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Unravelling the Path to Employee Satisfaction: Interplay of Work-Family Dynamics

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ARTICLE DETAILS	ABSTRACT
<p>History:</p> <p>Received: July 28, 2024 Accepted: August 23, 2024</p>	<p>The study aims to inspect the effect of work stress and work-family conflicts on job satisfaction in the context of institutional work-family support. Data was collected through a self-administered questionnaire of 400 employees working in the banking sector. The study applied AMOS software of SEM to test the hypotheses. The empirical results of the study showed that both work stress and work-family conflicts had significant detrimental effects on job satisfaction. In addition, work-family and institutional supports partially mediated the association between work stress and work-family conflicts on job satisfaction. Hence, to fortify job satisfaction, the study concluded that institutions must strengthen their support structure in the work and familial context as strategic tools to lessen the detrimental effect of work stress and work-family conflicts. Thus, the present psychological conditions of the employees in the context of work stress and work-family conflicts must be taken into account before assigning new tasks.</p> <p>© 2024 The Authors, Published by WUM. This is an Open Access Article under the Creative Common Attribution Non-Commercial 4.0</p>
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1. Introduction

Family plays a crucial chunk in the development of every employee (Siswanto et al., 2022), yet having a job is essential for his/her survival, success, and happiness (Bolt & Homer, 2024). The protection of the family unit is vital as it directly influences the long-term standard of living (Karakaş, 2023) of employees. However, achieving a quality of life also requires significant attention to the working environment of them. Thus, maintaining a balance between work and life is critical and important (Yang et al., 2024). Nonetheless, organizations are in constant competition for survival, which hinges on employee performance, and this factor impacts both organizations and the personal lives of workers (Siswanto et al., 2022). Employees often work long hours to meet such demands, leaving little time for family. They must intend to balance work and life (Mensah et al., 2023). The association between work-family conflict (WFC), work stress (WS), and job satisfaction must be studied. WFC is positively linked with WS (Morrow et al., 2023) and negatively associated with JS (Dong et al.2024). Contrasting family and job requirements cause WFC (Keulemans & Kruyen, 2024). Conflicts between these duties can lower job satisfaction (Fadhila, 2023). Role theory states that people balance several roles, with job and family being the most important (Nauman, 2023), which can lead to conflict. This theory applies WFC and WS to Job satisfaction (JS). It

explains how professional-personal conflicts strain individuals emotionally and psychologically, impacting job satisfaction. JS means enjoying work, performing well, and being recognized for efforts (Onikoyi, 2024). As professional and private lives merge, WFC becomes increasingly important. WFC develops when job and family needs contradict each other, making it hard to balance both (Abrefa et al., 2023). WFC can lead to occupational burnout, poor health, decreased organizational commitment, and lower job performance, which affects both organizations and individuals (Dong et al., 2024).

Work and family are significant aspects of an individual's life, impacting their ability to meet expectations and requirements (Nugrahayu et al., 2023). In fulfilling their duties, employees may encounter various issues and conflicts from dedicating time and effort to work, which may hinder their ability to manage family affairs (Abrefa, 2023) or vice versa. We live in a dynamic world characterized by high levels of professionalism, increasing use of technology, and elevated stress and pressure, among other factors (Saxena & Tchagneno, 2023). Changes in family and job structures, such as dual-career couples, expanding family units, and an increase in working parents, have augmented the responsibilities of both women and men, leading to more frequent instances of WFC. This conflict arises when a person cannot fulfil family responsibilities due to work-life demands (Ahmad et al., 2023). Previous research indicates that WFC affects satisfaction while performing organizational duties (Huang & Zhou, 2023), and create innovations, which enhance performance (Tahir et al., 2021).

There is no denying the fact that employees are the backbone of any organization and are responsible for its planning and operations; thus, management focuses intently on attracting and retaining talented employees for the long term (Ramlawati et al., 2021). Moreover, organizations strive to ensure employee satisfaction and commitment, enhancing their productivity to maximize output. Research indicates that the organizational environment presents various opportunities and challenges that can impact employees differently. However, JS and work stress (WS) are two pivotal factors that influence employee performance positively or negatively and can contribute to or reduce the chances of gaining a competitive market advantage. Consequently, these factors have attracted significant research interest due to their direct and indirect effects on organizational growth and performance (Putri & Hartono, 2023; Mansoor et al., 2013). Stress within an organization has increasingly captured management's focus, as it globally affects performance and productivity. Stress is defined as the degree of external pressure that an individual experiences in response to environmental stressors (Yen, 2024). It impacts employees' ability to meet their needs, fulfil requirements, and utilize their skills effectively (Adaramola, 2012).

This study employs AET, and Spillover Theory to explain how stressors affect JS directly and indirectly. Many researchers have studied the effect of WFC and WS on JS, but few have applied AET, and Spillover Theories to it. Past research has also ignored the complex interaction between these factors and how family support and/or organizational support mechanisms can mitigate these negative effects. To address these gaps, this study presents an integrated model of POS and WFS in WFC, WS, and JS interactions. The study's findings may help organizations increase employee well-being and job satisfaction.

