



Work-Life Balance Practices and Family Functioning: Exploring the Roles of Organizational Identification and Family-Supportive Supervisor Behavior

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Research Article

Abstract

Purpose: This study examines the direct and indirect effects of work-life balance practices on family functioning through organizational identification in Bangladesh's banking sector. It also examines the mediating role of organizational identification and the moderating role of family-supportive supervisor behavior.

Method: We collected data from 326 full-time female employees in twelve private commercial banks in Bangladesh through a structured questionnaire administered in two waves spaced two weeks apart. We analyzed the data using SPSS v27 and AMOS v24.

Results: The findings reveal that work-life balance practices positively influence organizational identification, which in turn enhances family functioning. Organizational identification significantly mediates the relationship between work-life balance practices and family functioning. Although family-supportive supervisor behavior does not significantly moderate the direct relationship between work-life balance practices and organizational identification, it significantly strengthens the positive relationship between organizational identification and family functioning, resulting in a significant moderated mediation effect.

Implications: This study provides early empirical evidence of the psychological mechanism through which work-life balance practices improve employees' family functioning via organizational identification and highlights the important boundary role of family-supportive supervisor behavior in the Bangladeshi banking context.

Keywords: Work-life balance, family functioning, organizational identification, family-supportive supervisor behavior.

1. Introduction

In today's society, many individuals struggle to balance work and family responsibilities as the traditional single-earner model shifts to dual-earner households (Bello et al., 2024), complicating caregiving roles.

With aging populations and policy shifts, people increasingly care for both children and other dependents (Kayaalp et al., 2021), creating rising and conflicting demands from both domains. To support this balance, organizations can offer work-life balance practices (WLBP), which are essential not only for work-family balance but also for enhancing career and job outcomes (Roy et al., 2025). WLB practices refer to formal programs organizations implement to help employees balance the demands of their personal and professional lives. The evolving workforce has made work-life balance policies (WLBP) a crucial topic in human resource management. WLBP encompass a range of initiatives—such as workplace health services, childcare facilities, flexible job scheduling, paid family care leave, and telework options—that help employees balance work and family responsibilities (Batool et al., 2024).

Despite growing interest in WLBP, a significant research gap remains in understanding their impact on organizational identification—employees' sense of belonging and emotional attachment to their organization. While prior studies have extensively documented how WLBP enhance employee satisfaction, reduce turnover, and promote work-life balance (Casper et al., 2025), limited attention has been given to how such policies shape employees' psychological connection to their organization. Organizational identification is crucial for fostering employee commitment, motivation, and extra-role behaviors, all of which contribute to organizational success (Ashforth & Mael, 1989; Weisman et al., 2023). In contexts where employees perceive their organization as supportive of their personal and family needs, they are more likely to internalize organizational values and develop a stronger identification (Roy et al., 2025).

While research has extensively examined the effects of organizational identification on work-related outcomes such as leadership, job satisfaction, commitment, and performance (Roy et al., 2025), a notable gap remains in understanding its influence on family functioning. Organizational identification reflects the extent to which employees define themselves by their membership in an organization (Ashforth & Mael, 1989; Weisman et al., 2023), and this deep psychological connection can potentially spill over into family life. High levels of organizational identification may enhance individuals' sense of purpose and emotional well-being, which in turn can positively influence their roles within the family (Hammer et al., 2009). Conversely, strong identification might also lead to work-to-family conflict if employees prioritize organizational goals over family needs (Hutagalung et al., 2020). Despite these possibilities, few studies have empirically explored this linkage. Investigating the impact of organizational identification on family functioning is essential for developing holistic human resource practices that support both employee well-being and family stability (Noor et al., 2025).

While WLBP signal organizational support, their effectiveness in fostering employee identification may depend heavily on how supervisors enact and reinforce these policies. Supervisors play a pivotal role in shaping this perception, yet their specific influence as moderators remains underexplored (Hammer et al., 2011; Mattarelli et al., 2024). Family-supportive supervisors, who show understanding, flexibility, and active support for employees' family needs, can amplify the positive impact of WLBP by making these initiatives more accessible, trusted, and meaningful to employees (García-Salirrosas et al., 2023). This gap is particularly significant in contexts where organizational policies alone do not guarantee employee engagement, as evidenced by studies showing inconsistent outcomes of family-friendly initiatives (e.g., Butts et al., 2013; Chang et al., 2026). Investigating this moderating role can reveal how supervisor behavior interacts with structural policies to foster a stronger psychological bond with the organization, offering both theoretical insights into resource-based frameworks like Conservation of Resources (COR) theory (Hobfoll, 1989) and practical guidance for organizations aiming to maximize policy effectiveness.

This study aims to contribute to the extant research. First, based on COR theory, we examined organizational identification as a consequence of WLB practices among bank employees. Second, we investigated the effect of organizational identification on employees' family functioning. Third, we further examined the mediating role of organizational identification OI in the relationship between WLB practices

and family functioning. Finally, examining the moderating role of FSS fills a critical research gap by clarifying the conditions under which WLB practices translate into stronger organizational bonds.

2. Literature Review and Hypothesis Development

Work-life balance (WLB) practices—such as flexible working hours, telecommuting, paid parental leave, or childcare support—provide employees with resources to manage the competing demands of work and family life (Roy et al., 2025). Previous research has consistently demonstrated that work-life balance (WLB) practices significantly influence employees' work-related outcomes such as better leadership qualities, job satisfaction, employee engagement, presenteeism, and well-being (Ananthram et al., 2018; Roy & Islam, 2025, 2026b), enabling them to manage both professional and personal responsibilities more effectively (Cvenkel, 2021; Rofcanin et al., 2020; Yu et al., 2020). Specifically, studies have found that bank employees are more likely to exhibit organizational commitment when they perceive their employer values their work-life balance (Abdirahman et al., 2018; Khan et al., 2022; Shabir & Gani, 2020). These findings suggest that supportive WLB initiatives not only enhance employee satisfaction but also foster loyalty and well-being in the workplace. However, little is known about the work-related consequences of WLB policies, such as organizational identification.

