

RESEARCH ARTICLE

A Study on the Moderating Role of Self-Efficacy in the Relationship between Perceived Organizational Support and Work-Life Balance

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Abstract

Although the home working model, which started in the general directorates at first and then emerged in the branches in the banking sector, has some advantages, it disrupts the work-life balance of individuals in the long run. Thus, the present study focused on the moderating role of professional self-efficacy in the relationship between the perceived organizational support and work-life balance of women employed in private banks operating in Turkey and working from home. To this end, data were collected from 403 female private bank employees by the survey method and tested with the help of the Smart PLS 3 analysis program. According to the study findings, women's professional self-efficacy beliefs play a moderating role in the relationship between perceived organizational support and work-life balance. This relationship has been ignored in the literature. Therefore, this study enriches the content related to organizational support theory and social cognitive theory by investigating the relationship between perceived organizational support, professional self-efficacy, and work-life balance in women working in the banking sector from home and thus contributes to theory and practice.

Keywords: Self-Efficacy, Perceived Organizational Support, Work-Life Balance

Öz

Bankacılık sektöründe ilk önceleri genel müdürlüklerde başlayan ve daha sonra şubelerde de ortaya çıkan evden çalışma modeli birtakım avantajları içinde barındırır da uzun dönemde bireylerin iş-yaşam dengesini ortadan kaldırmaktadır. Buradan hareketle bu çalışma, Türkiye'de faaliyet gösteren özel bankalarda istihdam edilen ve evden çalışan kadınların algılanan örgütsel destek ile iş-yaşam dengesi arasındaki ilişkide mesleki öz yeterliliğin düzenleyici rolüne odaklanmıştır. Bu amaçla, 403 kadın özel banka çalışanından anket yöntemiyle veri toplanmış ve Smart PLS 3 analiz programı aracılığıyla test edilmiştir. Çalışmanın bulgularına göre, kadınların mesleki öz yeterlilik inançları, algılanan örgütsel destek ile iş-yaşam dengesi arasındaki ilişkide düzenleyici rol üstlenmektedir. Alan yazında bu ilişki göz ardı edilmiştir. Dolayısıyla bu çalışma, evden çalışan bankacı kadınlar üzerinde, algılanan örgütsel destek, mesleki öz yeterlilik ve iş-yaşam dengesi arasındaki ilişkiyi araştırmakla, örgütsel destek teorisi ve sosyal bilişsel teori ile ilgili içeriği zenginleştirmekte ve böylece teoriye ve pratiğe katkılar sunmaktadır.

Anahtar Kelimeler: Öz-Yeterlilik, Algılanan Örgütsel Destek, İş-Yaşam Dengesi

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Introduction

Nowadays, along with the development of information and communication technologies and the impact of the COVID-19 pandemic that we have experienced, new business models have begun to develop. The advancement of technology has led to the emergence of home working models, in which people start to work from their homes through computers and other communication tools, by eliminating the necessity of doing the work in the workplace and in a certain time period (Kavi & Koçak, 2010). Such practices have started to become widespread in the banking sector, as in many sectors (Dockery & Bawa, 2020; Turan, 2023). The home working practice brings about numerous advantages for both employers and employees, but it also has disadvantages. Individuals working from home stress that they work flexibly, are not exposed to transportation and traffic problems, and experience advantages such as job autonomy. However, individuals working from home state that their work is constantly interrupted and never finished, they cannot get out of working psychology, physical problems due to sedentary life recur, and they start to become introverted since they stay away from social interaction (Kıcır, 2019).

Although individuals working from home are free in terms of space and time, they experience problems with work-life balance. In other words, the areas of work-family life and family-work life become intertwined, and thus work-life conflicts occur (Kıcır, 2019). Studies have confirmed that the work efficiency of bank employees working from home has decreased due to the family-work conflict experienced (Taşkın, 2021). Hence, an important problem of working from home is the role conflict experienced by individuals. Studies have also revealed that stress levels increase under the effect of role conflict and role ambiguity experienced by individuals working from home (Dockery & Bawa, 2020; Mustajab et al., 2020; Masyhuri, Pardiman & Siswanto, 2021; Elsafty & Shafik, 2022). It is observed that women who work from home, who are married and have children experience role conflicts as the responsibilities of spending time with their children, cooking and doing other household chores become intertwined

with the responsibilities required by their jobs (Tuna & Türkmendağ, 2020; Güler & Nalbant, 2022). At this point, the issue of how women employed in the banking sector and working from home will maintain a work-life balance gains importance.

