisor behavior. Based on mean score the male opinion with respect to Work life balance, Job satisfaction and Family supportive supervisor behaviour is better than female employees.

Table 5

One-way ANOVA for Age Groups

Age of Respondents		N	Mean	F-value	P-value
Work life balance	below 30	121	2.92		
	30 to 40	72	2.96		
	41 to 50	14	3.30	1.730	0.162
	50 and above	4	4.30		
	Total	211	2.98		
Job satisfaction	below 30	121	3.69		
	30 to 40	72	3.48		
	41 to 50	14	4.13		0.371
	50 and above	4	4.70	1.051	
	Total	211	3.66		
Family supportive supervisor behavior	below 30	121	3.43		
	30 to 40	72	2.98		
	41 to 50	14	3.39	2.214	0.088
	50 and above	4	4.63		
	Total	211	3.29		

There is no significant difference among age groups with respect to Work life balance, Job satisfaction and Family supportive supervisor behavior. As the P value exceeds 0.05, the alternative hypothesis is rejected at the 5 percent significance level concerning work-life balance, job satisfaction, and family-supportive supervisor behavior. This indicates that the opinions of respondents across different gender are similar regarding Work life balance, Job satisfaction and Family supportive supervisor behaviour. Based on mean score the age group 50 and above with respect to Work life balance, Job satisfaction and Family supportive supervisor behaviour is better than other age group of employees.

Table 6

Mann-Whitney Test for Gender

	gender of respondents	N	Mean Rank	Z value	P value
Job performance	male	99	114.08	1.810	0.70
	female	112	98.86		
	Total	211			

Since the P value for job performance in Table 8 is greater than 0.05, it indicates that there are no significant differences between male and female respondents regarding job performance. However, as shown in Table 6, the mean value suggests that male employees have a more favorable view of job performance compared to female employees, as their mean rank is higher. This may indicate that male employees pay more attention to job performance than their female counterparts.

Table 7

Kruskal-Wallis Test for Age of Respondents

	age of respondents	N	Mean Rank	Chi-Square	P value
	below 30	121	102.60		
	30 to 40	72	111.68		
Job performance	41 to 50	14	97.79	2.188	0.534
	50 and above	4	135.38		
	Total	211			

The table indicates that there is no significant difference in job performance across different age groups of employees, as the P-value for job performance is greater than 0.05. From the mean rank shown in above table, it indicates that age group 50 and above have better opinion about job performance. This may be because age group 50 and above have better experience towards job performance.

Table 8

Correlation Analysis

	Work life balance	Job satisfaction	Job perfor-mance	Family supportive supervisor behaviour
Work life balance	1	.352**	.684**	.636**
Job satisfaction		1	.405**	.561**
Job performance			1	.598**
Family supportive supervisor behaviour				1

The correlation table offers insights into how different factors such as work-life balance, job satisfaction, family supportive supervisor behavior and job performance are related to each other. Each cell in the table reflects the degree of correlation, measured by the Pearson correlation coefficient (denoted as "r"), between pairs of these variables. Beginning with work-life balance, it shows a strong and positive connection with job performance and family supportive supervisor behaviour but it has weak positive and significant relationship with job satisfaction at 1% level of significance. Moving to job satisfaction it has weak positive and significant relationship with job performance and it has positive moderative relationship with family supportive supervisor behaviour. Lastly, moving to job performance it shows job performance has positive moderative relationship with family supportive supervisor behaviour.

From above table, the R-square and adjusted R-square value of job satisfaction is 0.137

and 0.133 which indicates the weak predictive power (Hair et al., 2013). The R-square and adjusted R-square values for job performance are 0.603, which also suggest a moderating predictive effect.