2.1. Work-life balance practices and Organizational Identification

Organizational Identification refers to the psychological state in which employees perceive themselves as one with their organization (Holtom-Viesel & Allan, 2014). It is the extent to which employees define themselves by the same attributes that they believe define the organization. This concept, introduced by Ashforth and Mael (1989), captures the sense of belonging and oneness with the organization, where the organization's successes and failures are experienced as one's own. Organizational identification is a critical aspect of the employee-organization relationship. It is shaped by factors such as organizational prestige, leadership style, perceived organizational support, organizational culture, and job characteristics (Fuller et al., 2006). The consequences of strong organizational identification are multifaceted, contributing to higher job satisfaction, increased commitment, enhanced organizational citizenship behaviors, improved performance, and reduced stress and conflict (Avanzi et al., 2023; Lee et al., 2020). Based on ideas from the organizational identification literature, this study posits that the succession decisions of employees are impacted by the degree of their connection with the firm (Lee et al., 2020). Organizational identification acts as the underlying mechanism via which work-life balance (WLB) activities contribute to employees' well-being (Hameed et al., 2022). By understanding and fostering organizational identification, organizations can enhance employee well-being and organizational effectiveness.

WLB practices, such as flexible working hours, telecommuting options, and parental leave, are often perceived by employees as indicators that the organization cares about their well-being (Nayak & Pandey, 2022). This perception enhances their sense of support and belonging within the organization. When organizations implement WLB practices, they signal a commitment to the values of work-life harmony (Hutagalung et al., 2020), which often aligns with the personal values of employees who prioritize family life. This alignment fosters a stronger identification with the organization. Moreover, effective WLB practices contribute to a positive work environment, where employees feel valued and respected (Qi et al., 2024). This positive atmosphere reinforces their organizational identification as they feel more connected and committed to their workplace.

COR theory posits that individuals strive to obtain, retain, and protect valuable resources—such as time, energy, and emotional well-being—and that threats to or losses of these resources lead to stress. In high-demand work environments like the banking sector, where women often juggle professional responsibilities and culturally assigned family duties, access to WLB practices is a critical resource that helps reduce role conflict and emotional strain (Khan et al., 2022; Uddin et al., 2023). This resource gain not only reduces

burnout but also enhances positive feelings toward the organization. According to COR, when employees receive support that safeguards their personal resources, they are more likely to reciprocate with positive attitudes and behaviors—such as stronger emotional attachment and identification (Bansal et al., 2025) with the organization. Therefore, by supporting employees' work-life integration, organizations help create a resource-rich environment that promotes higher levels of organizational identification, particularly among female employees managing dual demands in a traditionally patriarchal society like Bangladesh.

Hypothesis 1: Work-life balance practices are positively related to organizational identification.

2.2. Organizational Identification and Family Functioning

Scholars have extensively explored family functioning since the 1970s, highlighting the systemic nature of family dynamics. Family functioning is influenced by multiple interrelated factors: family structure (McFarlane et al., 1995) the family's socio-economic status, and interpersonal relationships among family members (Olkkonen & Lipponen, 2006). Family functioning refers to the quality of interactions, relationships, and overall dynamics within a family unit, encompassing aspects such as cohesion, communication, adaptability, and emotional support (Blom et al., 2025; Holtom-Viesel & Allan, 2014). Family functioning can be defined as the psychosocial characteristics of the family environment, particularly the level and quality of interaction and relationships between members (Booyesen et al., 2021). It reflects how well family members work together to meet individual and collective needs, resolve conflicts, and maintain a stable, nurturing environment (Li et al., 2015). Work-life balance practices can enhance family functioning by reducing stress and enabling employees to be present and engaged at home, fostering stronger connections and resilience within the family (Zahoor et al., 2021). Assessing family functioning often involves tools like the Family Assessment Device (Epstein et al., 1982) which measures dimensions such as roles, affective responsiveness, and behavior control, providing a comprehensive view of family health and adaptability.

Organizational identification plays a crucial role in enhancing emotional well-being and job satisfaction, which can positively spill over into the family domain (Olkkonen & Lipponen, 2006). According to the Conservation of Resources (COR) theory (Hobfoll, 1989) employees who strongly identify with their organization gain access to valuable resources—such as emotional support and job flexibility—that help them manage both work and family demands. For female banking employees in Bangladesh, who often navigate high-pressure job roles alongside traditional family responsibilities, these resources enhance psychological resilience and reduce work-family conflict, thereby supporting healthier family functioning. Employees with high OI are likely to experience reduced work-family conflict (Allen et al., 2016; Li et al., 2015) because they perceive their organization as supportive and accommodating of their family needs. This reduced conflict can improve their ability to function effectively in their family roles.

High OI fosters a sense of control and clarity over work expectations, enabling female employees to allocate more time and energy to their family roles (Roy et al., 2025). Employees with strong organizational identification are also more likely to perceive their organization as supportive and accommodating of family needs, which further reduces work-family conflict and enhances their ability to function effectively at home (Roy et al., 2025). When employees feel valued and secure at work, they experience reduced stress and increased job satisfaction (Avanzi et al., 2018), contributing to a positive emotional state that promotes improved communication, cohesion, and emotional availability within the family.