Such problems bring to mind perceived organizational support (Özgül, Erkmen & Karaarslan, 2020). The perception of organizational support increases when individuals perceive that their efforts will be appreciated and rewarded by the organization, their contributions are considered valuable, and their well-being is cared for (Eisenberger et al., 1986). Employees' perception of organizational support predicts many work and family outcomes such as reduced role conflict and stress, higher job satisfaction, increased commitment to the organization, more positive mood, decreased turnover intention, and increased performance (Greenglass et al., 2001 & Garrett et al., 2001; Rhoades & Eisenberger, 2002). Various studies have shown that both work-family and family-work conflict levels of individuals with a high perception of organizational support decrease (Erdwins et al., 2001; Casper & Buffardi, 2004; Foley et al., 2005).

On the other hand, the concept of self-efficacy, which indicates the level of belief in an individual's ability to successfully perform a particular job or task, draws attention at this point (Bandura, 1977). Self-efficacy belief allows individuals to cope with negative situations and exhibit the desired behavior (Bandura, 1997). Despite the large number of studies on self-efficacy, its relationship with work-life balance has not received adequate attention in the literature (Badri & Panatik, 2020). Few studies have confirmed that self-efficacy impacts work-life balance (Siu, 2013; Polatçı & Akdoğan, 2014; Nina & Fauziah, 2017; Kaplan, 2018; Badri & Panatik, 2020; Akkuş, Najimudinova & Gül, 2020; Parray, Shah & Islam, 2022).

Individuals shape their behaviors with the interaction of personal and environmental factors. Environmental factors indirectly impact most behaviors through cognitive processes. However, individuals cannot be characterized as reactive organisms directed solely by environmental factors and internal forces. Individuals can also organize and direct themselves (Bandura, 2001).

Hence, the interaction of perceived organizational support and self-efficacy belief may be effective in maintaining work-life balance. The study by Arpacı and Tekmen (2020) determined that self-efficacy has a moderating role in the relationship between perceived organizational support and interpersonal constructive deviant workplace behaviors.

From this point of view, in the current study, a conceptual model was developed and analyzed under the assumption that the work-life balance of women employed in the banking sector and working from home would be achieved with perceived organizational support and that professional self-efficacy belief would affect the success of women in establishing work-life balance. After stating the assumption that self-efficacy will play a moderating role in the relationship between perceived organizational support and work-life balance, it should be noted that the hypothesis to be established in this regard was created for the first time because no empirical study was found in the literature review. Therefore, the objective of this study is to provide answers to the questions, "Does perceived organizational support affect the work-life balance of women employed in the banking sector and working from home?", "Do the professional self-efficacy beliefs of women employed in the banking sector and working from home affect their work-life balance?" and "Do the professional self-efficacy beliefs of women employed in the banking sector and working from home play a moderating role in this relationship?" To this end, data were collected from 403 female employees employed in private banks and working from home and analyzed with the help of the Smart PLS analysis program.

Hypothesis Development

Perceived Organizational Support and Work-Life Balance

The act of establishing a balance between an individual's work and private life can be defined as a work-life balance (Poulose & Sudarsan, 2014). In other words, work-life balance refers to the state of establishing a balance between the roles

required by professional working life (career and ambition) and the roles required by private life (health, pleasure, leisure time, and family) (Caleb, Ogwuche & Howell, 2020). In this respect, women experience more difficulty in establishing a work-life balance. The main reason for this is that if they cannot meet the demands of their private life, they are exposed to more criticism than men (Özgül, Erkmen & Karaarslan, 2020). The disadvantaged situation of women in establishing a work-life balance increases even more if they are married and have children. As is known, individuals fulfill the requirements of the roles they undertake in a certain period of time. According to rational perspective theory, spreading all the roles undertaken over a given period of time ultimately shortens the time allocated to each role. When the time allocated to roles shortens, individuals enter into a time-based conflict since these roles cannot be performed adequately (Efeoğlu, 2006). On the other hand, individuals may experience some stresses depending on the effects of the roles they undertake in their professional work and private life areas. Depending on these stresses experienced, they may not be able to fulfill all the roles they have undertaken due to tension-based conflict (Greenhaus and Beutell, 1985).