1.1. Conceptual and Theoretical Background

Advancements in technology have brought a wide range of benefits to humanity; however, they have also ushered in an era of increased anxiety and stress, affecting almost every aspect of life. Organizations now demand higher levels of productivity and performance to support overall growth and development. This rapid global change has intensified pressure on workers to enhance output and competitiveness. Workers are required to manage multiple tasks to keep pace with evolving technologies and enhance their job performance (Schmitt et al., 2023). This pressure is one of the primary causes of work-related stress (Cahn et al., 2000). Many workers express dissatisfaction with a culture characterized by long hours, heavy workloads, and tight deadlines (Opene, 2023).

Family and job experiences mutually influence each other's quality of life (Talib & Ali, 2023). The work-home interface involves an overlapping interaction where JS affects home life and vice versa. It

raises questions about whether home difficulties impact work or work issues encroach on home life (Shiuen, 2023). It also examines whether employees are compelled to bring work home or are unable to disconnect from home obligations while at work. Integrating work and home responsibilities can reduce employee stress. Carter (2023) notes that family and financial obligations can be significant sources of 'additional' stress, exacerbating workplace stress. Shanjabin (2022) observed that workplace pressures, especially following prolonged family conflicts or combined with other significant life stressors, significantly affect outcomes.

1.2. Affective Events Theory

The affective-event-theory (AET) states that workplace occurrences cause emotional reactions that affect employee behaviour. AET says stressors like WFC and WS can cause unpleasant emotions, which can affect job satisfaction and performance. AET also reveals that supportive workplace behaviour and perceptions might boost feelings of value and security. Positive emotions can boost job satisfaction and engagement. AET claims that accumulated positive or negative emotional reactions to work events impact job satisfaction.

1.3. Spillover Theory

Spillover theory argues the interconnectedness of life domains, hence events that happen in one domain influence another (Staines, 1980). Spillover at work and family is exemplified by escape from work to family or vice versa (Grzywacz et al., 2002). A stressful work day, mostly results in negative emotions, being carried home and therefore badly affecting interactions with family members (Sirgy et al., 2020) or even vice versa. Bad governance in the organization, prolonged strain and unfavorable feelings in work behaviour (Tahir, et al., 2021; Ali and Ali, 2011), and home environments result in psychological distress, which may manifest as anxiety, depression, burnout, and a decrease in overall well-being (Khurshid et al., 2018). It may create social distress and personal suffering among employees of the organizations (Haider et al., 2017).

2. Hypotheses Development and Literature Review

2.1. Work-Stress and Job Satisfaction

Stress is an undesirable emotional and physiological condition (Judge and Colquitt, 2004). It often arises in response to external factors that impose compromises and drain resources within the person-environment relationship (Lazarus and Folkman, 1984). Uncertainty and uncontrollable situations in the workplace, as well as discrepancies between reality and expectations, can lead to stress. This stress can significantly impair an individual's well-being and JS (Lambert et al., 2018), resulting in demotivation and dissatisfaction. It adversely affects emotional states, cognitive processes, physical health, and the ability to manage or cope with one's environment (Davis & Scriven, 1982). Previous research has shown that work stress (WS) in employees reduces their JS due to the anxiety and pressure experienced in the workplace (Ramlawati et al., 2021). Therefore, it is proposed:

H₁: Work stress has a noteworthy negative impact on job satisfaction.

2.2 Work-Family Conflict and Job Satisfaction

Work-Family Conflict (WFC) is a conflict that emerges when the demands of one's family role make it challenging to fulfil responsibilities in one's professional role, or vice versa (Greenhaus & Beutell, 1985). WFC has been associated with several adverse outcomes, including negative work attitudes, poor job performance, unhappiness within the family, diminished psychological well-being, and the appearance of physical and behavioral signs of distress (Greenhaus & Parasuraman, 1999). Factors such as high-stress work conditions, hectic work schedules, and excessive working hours can exacerbate this conflict and negatively affect an employee's JS. Extensive research on this relationship has consistently demonstrated a negative correlation between WFC and JS (Kunkcu et al., 2024; Ali et al., 2013). Consequently, the researcher proposes:

H₂: Work-family conflict has a negative influence on job satisfaction.

2.3 Work Stress, Perceived Organizational Support and Job Satisfaction

Stress is emotional Zhang et al. (2019) and depletes the energy employees require for their jobs and organizational demands (Mojoyinola, 2008). WS disrupts the balance between an employee's work

needs, required talents, and resources. Excessive WS occurs when additional job expectations or needs are not met by adequate resources, leading to decreased worker performance (Ahmed et al., 2016). Undoubtedly, conflict at work or home produces stress; however, it becomes particularly critical when organizations fail to provide the necessary support for employees to address and overcome these conflicts hence adversely affecting their performance and growth (Zeinhom et al., 2016). Perceived organizational support (POS) is regarded as a major factor that can increase JS (Ahmed et al., 2016). POS refers to an employee's overall perception of how much the institution values their loyalty and contributions to their well-being (Lamichhane & Neupane, 2023).