By reducing work stressors through access to these resources, employees can conserve energy and emotional capacity to invest in their family lives. COR theory posits that when people feel resource-rich in one area of life (e.g., work), they are better equipped to manage demands in another (e.g., family), leading to enhanced family functioning (Hobfoll, 1989). For women in Bangladesh who often juggle both professional and domestic roles due to societal expectations, this conservation and transfer of resources is

especially critical. Thus, OI, through the lens of COR theory, explains how workplace support can reduce depletion and foster greater emotional availability, communication, and harmony at home.

Hypothesis 2: Organizational identification is positively related to family functioning.

2.3. Mediating Role of Organizational Identification

OI serves as a critical linking mechanism between WLB practices and family functioning. When employees identify strongly with their organization due to supportive WLB practices, they are more likely to bring the positive effects of this identification into their family lives (Divya & Christopher, 2024). The positive feelings and reduced stress associated with high OI can transfer from the work domain to the family domain (Batoool et al., 2024). This transference helps employees engage more effectively in their family roles, improving overall family functioning. OI can buffer against the stress that often arises from balancing work and family demands (Olkkonen & Lipponen, 2006). Employees who feel a strong sense of belonging and identification with their organization are better equipped to manage stress, which in turn benefits their family interactions and functioning.

In the context of traditional gender norms (Bagger & Li, 2014) flexibility and support mechanisms—such as adjusted work schedules or paid leave—allow women to fulfill family obligations without compromising their professional roles, leading to improved family harmony and cohesion. Allen et al. (2013) found that work-life balance practices reduce work-family conflict and improve family outcomes, particularly for women in demanding roles. According to the Work-Family Enrichment Model (Lee et al., 2020), resources gained at work, like schedule flexibility, can positively influence the home domain. For instance, flexible hours can allow parents to attend a child's school event, boosting mood and family interactions and strengthening bonds. WLB initiatives like maternity leave and remote work further enable women to be present during critical family moments, enhancing cohesion, trust, and communication—key aspects of family functioning, especially in a collectivist culture like Bangladesh (Roy & Islam, 2026a, 2026b).

COR theory supports this mediation by proposing that initial resource gains (from WLB practices) lead to further resource accumulation (via identification), amplifying positive outcomes. COR theory emphasizes resource caravans, where gains in one domain (work) spill over to another (family) through interconnected resource networks (Hobfoll, 1989; Roy et al., 2024). Organizational identification, supported by WLB practices, equips employees with resources such as reduced stress, improved mood, and greater emotional availability. These resources enable employees to engage more effectively in family roles—e.g., being present for family events or resolving conflicts calmly—enhancing family functioning (Nayak & Pandey, 2022). When employees perceive that their organization supports their work-life needs, they are more likely to experience a sense of belonging and alignment with organizational values, thus enhancing OI (Bansal et al., 2025). This identification not only fosters emotional well-being and job satisfaction but also promotes resource gain, which can spill over into the family domain, facilitating improved communication, cohesion, and relational stability (Avanzi et al., 2023). Therefore, OI transforms external supports into internal psychological resilience, mediating the positive effects of WLB practices on family functioning. Taken together, we can posit the following hypotheses.

Hypothesis 3: Organizational identification mediates the relationship between work-life balance practices and family functioning.

2.4. Moderating role of Family-supportive supervisors

Family-supportive supervisors (FSS) are leaders who demonstrate empathy and flexibility toward employees' family responsibilities, actively facilitating the integration of work and family life (Ronda et al., 2016). Unlike general supervisory support, FSS specifically involves behaviors tailored to employees' family needs, such as approving flexible schedules, encouraging the use of work-life balance policies (e.g., parental leave or telecommuting), and offering emotional support during family-related challenges

(Hammer et al., 2009). These supervisors go beyond task-oriented management by recognizing employees as individuals with personal lives, thereby reducing work-family conflict and enhancing well-being (Butts et al., 2013).

Despite the intended benefits of WLB policies, prior research highlights a potential dark side, including backlash such as perceived stigma, reduced career advancement opportunities, and negative evaluations by supervisors or peers (Cvenkel, 2021; Kayaalp et al., 2021). Employees may hesitate to use these policies for fear of being seen as less committed or ambitious. In this context, family-supportive supervisors play a critical buffering role by fostering an environment that encourages policy use without fear of negative consequences. According to the Conservation of Resources (COR) theory (Hobfoll, 1989), individuals strive to obtain, retain, and protect valued resources, and family-supportive supervisors act as social resources that help employees preserve emotional well-being, time, and job security when using WLB practices. Empirical studies confirm that supervisors who exhibit family-supportive supervisor behaviors can reduce work-family conflict and enhance employee well-being (Ananthram et al., 2018; Booysen et al., 2021; Hammer et al., 2009). By legitimizing WLB policies and reducing associated stigma, these supervisors mitigate potential negative outcomes linked to WLB backlash, enabling employees—particularly women navigating dual roles—to experience both career and family success more harmoniously.

Hypothesis 4: Family-supportive supervisors moderate the relationship between work-life balance practices and organizational identification.

2.5. Moderated mediation effect

Grounded in COR theory, the moderated mediation model posits that the strength of the indirect relationship between WLB practices and family functioning is contingent on the level of supervisory support. COR theory suggests that individuals are more likely to conserve, accumulate, and invest psychological resources when their social environment supports them (Hobfoll, 1989). Supervisors who actively support employees' family needs serve as key contextual resources, enhancing employees' sense of organizational identification—particularly in environments where WLB practices are in place. This supportive leadership behavior is expected to amplify the resource gain initiated by WLB practices, thereby strengthening their impact on family functioning. Thus, the study proposes that the indirect effect of WLB practices on family functioning via organizational identification will be stronger when employees perceive high levels of family-supportive supervisor behavior, emphasizing the crucial role of workplace leadership in the success of WLB initiatives.