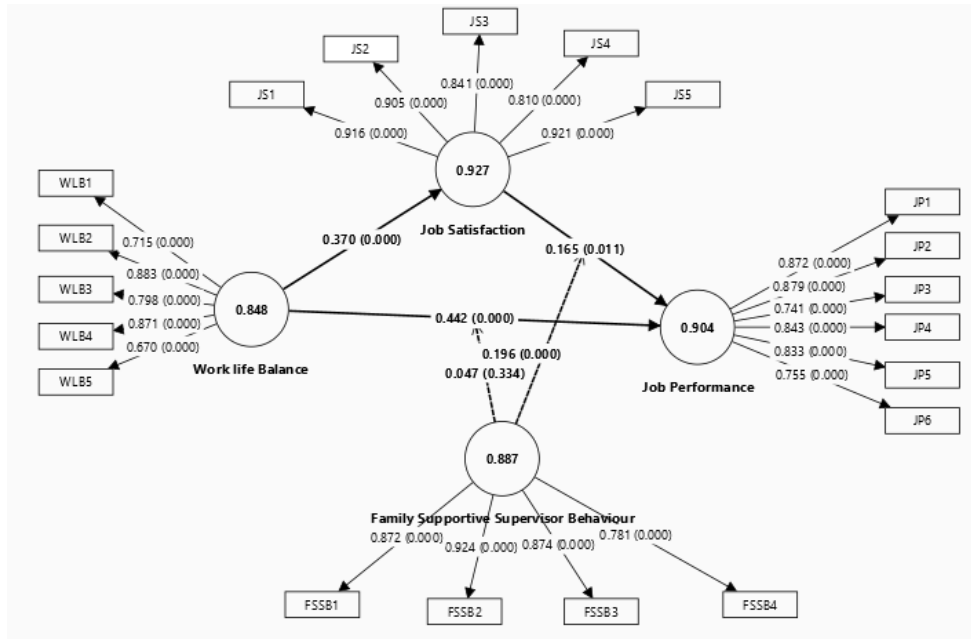**Figure 2**

Structural Model Assessment: *Path Diagram*

Table 11

Hypothesis Testing (Direct Effect)

Hypothesis	B	mean	STDEV	T Value	P values	Decisions
H1: Work life balance -> Job Satisfaction	0.370	0.374	0.071	5.222	0.000	Accepted
H2: Job Satisfaction -> Job performance	0.165	0.158	0.064	2.56	0.011	Accepted
H3: Work life balance -> Job performance	0.503	0.497	0.091	5.53	0.000	Accepted

The results shown in the Figure and Table illustrate the outcomes of a bootstrapping analysis performed on 5,000 subsamples, along with the decisions made regarding the hypotheses. Hypotheses H1, H2, and H3 were confirmed at a significance level of 0.05, indicating a significant positive relationship between work-life balance (β=0.370; p<0.05) and job satisfaction. Furthermore, job satisfaction was found to positively influence job performance (β=0.165; p<0.05), and there was also a strong positive impact of work-life balance on job performance (β=0.503; p<0.05).

Table 12

Mediating Effect of Job Satisfaction

Hypothesis	B	mean	STDEV	T value	P value	Result
H4: Work life balance -> Job Satisfaction -> Job performance	0.061	0.059	0.027	2.275	0.023	Accepted

The table presents the findings regarding the hypothesis with a mediating effect. The results show a positive and significant mediating effect of job satisfaction (β=0.061; $p<0.05$) in the relationship between work-life balance and job performance at the Commercial Bank of Butwal. The direct influence of work-life balance on job satisfaction is significant, as is the effect of job satisfaction on job performance. Therefore, there is partial mediation between these factors.

Table 13

Moderating Effects of Family Supportive Supervisor Behaviour

Hypothesis	β	Mean	STDEV	T values	P values	Result
H5: Family supportive supervisor behaviour -> Job performance	0.172	0.179	0.094	1.826	0.068	Rejected
H6: Family supportive supervisor behaviour x Job Satisfaction -> Job performance	0.196	0.193	0.054	3.655	0.000	Accepted
H7: Family supportive supervisor behaviour x Work life balance -> Job performance	0.047	0.051	0.049	0.967	0.334	Rejected

The table presents the results related to the hypothesis with moderating effects. The direct effect of the moderating variable, Family-Supportive Supervisor Behavior (β=0.172; $p>0.05$), on job performance is positive but not significant. On the other hand, Family-Supportive Supervisor Behavior (β=0.196; $p<0.05$) shows a positive and significant moderating effect between job satisfaction and job performance. Furthermore, Family supportive supervisor behaviour (β=0.047; $p>0.05$) has positive but insignificant moderating effect on work life balance and job performance.