Armstrong-Stassen (1998) proposed that individuals' behaviour is influenced by their perceptions of fundamental factors shaping their organization, with POS being one of these key factors. Research has shown a strong association between POS and JS (Ertürk and Albayrak, 2019). Employees experiencing high levels of POS reported higher JS compared to vice versa (Armstrong-Stassen, 1998). POS can enhance employees' trust and can develop a perception in them that their efforts are recognized and rewarded by their firm, thus fostering better performance (Engelbrecht & Samuel, 2019). Thus, POS initiates a social exchange process where individuals may feel compelled to help the organization achieve its goals, thereby receiving greater rewards. When an employee has a positive relationship with their work and organization, this enhances their connection, as explained by social exchange theory (Biswas & Bhatnagar, 2013). Consequently, individuals expressing high levels of POS experience greater career satisfaction. Personnel with a high level of POS tend to develop a strong emotional and social commitment to their work and the organization, leading to higher dedication and contentment with their job and company (Kim & Chung, 2019). According to Social exchange theory LaRocco et al. (1980), workers who are well-treated at work are more likely to think and behave well toward their employer and supervisors (Rathi & Barath, 2013). This approach suggests the following hypothesis:

H₃: Perceived organizational support indirectly mediates the association between work stress and job satisfaction.

2.4. Perceived Organizational Support, Work-Family Conflict and Job Satisfaction

WFC can reduce job performance and family life (Borgmann et al., 2019). POS also helps overcome WFCs and improve employee efficiency (Caesens et al., 2019). POS increases employees' accountability, dedication, and commitment to organizational goals (Lamichhane & Neupane, 2023). This support also improves mental health and work performance (Rhoades & Eisenberger, 2002). However, POS effects vary with culture. In collectivist cultures that value group unity and organizational loyalty, POS may be even more important in improving JS and reducing WFC. In such cultures, employees may value company support more, increasing dedication and satisfaction (Lamichhane & Neupane, 2023). POS may promote JS and reduce WFC less in individualistic cultures that value personal success and autonomy. POS has been proven to help gain work-family balance (Muzakki & Heryyanto, 2022). POS protects against WFC and minimizes its negative impact on work (Huang et al., 2007). So, the study proposes next hypothesis as below:

H₄: Perceived organizational support negatively mediates the relationship between work-family conflict and job satisfaction.

2.5. Work-Family Support, Work Stress and Job Satisfaction

Researchers have found that WS can be mitigated with work-family support (WFS); thus, individuals with lower levels of WS experience a higher degree of WFS, whereas those with higher levels of WS receive lower WFS (Mensah, 2021). Additionally, various scholars have emphasized that WFS is crucial for maintaining good psychological and physical health (Grzywacz & Marks, 2000). More specifically, WFS can help alleviate adverse mental health conditions such as anxiety, depression, poor quality of life, and reduced life satisfaction (Chen et al., 2020). According to Das et al. (2015), family support increases JS, whereas WS can lower it. Work-family support can alleviate life stresses, pressures, and negative feelings, and significantly enhance life satisfaction. WFS functions differently in different cultures and organizations. In organizations with a strong support culture, such as flexible working hours, telecommuting, and daycare, WFS is more likely to reduce WS and

WFC and improve JS. By integrating work and family demands with cultural expectations, WFS can improve employee well-being in cultures that value family and interdependence (Uddin et al., 2020). In contexts without such support mechanisms or where cultural norms prioritize work over family, WFS may have less of an effect, leading to higher WS and lower JS. As a result, it is regarded as a valuable tool for assessing social change. So, it is proposed,

H₅: Work-family support has a negative mediating effect in the linkage between work stress and job satisfaction.

2.6. Work-Family Conflict, Work-Family Support and Job Satisfaction

The link between WFC and WFS has been studied for decades and shown to be negative. WFC declines when WFS upsurges (Nghah et al., 2010). However, WFS helps to obtain balance in workers in their jobs and reduces WFC (Ahmad & Omar, 2012). WFS-JS relationships have been extensively studied in organizational behaviour. Lambert et al. (2015) discovered that peer and workplace support affects JS more than family support. According to Das et al. (2015), family support increases JS, whereas WS can lower it. Work-family support can alleviate life stresses, pressures, and negative feelings, and significantly enhance life satisfaction. According to Uddin et al. (2020), a robust support system that includes professional networks and personal relationships can significantly enhance JS levels. Employees feel more relaxed and satisfied when they receive adequate support from both work and family. Social support can increase employees' JS, as supportive relationships with colleagues, supervisors, and family support in personal life positively impact JS (Ul Haq et al., 2020). As a result, it is regarded as a valuable tool for assessing social change (Bakhsh, K. et al., 2021). WFS is beneficial in several areas, with a substantial portion of JS commonly linked to it (Bradley & Cartwright, 2002). Based on these insights, the following hypothesis are proposed:

H₆: Work-family support has a negative mediating effect in the linkage between work-family conflict and job satisfaction.