Hypothesis 5: Family-supportive supervisor behavior moderates the indirect relationship between work-life balance practices and family functioning via organizational identification.

3. The conceptual framework

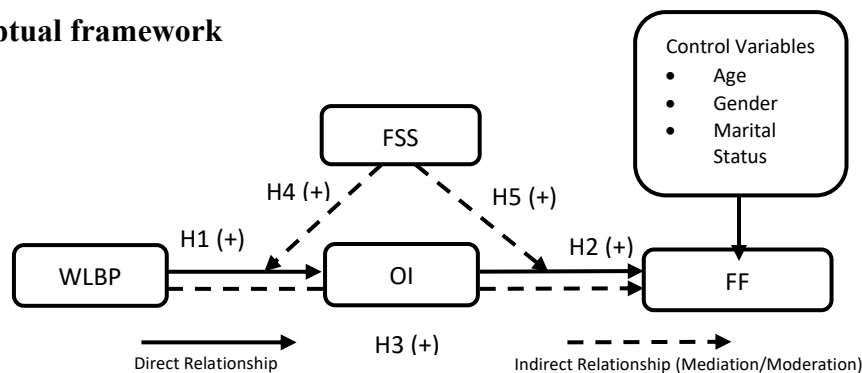


Fig. I: Conceptual Framework

4. Research Methodology

4.1. Participants and Procedures

In Bangladesh, the banking sector employs approximately 195,141 individuals, with 126,991 working in over fifty private commercial banks (Bank, 2017). This study focused on the first-, second-, and third-generation banks in Bangladesh. Participants were full-time female employees from various branches of twelve private commercial banks operating across the country. Before data collection, the researchers sought permission from the human resource (HR) departments of selected banks. Upon receiving approval, HR managers provided lists of full-time female employees. From these lists, the researchers randomly selected participants for the survey. To ensure content validity, two university professors specializing in management and four senior banking professionals reviewed the questionnaire to align it with relevant workplace practices and cultural norms in the Bangladeshi context. Additionally, we conducted a pilot study with a sample of 30 banking employees from three banks in Dhaka district. The pilot study confirmed construct reliability, with Cronbach's alpha values ranging from 0.83 to 0.93.

The data collection process was conducted in two waves with a two-week time lag to reduce the risk of common method bias (Podsakoff et al., 2003). The finalized structured questionnaire was distributed online via Google Forms to 568 selected respondents. Participation was voluntary, and the cover letter included the study's purpose and confidentiality assurances. In the first wave, participants completed measures related to demographic information, work-life balance (WLB) practices, and family-supportive supervisor behavior. We collected 362 valid responses. Two weeks later, we sent the second wave of the survey to the same participants to assess organizational identification and family functioning. We received 346 responses; after removing 12 incomplete entries and 8 outliers (detected by the Mahalanobis distance test at $p < 0.000$), the final sample comprised 326 respondents, for a response rate of 57%. To further test CMB, we computed Harman's single-factor test. Because the largest variance in a single factor was 27.07%, no factor exceeded the 50% threshold. Additionally, we conducted confirmatory factor analysis (CFA) to test several models. The fit indices for our proposed four-factor model indicated good model fit. For comparison, we also examined the "single factor model," which loaded all constructs onto a single factor. This model showed poor fit ($\chi^2 = 3953.060$, $df = 322$, $\chi^2/df = 12.277$, $CFI = 0.337$, $TLI = 0.277$, $RMSEA = 0.186$, $SRMR = 0.193$) compared with our proposed four-factor model (see Table 2). Overall, the results suggest that CMB is not a significant issue in this study (Fuller et al., 2016).

In our study, the demographic analysis revealed that 61.7% of participants were between 30 and 35 years of age. Approximately 68% were male. 79% of the respondents were married, 87% had master's or equivalent qualifications, and most employees had 7-12 years of working experience.

4.2. Measures

A 5- point Likert scale ranging from 1 (strongly disagree) to 5 (Strongly agree) was used.

WLB practices (WLBP). To measure WLB practices, this study used an eight-item scale developed by Judge et al. (1994) and Syrek et al. (2011). A sample item is "I am satisfied with my balance between work and private life." The scale had a reliability of 0.918.

Organizational identification (OI). A six-item scale developed by Saks and Ashforth (1997) was used to assess OI. A sample item includes, "When someone criticizes the enterprise, it feels like a personal insult." Cronbach's Alpha was 0.915.

Family functioning (FF). To measure family functioning, this study used a six-item Family Assessment Device (FAD) based on the McMaster Model of Family Functioning) (MMFF) (Epstein et al., 1983). Sample items include, "We feel free to express our feelings within the family." The Cronbach's alpha was 0.895.

Family-supportive supervisor behavior. Family-supportive supervisor behavior was measured using a five-item scale developed by Hammer et al. (2009), which emphasizes supervisors' supportive actions toward

employees' family responsibilities. Since the effectiveness of these behaviors depends on employees' perceptions, responses were self-reported. A sample item is, "My supervisor demonstrates effective behaviors regarding how to balance work and non-work issues." The scale has shown strong reliability across studies, with a Cronbach's alpha of 0.890 in this study.

Following earlier empirical research (Roy et al., 2025; Roy et al., 2024), employees' age, gender, education, marital status, and work experience were evaluated as control factors.