Discussion

Job performance helps to determine how well an employee executes their duties and responsibilities. Work-life balance is important because it measures the job performance of employees. According to the literature, Wolor et al. (2020) stated that employees' performance is impacted by work-life balance, which was done for millennial employees. Similarly, Abdulkadir (2018) also suggested that a strong work environment will lead to better performance in organizations. In this context, the study also demonstrates a positive impact of work-life balance on job performance, as indicated by a high beta coefficient. Therefore, it can be concluded that this study aligns with previous research showing a positive relationship between work-life balance and job performance. Also, Krishnan et al. (2018) demonstrated a beneficial relationship between performance, work-life balance, and satisfaction with work. Smith et al. (2019) also highlighted the importance of job satisfaction in strengthening the link between work-life balance and job performance. Their study stressed the need for work-life balance initiatives to boost job satisfaction and enhance overall job performance within organizations. The current research aligns with these findings, showing that job satisfaction plays a significant mediating role in the relationship between work-life balance and job performance. Additionally, Ogomegbunam (2023) investigated how factors like flexible work

arrangements, wellness programs, and supervisory support affect employee performance in seven banks. The findings of the study revealed that informal support from supervisors did not significantly contribute to job performance. Additionally, this study shows consistency and highlights that the direct relationship between supervisory support and job performance was found to be insignificant, aligning with prior research findings. The study by Susanto et al. (2022) indicates that family-supportive supervisor behavior (FSSB) positively affects both job satisfaction and job performance among employees in small and medium-sized enterprises (SMEs). This study also supports the previous research that shows that the involvement of FSSB in job satisfaction leads to better employee performance.

Similarly, Yasin et al. (2017) investigated the links between supervisor-assessed work performance, employee work engagement, and family supportive supervisor behaviour (FSSBs). They found that FSSBs influenced work performance indirectly through work engagement, and the organizational culture played a moderating role in these effects. But this research study is inconsistent with the previous research, which found that family supportive supervisory behaviour shows a positive impact, but its moderating effect on work-life balance and job performance is deemed insignificant. This may be due to cultural differences, knowledge differences, and geographical differences.

It also shows that R-square and adjusted R-square value of job satisfaction is 0.137 and 0.133 which indicates the weak predictive power (Hair et al., 2013). The R-square and adjusted R-square values for job performance are 0.603, which also suggest a moderating predictive effect.

V.   Conclusion and Implication

The study highlights work-life balance as the primary factor influencing job performance, suggesting that efforts to improve work-life balance can yield significant benefits in terms of employee productivity and satisfaction. Therefore, employers should focus on initiatives that support work-life balance.

The findings offer valuable insights for employers and managers within commercial banks, guiding their efforts to enhance job performance. This study also implies that while work-life balance directly impacts job performance, a portion of this impact is channeled through its influence on job satisfaction. Therefore, initiatives aimed at enhancing work-life balance can not only lead to a direct improvement in job performance but also indirectly contribute to it by increasing job satisfaction among employees.

The research results support the principles of social exchange theory, showing that both official and unofficial support from supervisors play a role in fostering a favorable job attitude among employees. This positive attitude correlates with higher job satisfaction and enhanced job performance. This study also suggests that the quality of supervisor support regarding family matters plays a crucial role in enhancing the impact of job satisfaction on employee performance within commercial banks. This suggests that employees who feel more supported by their supervisors in handling family responsibilities tend to demonstrate higher job performance. In this study it shows that male have better decisions towards the job performance which may the reason that male employees are more paying attention and working hard in job performance than the female employees.

By prioritizing initiatives focused on work-life balance, job satisfaction, and supportive leadership, organizations can establish a good work environment that will be useful to employee well-being and productivity, which ultimately contributing to heightened the success of commercial banks.

The findings underscore the important connection between work-life balance (WLB) and job performance, as numerous studies show that maintaining a good work-life balance boosts performance. Thus, it is imperative for commercial banks to cultivate a culture that promotes work-life balance, thereby empowering employees to perform at their best. When employees

have a good balance, they perform better at their jobs. So, it's crucial for banks to create a work environment that supports this balance. They should introduce different ways to help employees manage their work and personal life better. It can be used for many policy makers to reformulate their policies for better outcomes in the long run. Managers can use this information to make work systems that focus on work-life balance, supportive supervisors, and job satisfaction. This can lead to better job performance in commercial banks. Employees themselves can also improve how well they do their jobs by finding a good balance between work and personal life. The academic institution can research the same topic in broader perspective. Overall, paying attention to work-life balance can make a big difference in how well commercial banks perform. The link between work-life balance and performance offers a promising area for further research, indicating that emphasizing work-life balance initiatives could significantly enhance the overall performance of commercial banks.

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