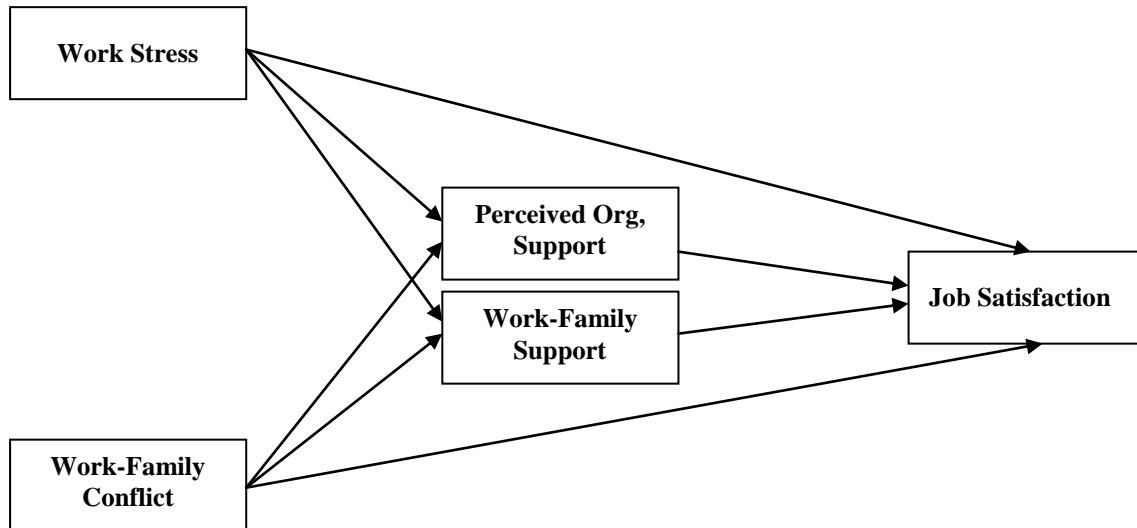


Figure 1: Conceptual Framework

3. Methodology

This cross-sectional, quantitative research was done in the banking industry, precisely at private banks in Faisalabad is focused on employees working in the banking sector. It utilized a non-experimental survey approach. Questionnaires with a 5-point Likert scale were applied to gather the data. A meticulous endeavor was undertaken to procure a genuine sample from several private banks, ensuring that the sample accurately reflects the population. Hatcher (2013) proposes that a desirable sample size for SEM analysis should consist of approximately five times more measurement items. Hence, the necessary sample size is 290, as the initial number of items was 58, but it was increased to

530 to meet the SEM criteria for an appropriate sample size. After an initial screening of the survey questionnaires and following the methodology outlined by (Malhotra, 2010), 400 out of the 530 questionnaires were chosen for further analysis. All the unfinished and haphazardly completed questionnaires were declined. The data was initially entered into the SPSS spreadsheet, and its evaluation for multivariate assumptions compliance was subsequently done.

Self-administered questionnaires can introduce biases such as social desirability bias and response bias. However, the impact of these biases was mitigated by using various methods, like the participants' identity was kept anonymous to encourage honesty and to deal with social desirability bias. Moreover, the questions had neutral wording with no leading questions to avoid influencing responses. This strategy lowers answer bias by encouraging participants to express their real experiences and opinions. A small sample of target group respondents pretested the questionnaire to identify and correct any questions that might be misunderstood or potentially lead to biased responses. Some questions in the questionnaire were reverse-scored to balance respondents' predisposition to always agree or disagree, providing a more accurate reflection of their attitudes and behaviour. By measuring each construct with multiple items and then averaging responses over questions lowers the influence of a single biased response, improving reliability and validity.

3.1. Profile of the Sample

Table 1: Demographic Profile of the Respondents.

Demographic	Classification	FRQ	%Age
Gender	Male	252	63.0
	Female	148	37.0
Age	18-24	108	27.0
	25-34	211	52.8
	35-Above	81	20.4
Education	Graduation	132	31.5
	Masters	215	53.8
	Post-Graduation	53	13.3
Income	(30000 to 50000) Rs	58	14.5
	(51000 to 70000) Rs	63	15.8
	(71000 to 90000) Rs	121	30.3
	(91000 to 110000) Rs	63	15.8
	More than Rs 110,000	95	23.8
Work Experience	Less than one year	60	15.0
	1-2 years	107	26.8
	3-4 years	76	19.0
	5-6 years	58	14.5
	7-8 years	24	6.0
	More than 8 years	75	18.8

Table 1 shows the sample of 400 employees consisting of 62.8% (259) males and 37.3% (149) females, (211) employees belonged to the 25-34 years age group, 27 % (108) belonged to the 18-24 years group, 20.4% (81) belonged to 35- to above age group. Table 1 also depicts that 31.5% (126) have a graduation degree, 53.8% (215) have a master's degree, and 13.3% (53) have a post-graduation degree. The 15% (60) respondents have less than one year of work experience, 26.8% (107) have 1-2 years of experience, 19% (76) have 3-4 years of experience, 14.5% (58) have 5-6 years, 6% (24) have 7-8 years and 18.8% (75) respondents have more than eight years of work experience.

The survey instrument comprises 58 items, including 5 demographic categories: Gender, Age, Educational level, Income level, and Work experience. The remaining factors were assessed using established measures that have demonstrated reliability and validity. WS construct adopted from the study by (Al-Ghamdi, 2017), having 10 items, WFC and POS constructs adopted from the study by (Carlson et al., 2019), having 10 and 7 items. WFS construct adopted from the study by (Jain &

Nair,2017) having 20 items, and JS construct adopted from the study by (Yang et al., 2019) having four items.