4.3. Analytical Strategy

We analyzed the data using SPSS v27 and AMOS v24. First, we used descriptive statistics to examine respondents' demographic characteristics and the distribution of each study variable. We assessed construct validity and overall model fit through confirmatory factor analysis (CFA) by testing five competing measurement models. Furthermore, we evaluated reliability, convergent validity, discriminant validity, and multicollinearity using Composite Reliability (CR), Average Variance Extracted (AVE), the Fornell–Larcker criterion, and the Variance Inflation Factor (VIF), respectively. Finally, hierarchical regression analysis and the PROCESS macro for SPSS (Hayes, 2013) were used to test the proposed hypotheses.

5. Results

5.1. Measurement Model Assessment

We performed CFA to assess the model's fit to the data (see Table 1). Following Hair et al. (2011), Kline (2011), and Hu and Bentler (1999), we used several fit indices, including TLI, CFI, RMSEA, and SRMR. We considered TLI and CFI values greater than 0.90 and RMSEA and SRMR values less than 0.08 to indicate acceptable fit. Based on the CFA results (Table 2), the four-factor model fits the data well ($\chi^2/df = 2.292 < 3$, TLI = 0.917, CFI = 0.925, RMSEA = 0.063, SRMR = 0.049). Table 2 presents descriptive statistics, including means, standard deviations, reliabilities, and zero-order correlations for the study variables. The square roots of the AVE values on the diagonals exceed the corresponding correlations, confirming discriminant validity. Table 3 presents factor loadings, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). All observed variables had standardized loading coefficients higher than 0.50 (see Table 3), which is acceptable for a measurement model (Kline, 2011).

Table 1: Confirmatory factor analysis

Model	χ^2	df	χ^2/df	CFI	TLI	RMSEA	SRMR
Null model	5824.985	351					
Four-factor model	724.244	316	2.292	0.925	0.917	0.063	0.049
Three-factor model	1568.753	319	4.918	0.772	0.749	0.110	0.121
Two-factor model	2722.364	321	8.481	0.561	0.520	0.152	0.192
One-factor model	3953.060	322	12.277	0.337	0.277	0.186	0.193

Note: CFI = Comparative Fit Index; TLI = Tucker–Lewis Index; RMSEA = Root Mean Square Error of Approximation; SRMR = Standardized Root Mean Squared Residual; WLBP = Work-life Balance Practices; OI = Organizational Identification; FF = Family Functioning; FSS = Family Supportive Supervisors; Four-factor model: Baseline model; Three-factor model: OI and FSS were combined into one factor; Two-factor model: WLBP and FF were combined into one factor and OI and FSS were combined into another factor; One-factor model: All variables combined.

Furthermore, CR values exceeded the 0.70 level recommended by Hair et al. (2011), ranging from 0.89 to 0.92. The AVEs exceeded the 0.50 limit recommended by Fornell and Larcker (1981), ranging from 0.51 to 0.67. Discriminant validity was confirmed using the Fornell–Larcker criterion, as the square root of each construct's AVE exceeded its correlations with other constructs (see Table 1). Additionally, comparisons between the proposed four-factor measurement model and several alternative, more parsimonious models demonstrated the superiority of the hypothesized model (see Table 2), further reinforcing the discriminant validity of the study constructs. Therefore, discriminant validity was adequately established. Finally, Multicollinearity was checked through VIF and tolerance values of the predictors in SPSS. All VIF values

were below the recommended threshold of 5 (see Table 3), and all tolerance values exceeded 0.20, indicating that multicollinearity was not a serious concern in this study (Hair Jnr et al., 2010).

Table 2: Descriptive statistics, correlations, and square root of AVE

	<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>
1. Age	2.27	0.80									
2. Gender	0.32	0.47	-0.017								
3. Education	1.13	0.35	0.047	-0.087							
4. Marital Status	1.21	0.41	-0.010	0.078	0.210**						
5. Experience	2.59	0.89	-0.027	0.017	-0.043	-0.401**					
6. WLBP	3.60	0.79	0.014	-0.043	-0.005	-0.003	0.046	<i>0.766</i>			
7. OI	3.08	1.06	0.122*	-0.062	0.087	0.068	-0.021	0.139*	<i>0.818</i>		
8. FF	3.77	0.76	-0.024	0.083	0.145**	0.029	-0.057	0.201**	0.341**	<i>0.722</i>	
9. FSS	4.38	0.68	0.027	-0.059	0.076	0.077	0.017	0.024	0.216**	0.341**	<i>0.787</i>

Note: N = 326. Square roots of AVE are italicized and on the diagonal. ** p < 0.01, * p < 0.05; WLBP = Work-life Balance Practices; OI = Organizational Identification; FF = Family Functioning; FSS = Family Supportive Supervisors

Table 3: Factor loadings, Cronbach's alpha, CR, AVE, and VIF

Construct & Items	Loading	Cronbach's alpha	CR	AVE	VIF
Work-life Balance Practices (WLBP)		0.918	0.919	0.587	1.020
WLBP1	0.796				
WLBP2	0.817				
WLBP3	0.764				
WLBP4	0.833				
WLBP5	0.775				
WLBP6	0.736				
WLBP7	0.706				
WLBP8	0.693				
Organizational Identification (OI)		0.915	0.924	0.669	1.069
OI1	0.860				
OI2	0.838				
OI3	0.842				
OI4	0.753				
OI5	0.829				
OI6	0.780				
Family Functioning (FF)		0.895	0.896	0.521	-
FF1	0.810				
FF2	0.728				
FF3	0.694				
FF4	0.636				
FF5	0.767				
FF6	0.715				
FF7	0.770				
FF8	0.636				
Family-Supportive Supervisors		0.890	0.891	0.620	1.049
FSS1	0.786				
FSS2	0.772				
FSS3	0.761				
FSS4	0.796				
FSS5	0.820				