3.2. Analysis of Data

Data preparation commenced after the data collection (Malhotra, 2010), whereby the completed questionnaires were examined and assigned codes. All four assumptions of SEM were met: normality, common method bias, multicollinearity, and reliability. The present research examined the skewness and kurtosis values to assess the normalcy of the data. All measured values were found to be within the established normal range. All Cronbach alpha values in table 2 above 0.70, indicating high reliability.

Table 2: Study Constructs’ Cronbach’s Alpha (α).

Variables	Items	Cronbach's Alpha
WS	13	0.96
WFC	10	0.92
POS	7	0.90
WFS	20	0.97
JS	3	0.91

Furthermore, Harman's single-factor test was applied to find common-method-bias, and results demonstrated that just 28.74% of the total variance was explained, which confirmed that it did not exist. Moreover, multicollinearity did not exist, as VIF values were below the criterion of 3 (i.e.) ranged from 1.3 to 2.0. The AMOS software was used to analyze data, applying the SEM technique. As suggested by Anderson and Gerbing (1988), while applying SEM, a two-step method was adopted (i.e.) conduction of first-order confirmatory factor analysis (CFA) and later on second-order CFA.

The specification search entailed doing CFA with fifty-one observable and five latent variables. The model assessment process entailed the application of Maximum Likelihood Estimation (MLE). Factor analysis was conducted at the first-order level to provide factor loadings, AVE, Cronbach's alpha values, and squared multiple correlations (SMC). The purpose was to identify and eliminate factors that could contribute to a poor model fit. To begin with, any item with low factor loadings needed to be removed from the model. However, all the items had factor loadings within an acceptable range; hence, any item is not deleted.

In the second-order CFA, WFC and POS were represented as higher-order reflective constructs, while WS, WFS, and JS were represented as first-order constructs. Additionally, as part of the measurement model study, the researcher employed discriminant validity, convergent validity, and reliability. As their average values surpassed the necessary threshold, so the convergent validity of the constructs was proven. The loadings of all factors were statistically significant and exceeded the specified level, indicating strong convergent validity. For checking discriminant validity, three strategies were employed. Initially, AVE square root was matched with the inter-construct correlation coefficients' square. The correlation confidence interval values for all the constructs were below 1.00, as demonstrated by the results, suggesting a significant difference between each construct. All this confirms that discriminant validity was obtained, as shown in Table 3.

Table 3: Composite Reliability, Convergent and Discriminant Validity

Construct in the study	CR	AVE	WFS	WS	WFC	POS	JS
WFS	0.966	0.643	0.802				
WS	0.963	0.682	-0.171	0.826			
WFC	0.927	0.561	-0.106	-0.217	0.749		
POS	0.891	0.542	0.281	-0.236	-0.187	0.736	
JS	0.918	0.789	0.236	-0.178	-0.162	0.274	0.888

Thirdly, significant and strong factor loadings (ranging between 0.60 to 0.93) of the measurement items indicated further evidence of discriminant validity shown in Figure 2. The fit-statistics of the

initial measurement model were somewhat lower than the suggested threshold, prompting the need for re-specification of the discriminatory validity model. It is advisable to make a single modification at one time. The abovementioned step is iteratively executed until the model attains the prescribed fit indices. The newly developed adjusted indices were evaluated in the subsequent phase.

The modification indices show that adjustments should be made when there is a substantial correlation among error terms, indicating the need for structural path analysis. Examining standardized residuals is crucial for adjusting the model when there are issues with the suitability of the fundamental FL-factor-loading and problematic standardized residuals, which must be eliminated. The evaluation of the modified measurement model demonstrated a good fit, as indicated by improved values for all the necessary indices as in Table 4 below:

Table 4: Initial, Final Measurement and Structural Models

Fit Indices	CMIN/df	GFI	AGFI	CFI	RMSEA
Required Range	1 to 3	> 0.8	> 0.80	> 0.90	< 0.08
Initial Measurement Model	3.214	0.681	0.652	0.848	0.074
Re-specified Measurement Model	2.057	0.827	0.801	0.935	0.051
Structural Model	2.154	0.812	0.822	0.953	0.043

The constructs' values for Cronbach alpha ranged between 0.910 to 0.960, as demonstrated by the measurement model analysis, which indicated the internal reliability of the measures. Nevertheless, the composite reliability (CR) varied from 0.891 to 0.966, surpassing the permissible thresholds. Convergent validity was assessed by calculating each variable's average variance extracted (AVE). The values of SMCs for each item ranged from 0.766 to 0.785. The AVE measurement for all variables surpassed the acceptable threshold of 0.50 and ranged from 0.542 to 0.789. A condition was imposed that the MS value must exceed the AVE value. During the discriminant validity assessment, it was observed that the average variance' square root of extracted (AVE) for all measured variables was lower than the maximum shared variance (MSV).

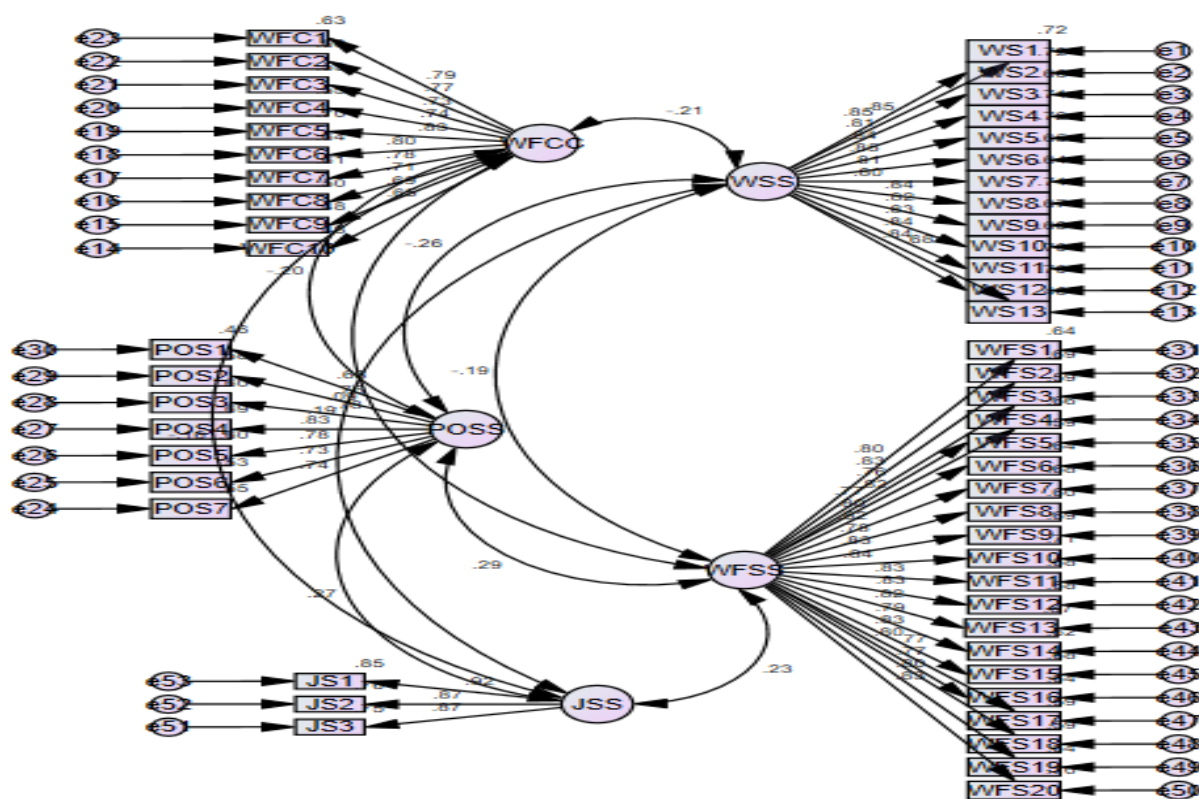


Figure 2: Measurement Model

3.3. Structural Model and Hypotheses Testing

The next step was the analysis of the structural model as shown in figure 2. Firstly, its model fit was assessed, and then the hypothesized links among all the provided exogenous and endogenous variables were analyzed. The model exhibited a good model fit, with all indices above the allowed thresholds; refer to Table 4.

The outcomes were achieved by adding a covariance path until the desired values of the fit indices were attained. Concerning parameter estimates, no removal of the path was necessary. The structural model provides an acceptable threshold level, and all eight direct hypotheses were supported, validating the hypothesized directions of substantial impacts. In this theoretical research paradigm, the researcher examines and explains the process of evaluating hypotheses related to the proposed connection between variables.

The structural model consists of five variables with 50 indicators. There were two variables WS and WFC, as exogenous, one variable, JS, as endogenous, and two variables, WFS and POS, as mediators as specified by the model. The structural model exhibited a satisfactory match, with all indices surpassing acceptable thresholds; see Table 4. The results were achieved by adding the covariance path until the fit indices reached an appropriate value. No removal of the path was necessary concerning parameter estimates. The structural model provides an acceptable threshold level. The findings indicated that the comprehensive model accounted for 67% of the variance. ($R^2=0.67$, p 0.01) variance in JS