Note: WLBP = Work-life Balance Practices; OI = Organizational Identification; FF = Family Functioning; FSS = Family Supportive Supervisors; CR = Composite reliability; AVE = Average variance extracted; and VIF = Variance Inflation Factor

5.3. Hypothesis Testing

To test the hypothesis, we estimated the “a” path (effect of WLBP on OI), the “b” path (effect of OI on FF), and the indirect path (effect of OI on FF in the presence of WLBP), as shown in Table 4. In Model 2, WLBP ($\beta = 0.18$, $p < 0.05$) is positively and significantly associated with OI, supporting H1. Model 5 reports that OI is positively related to FF ($\beta = 0.25$, $p < 0.01$), which validates H2. Using the PROCESS macro (Hayes, 2013) with bootstrapping, we estimated the indirect, direct, and total effects and their 95% confidence intervals (CIs) to test the mediation hypothesis. Table 5 shows that the indirect effect of OI between WLBP and FF was 0.043 (95% CI [0.009, 0.085], excluding 0). Thus, H3 is supported.

The regression results in Model 3 (Table 4) indicate that the interaction between WLBP and FSS is not a significant predictor of OI ($\beta = 0.20$, $p > 0.05$). Therefore, H4 is not supported. In Model 8, we calculated the second-order moderation, and the interaction term indicates that FSS is a significant predictor of FF ($\beta = 0.31$, $p = 0.06$).

Table 5 presents the conditional indirect effects of FSS on the OI-FF relationship. The results show that these effects were significant when FSS was high. Furthermore, the moderated mediation bootstrapped results for the conditional indirect effect of OI on FF through FSS at different values of the moderator were as follows: at -1 SD ($\beta = -0.0178$; LLCI = -0.0541 and ULCI = 0.0035), at the mean ($\beta = 0.0201$; LLCI = 0.0024 and ULCI = 0.0465), and at +1 SD ($\beta = 0.0548$; LLCI = 0.0113 and ULCI = 0.1099). The index of moderated mediation results also showed that the confidence interval does not include zero ($\beta = 0.0561$; LLCI = 0.0115 and ULCI = 0.1155).

Furthermore, we conducted a simple slope test analysis to plot the interaction effect of FSS on the relationship between OI and FF. As shown in Figure II, the simple slope test results indicate that the interaction between FSS and OI on FF is significant. Specifically, when FSS is high, FF increases as OI increases, whereas under low FSS, the relationship between OI and FF is weak and slightly negative. Therefore, H6 is supported, with FSS strengthening the positive relationship between OI and FF.

Table 4. Results of hierarchical regression analysis

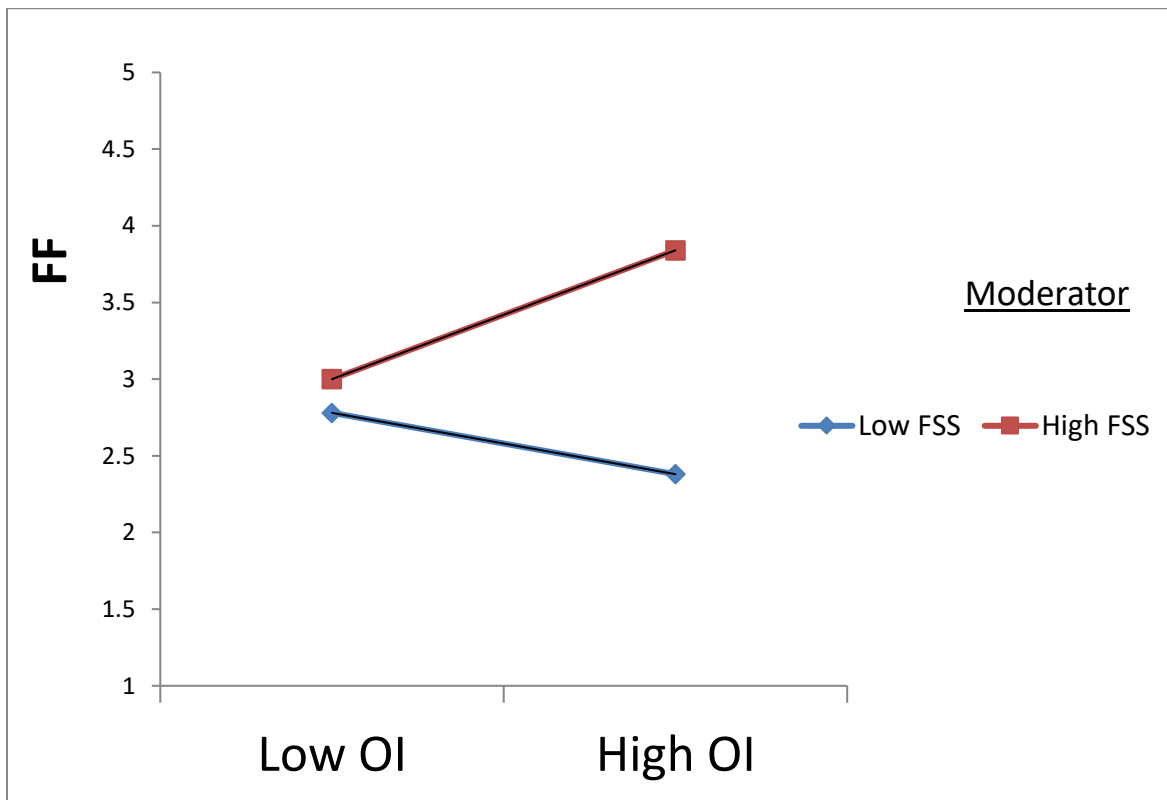
Predictor	Organizational Identification				Family Functioning			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Age	0.16* (0.07)	0.16* (0.07)	0.15* (0.07)	-0.03 (0.05)	-0.03 (0.05)	-0.07 (0.05)	-0.07 (0.05)	-0.07 (0.04)
Gender	-0.14 (0.13)	-0.12 (0.13)	-0.08 (0.12)	0.16 (0.09)	0.18* (0.09)	0.19** (0.09)	0.21** (0.08)	0.25** (0.08)
Education	0.19 (0.17)	0.19 (0.17)	0.16 (0.17)	0.35** (0.12)	0.36** (0.12)	0.30** (0.12)	0.31** (0.11)	0.27** (0.11)
Marital Status	0.17 (0.16)	0.16 (0.16)	0.14 (0.16)	-0.08 (0.11)	-0.09 (0.11)	-0.12 (0.11)	-0.12 (0.11)	-0.11 (0.10)
Experience	0.02 (0.07)	0.01 (0.07)	0.00 (0.07)	-0.06 (0.05)	-0.07 (0.05)	-0.06 (0.05)	-0.07 (0.05)	-0.06 (0.04)
WLBP		0.18* (0.07)	0.19** (0.07)		0.20** (0.05)		0.16** (0.05)	0.15** (0.05)
OI						0.25** (0.04)	0.23** (0.04)	0.11** (0.04)
FSS			0.32** (0.08)					0.42** (0.06)
WLBP x FSS			0.20 (0.11)					
OI x FSS								0.31** (0.06)
R ²	0.03	0.05	0.10	0.04	0.08	0.15	0.18	0.31
F	1.83	2.57*	4.16**	2.32*	4.58**	9.62**	10.00**	15.74**