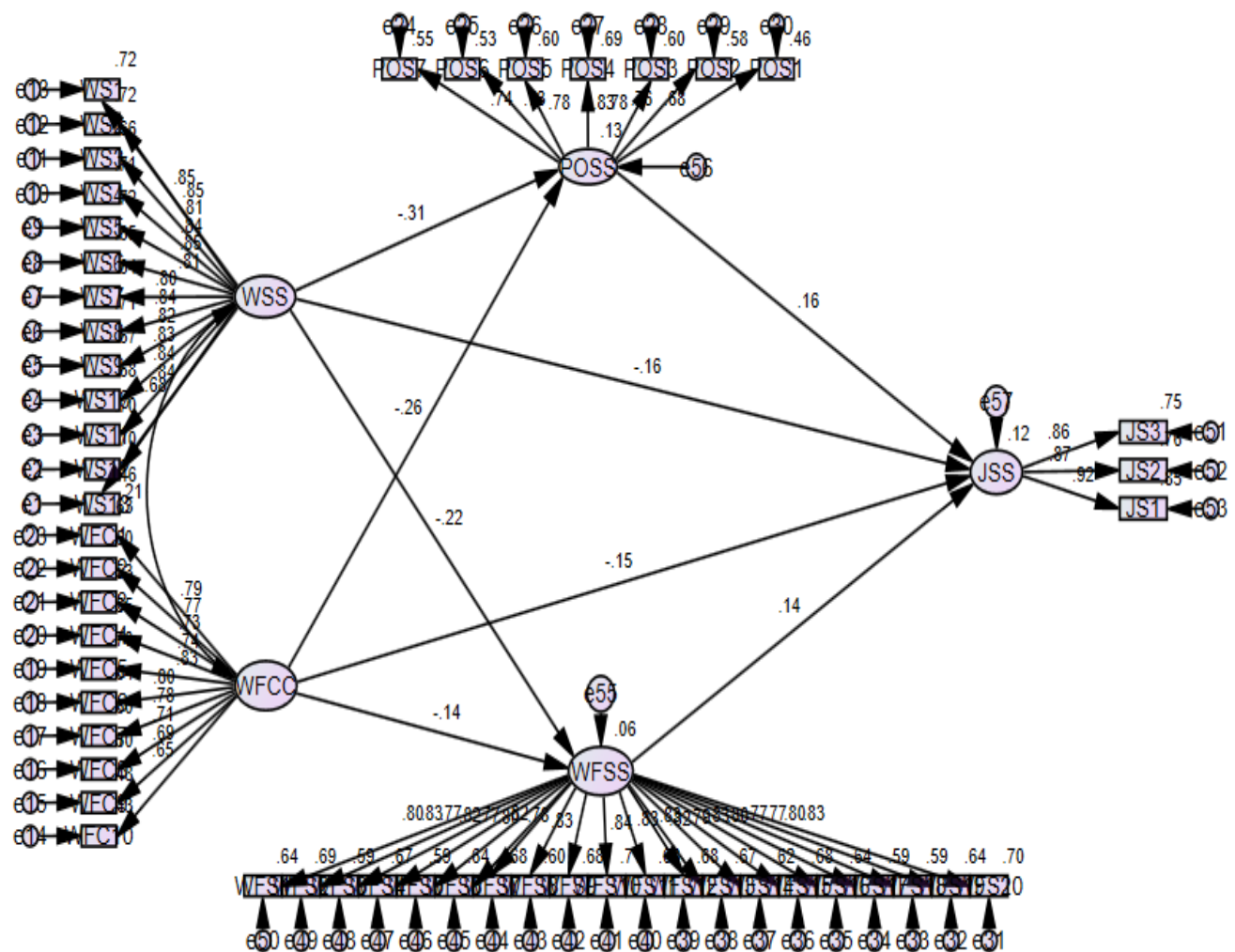


Figure 3: Structural Model

WS significantly negatively affected JS, and a 16% variance in JS was due to WS. So, H1 is accepted, showing that WS decreases JS. Similarly, results showed that WFC caused a 15 % variance in JS. Hence, a significant negative relationship existed between WFC and JS; H2 was also accepted, see in Table 5 below:

Table 5: The Standardized Direct Effect

No	Relationships	P	S. E	Results
H ₁	WS → JS	**	-0.159	Accepted
H ₂	WFC → JS	**	-0.151	Accepted

3.4. Mediation Analyses

Mediation analysis was conducted using AMOS-24 and employing the bootstrapping technique. AMOS can estimate direct, indirect, and mediation effects simultaneously. The two-tailed bootstrapping significance value demonstrated simultaneous significance at the total, indirect, and direct effect levels. Only the standardized effect was measured in SEM. The direct effect was set equal to the total effect to assess the change in the overall impact.

Apparently, from the findings of direct effects of WS → JS and WFC → JS that is, -0.22% and -0.20, respectively. However, while doing mediation analysis by using bootstrapping method with 5000 iterations, variations in JS occurred owing to WS & WFC when POS & WFS put in between the paths from WS to JS and WFC to JS the effects on JS by including both mediating variables that generated four mediations (i.e.) WS → POS → JS, WFC → POS → JS, WS → WFS → JS and WFC → WFS → JS displayed were -13%, -11%, -18% and -14% respectively. The study found that both POS and WFS had a partial but significant role in mediating the association between WS and JS, as the associations between WS and JS were reduced but remained significant. The bootstrapping analysis showed that the indirect effects were all significant in the research model, indicating the presence of partial mediation. Our study is in line with the research conducted by Tahir et al., (2020). Therefore, hypotheses H3, H4, H5, and H6 were accepted, as shown in Table 6.

Table 6: The Standardized Direct and Indirect Effects.

No	Hypotheses	Direct Effect	Sig	Indirect Effect	Sig	I.E	P-Value (Bootstrap)	Mediation
H ₃	WS → POS → JS	-0.22	***	-0.13	***	-0.055	.000	PD
H ₄	WFC → POS → JS	-0.20	***	-0.11	***	-0.048	.000	PD
H ₅	WS → WFS → JS	-0.22	***	-0.18	***	-0.034	.001	PD
H ₆	WFC → WFS → JS	-0.20	***	-0.14	***	-0.022	.050	PD

PD means partial mediation*

4. Discussions and Recommendations

The study findings illustrate the complex interplay among WS, WFC, POS, WFS, and JS. In line with Ragma and Legaspi (2017) and Singh et al. (2019), the results of Hypothesis 1 showed a significant negative effect of WS on JS. So, factors such as excessive workload, unfavorable work environments, and inflexible work schedules can create job-related stress. If stress is neglected, it can escalate and lead to reduced JS.

Similarly, the results for Hypothesis 2 indicate a negative relationship between WFC and JS. Supported by (Chau, 2019), it is clear that excessive work pressures often exacerbate discrepancies between work and family obligations, leading to job dissatisfaction. These conflicts can result in discontent and adversely affect an employee's overall well-being, including mental and physical health, according to findings from (Ahmad & Omar, 2012; Yang et al., 2018). The ongoing conflicts between work and family tasks can diminish the perceived level of support for work-family integration and the overall quality of such support.

In addition to professional support, an organization's support system helps employees balance work and family, (Saadeh & Suifan, 2020), and the findings of Hypothesis 3 showed that POS reduces work stress and improves job outcomes. Hypothesis 4 findings also proved POS's mediation role and

it revealed that employees need it to reduce WFC's detrimental effects (Zheng & Wu, 2018; Gupta et al., 2024). Family Support is crucial for employees' well-being in collectivistic societies like Pakistan. Hypothesis 5 shows that work-family social support reduces work stress and boosts job satisfaction (Khan, 2022). Hypothesis 6 shows that work-related social support reduces stress and work-family conflict (Alimohammadlou, 2024). Thus, employees who receive work-family support can better balance their lives, leading to improved job satisfaction. Thus, POS and WFS are crucial to employees. They are key links between work stress, work-family balance, and job satisfaction. These complicated findings emphasize the need for organizations to fully understand and handle the complex interaction of these factors to create a happy and productive workforce.

4.1. Theoretical Contribution

This work integrates and unifies earlier research on essential aspects like WS, WFC, WFS, POS, and JS, adding to the theoretical body of literature. This study shows a unique association between these attributes, improving our understanding of employee well-being. This study also shows that POS and WFS mediate the interactions between WS, WFC, and JS, highlighting the importance of POS in reducing the deleterious effects of WS and WFC on JS. WFS is also essential for WS and WFC mitigation. The results indicate that increased support from close companions, peers, supervisors, and organizations can mitigate the negative impacts of job stress and WFC on JS. This study challenges the separation of work and life. By combining multiple aspects and their interdependencies, it enhances work-life balance and employee well-being knowledge.

4.2. Managerial Contribution

This study shows that employers and organizations must create a positive, healthy work environment devoid of WS, WFC, and related factors to attain JS. Creating WFC and WS reduction strategies can help implement policies and programs. Additionally, organizations must be able to offer a variety of services to improve employee mental health and well-being. Telecommuting, job sharing, and part-time work can help people balance work and family. They also offer psychotherapy and wellness programs. These resources can reduce work stress's detrimental effects on job satisfaction. Additionally, organizations must recognize the role of POS and WFS in reducing the negative effects of WS and WFC on JS. Thus, giving employees informational, emotional, and practical assistance will work.

Furthermore, this study underscores the importance for organizations to recognize the value of promoting a culture that prioritizes maintaining a healthy balance between work and family responsibilities. This could be attained by executing flexible work provisions, motivating open communication about work-family conflicts, and providing comprehensive resources and support to employees.

The study's findings can apply to various industries, cultures, and organizational settings because WS, WFC, POS, and WFS are not unique to banking. Similar pressures may impair job satisfaction in high-pressure industries including healthcare, telecommunications, and manufacturing. Collectivist societies value strong family support systems, whereas individualistic cultures value flexible work options. Support mechanisms tailored to cultural and industry needs can improve employee well-being and job satisfaction in all organizations. Our findings consistent with the study conducted by (Tahir, et al., 2018).

4.3. Limitation and Future Research

This research demonstrates several methodological and theoretical strengths; however, it also has limitations that could be potential avenues for future research. The first limitation is the small sample size resulting from time-based and financial limitations. Additionally, the study focused on commercial banks, thus restricting the applicability of the findings to other sectors. Future researchers may try to reproduce this study across different sectors, encompassing healthcare, automobile, and telecommunications while increasing the sample size.

An additional limitation is when demographic variables, such as gender, family size, and wealth, are incorporated into the model, potentially leading to outcome variations. To explore in-depth insight into the relationships between WS, WFC, POS, WFS, and JS, we recommend forthcoming research

to use these demographic parameters as moderators.

Lastly, our study used a cross-sectional methodology, which limited the capacity to establish strong causal associations. The next studies should apply a longitudinal methodology that present material changes and produces strong causal associations among the variables. Generally, these limitations point out significant prospects for upcoming studies to probe further into the linkages among these variables with extended generality and precision of results.

5. Conclusion

The study's findings and subsequent debate about the association between WS, WFC, POS, WFS, and JS, within the financial industry, led to the inference that both WS and WFC exert a noteworthy opposing impact on employees' JS. These factors highlight the imperative for an organization to proactively resolve these issues to enhance employee contentment, which increase productivity. The study revealed that POS plays a mediating role in somewhat alleviating the adverse effects of WS and WFC on JS, which underscores the need to provide employees with assistance and resources to manage stress and achieve a healthy work-life balance, potentially enhancing their level of JS. Additionally, it was discovered that WFS also mediates in reducing the negative impacts of WS and WFC on JS, highlighting the importance of support from various sources such as family, friends, colleagues, peers, supervisors, and the organization to mitigate work-life stress and augment JS.

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