Note: N = 326; Values in parentheses are standard errors; entries are unstandardized coefficients. ** $p < 0.01$ level; * $p < 0.05$ level

Table 5. Direct and Indirect effects of the mediation and moderation model

Model and effects		Estimate	SE	LLCI	ULCI
<i>Mediation model</i>					
Total effect		0.203	0.052	0.101	0.306
Direct		0.161	0.049	0.064	0.258
Indirect		0.043	0.019	0.009	0.085
<i>Moderation model</i>					
	<i>Level of FSS</i>				
Indirect effect (WLB → OI → FF)	Low	-0.0178	0.0151	-0.0541	0.0035
	Medium	0.0201	0.0115	0.0024	0.0465
	High	0.0548	0.0252	0.0113	0.1099
Moderated mediation index		0.0561	0.0271	0.0115	0.1155

Note: N = 326; Bias-corrected bootstrapped 95% confidence intervals; Bootstrap n = 5000; CI = Confidence Intervals; SE = Standard Error; WLB = Work-life Balance Practices; OI = Organizational Identification; FF = Family Functioning; FSS = Family Supportive Supervisors.

**Fig. 2: Moderation effect of FSS on the influence of OI and FF**

6. Discussion and Implications

Grounded in Conservation of Resources (COR) theory, this study confirmed that work-life balance (WLB) practices significantly and positively influence organizational identification among female bank employees in Bangladesh, supporting the first hypothesis. Additionally, organizational identification was positively related to family functioning, supporting the second hypothesis. The results also indicate that organizational identification partially mediates the relationship between WLB practices and family functioning, supporting the third hypothesis. However, contrary to expectations, family-supportive supervisor behavior (FSSB) did

not significantly moderate the relationship between WLB practices and organizational identification; therefore, the fourth hypothesis was not supported. Nevertheless, the findings reveal that FSSB significantly strengthened the positive relationship between organizational identification and family functioning, resulting in a significant conditional indirect effect. These findings suggest that while supervisory support does not enhance the influence of WLB practices on employees' organizational identification, it plays an important role in helping employees translate their psychological attachment to the organization into improved family functioning.

6.1. Theoretical implications

This study makes several important theoretical contributions to the work-life balance, organizational behavior, and work-family literature grounded in Conservation of Resources (COR) theory. First, by anchoring the study in Conservation of Resources (COR) theory (Hobfoll, 1989), it advances the understanding of how work-life balance (WLB) practices serve as critical organizational resources that employees can leverage to mitigate resource depletion and enhance their organizational identification. COR theory posits that individuals strive to acquire, retain, and protect valuable resources such as time, energy, and social support. This study extends the theory by demonstrating that WLB practices, as organizational resources, contribute to employees' psychological attachment to their organization. While previous studies have primarily linked WLB practices to employee outcomes such as work-life balance, job satisfaction, well-being, and organizational commitment (Roy et al., 2025; Yu et al., 2020), the present study demonstrates that these practices also foster organizational identification, thereby extending the theoretical consequences of WLB practices within the COR framework.

Second, while previous research has predominantly examined organizational identification in relation to workplace outcomes such as job satisfaction, organizational commitment, organizational citizenship behavior, and employee performance (Avanzi et al., 2023; Lee et al., 2020; Riketta, 2005), this study extends its application to the family domain by demonstrating that a strong sense of organizational identification contributes positively to family functioning. Drawing on COR theory, organizational identification represents a valuable psychological resource that enables employees to better manage family responsibilities and strengthen family relationships. In doing so, the study addresses the limited empirical attention to the relationship between organizational identification and family functioning, as highlighted in the literature.

Third, by testing the mediating role of organizational identification, this study clarifies the internal mechanism through which organizational resources, such as WLB practices, influence family functioning. Drawing on COR theory (Hobfoll, 1989), when employees perceive WLB practices as supportive, they gain important psychological resources—including a sense of being valued, emotional attachment, and organizational belonging—that strengthen their organizational identification. These psychological resources then transfer to the family domain, enabling employees to invest more effectively in their family roles and improve family functioning. This finding complements the Work–Family Enrichment perspective (Fuller et al., 2006; Olkkonen & Lipponen, 2006), which suggests that resources generated in the work domain can positively spill over into family life. Therefore, the study extends both COR theory and the work-family literature by identifying organizational identification as a key psychological mechanism through which organizational support generates positive family outcomes.

Fourth, this study also examined the moderating role of family-supportive supervisor behavior (FSSB). Contrary to expectations, FSSB did not significantly strengthen the relationship between WLB practices and organizational identification. This finding suggests that formal organizational WLB practices themselves may be sufficiently salient to foster organizational identification among female banking employees, regardless of supervisory support. However, FSSB significantly strengthened the positive relationship between organizational identification and family functioning. This finding supports COR

theory's resource caravan perspective (Hobfoll, 2001), suggesting that supportive supervisors serve as valuable contextual resources that enable employees to better use and transfer psychological resources gained at work into the family domain. Although previous studies have demonstrated that family-supportive supervisors reduce work-family conflict and improve employee well-being (Hammer et al., 2009; Hammer et al., 2011; Lapierre et al., 2018), the present study extends this literature by showing that supervisory support primarily enhances the translation of organizational identification into improved family functioning rather than strengthening the effect of WLB practices on organizational identification.

Finally, by focusing on female banking employees in Bangladesh, this study responds to recent calls for more context-sensitive and culturally diverse applications of COR theory and work-life balance research (Khan et al., 2022; Uddin et al., 2023). The findings demonstrate that gender roles, cultural expectations, and institutional contexts influence how organizational resources are accumulated and transferred across work and family domains. By examining these relationships in an emerging economy characterized by strong collectivist values and traditional family responsibilities, the study enhances the cross-cultural applicability of COR theory while addressing an underrepresented context in organizational behavior and work-family research.

6.2. Practical implications

The study highlights the positive relationship between WLB practices and organizational identification, which subsequently enhances family functioning. The mediating role of organizational identification suggests that employees who feel supported by WLB practices are more likely to develop a strong sense of belonging and alignment with their organization, which positively impacts their family functioning. This suggests that organizations can strategically use WLB practices not only to improve employee well-being but also to strengthen organizational commitment and indirectly support employees' family lives.

To enhance organizational identification, banks can foster a supportive organizational culture that emphasizes employee well-being and recognizes employee contributions. Organizations, particularly banks in Bangladesh, should prioritize implementing WLB initiatives such as flexible working hours, remote work options, compressed workweeks, and family-friendly policies (e.g., parental leave or childcare support). By providing these resources, organizations can help employees manage their work and family responsibilities, thereby fostering stronger organizational identification and improving family outcomes. HR departments should assess employees' specific needs to design tailored WLB programs that address the banking sector's cultural and professional demands.

The study's findings further indicate that WLB practices, through organizational identification, contribute to improved family functioning. This has direct implications for employee well-being, as better family functioning can reduce stress and enhance overall life satisfaction. Banks can leverage these insights to create holistic employee well-being strategies that integrate WLB practices with family-oriented support systems. For example, wellness programs, stress management workshops, and counseling services can further help employees balance work and family demands.

Although family-supportive supervisor behavior did not strengthen the relationship between WLB practices and organizational identification, it significantly enhanced organizational identification's positive influence on family functioning. Therefore, banks should invest in training supervisors to become more family-supportive by encouraging empathy, flexibility, and open communication regarding employees' family responsibilities. Such supervisory support can help employees translate their positive organizational experiences into healthier family relationships and improved overall well-being.

7. Conclusion

Grounded in COR theory, this study demonstrates that work-life balance (WLB) practices positively influence family functioning among female bank employees in Bangladesh through the mediating role of

organizational identification. Although family-supportive supervisor behavior did not strengthen the relationship between WLB practices and organizational identification, it significantly strengthened the positive relationship between organizational identification and family functioning, resulting in a significant conditional indirect effect. By extending COR theory to a non-Western context, the study highlights the psychological and contextual mechanisms linking workplace resources to family outcomes and offers practical implications for implementing effective WLB initiatives and developing family-supportive leadership to enhance employee well-being and organizational commitment. Despite limitations such as its context-specific sample and cross-sectional design, the findings provide a useful foundation for future research examining these relationships longitudinally and across different organizational and cultural contexts.

8. Limitations and future research directions

Like any empirical study, this research has several limitations that should be acknowledged, which in turn open useful directions for future work. First, although the study used a time-lagged survey design, it still does not fully establish causal relationships among the variables. The multi-wave data collection helped reduce common method bias and introduced some temporal separation, but the findings remain correlational. Future research would benefit from using longitudinal, diary-based, or experimental designs to establish stronger causal inferences. Second, this study focused exclusively on full-time female employees in the Bangladeshi banking sector. While this provided valuable insights into women's work–family experiences, the findings may not be generalizable to male employees, employees in other industries, or more diverse workforce populations. Future research could examine whether the proposed relationships differ by gender, occupational group, or employment sector. Third, this study was conducted only in Bangladesh, a country characterized by unique cultural and institutional contexts. Therefore, the findings may be less generalizable to other cultural settings. Future studies could replicate this model in different countries or conduct cross-cultural comparisons to examine the robustness of the findings across diverse institutional and cultural environments. Finally, despite implementing procedural remedies to minimize common method bias, the study relied on self-reported data, which may still introduce response-related biases such as social desirability or perceptual inflation. Future studies could address this limitation by collecting data from multiple sources, such as supervisors, family members, or organizational records, to enhance the objectivity and robustness of the findings.

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