All these difficulties require supportive practices. At this point, the contribution of perceived organizational support is an undeniable fact. Perceived organizational support can be defined as the expression of an individual's belief, thoughts, and feelings about how much importance is attached by the company in which the individual is employed, at what level his/her socio-emotional needs are met, and how and to what extent he/she is valued (Eisenberger et al., 1986). Perceived organizational support is associated with increased employee well-being, including job satisfaction and work-life balance (Ulukapı, 2013; Kurtessis et al., 2017; Fitria & Linda, 2019). According to organizational support theory, perceived organizational support increases the employee's job satisfaction, well-being, and commitment to the organization (Burke, 2003; Foley, Yue & Lui, 2005; Laschinger et al., 2006; Eisenberger & Stinglhamber, 2011; Filipova, 2011; Poulose & Sudarsan, 2014; Hongvichit, 2015; Shao, Zhang, & Chen, 2016). Furthermore, it is also

argued that perceived organizational support reduces pressures on employees such as role conflict, emotional exhaustion, and burnout (Vallone & Ensher, 2001; Rhoades & Eisenberger, 2002; Turunç & Çelik, 2010; Kurtessis et al., 2017). From this point of view, according to organizational support theory, it can be said that when managers in the banking sector make their female employees working from home feel that they value and care about them (taking into account their requests and complaints, providing expert consultancy support, etc.), and they are aware of the contributions they make to their institutions, employees can establish a work-life balance without entering into tension and time-based conflict. Therefore, in the present study, hypothesis H1 was developed, arguing that the perceived organizational support of female employees employed in private banks and working from home will increase the work-life balance.

H1: There is a positive relationship between perceived organizational support and work-life balance.

Self-Efficacy Belief and Work-Life Balance

Work-life balance is the state of harmony between the private and professional lives of employees (Haar et al., 2019). The person himself/herself is the most important factor determining work-life balance (Takım & Timuroğlu, 2022). Self-efficacy belief has an important place in establishing a work-life balance for individuals (Siu, 2013; Nafei, 2015). Self-efficacy is the expression of an individual's judgments about how well he/she can take the necessary actions to cope with possible conditions (Bandura, 1977). According to social cognitive theory (Bandura, 1997), self-efficacy can be defined as an individual's confidence in his/her abilities to achieve a desired outcome (Tumasjan & Braun, 2012). It is stressed that individuals with higher self-efficacy beliefs will set more ambitious goals, rely on their abilities to achieve these goals, and work harder to turn these goals into reality (Komarraju & Nadler, 2013; Mutar, Mohammad & Himmud, 2020).

Empirical studies have supported that individuals increase both the quality of work and the quality of life with their high self-efficacy belief (Nguyen & Nguyen, 2012; Nafei, 2015). Researchers emphasize that individuals with high self-efficacy beliefs are successful in establishing a work-life balance (Siu, 2013; Polatçı & Akdoğan, 2014; Nina & Fauziah, 2017; Kaplan, 2018; Badri & Panatik, 2020; Akkuş, Najimudinova & Gül, 2020; Parray, Shah & Islam, 2022). Moreover, empirical studies have also confirmed that self-efficacy reduces work and family conflict (Taşdelen-Karçkay, Bakalım & Yörük, 2016). However, studies examining the relationship between self-efficacy belief and work-life balance are limited (Badri, & Panatik, 2020). Based on social cognitive theory, it can be said that women employed in the banking sector and working from home will not enter into tension and time-based conflict in their search for work-life balance with their self-efficacy beliefs (Wyatt, 2018; Martínez-León, Olmedo-Cifuentes & Sanchez-Vidal, 2019). In the current study, based on all these discussions, hypothesis H2 was developed, assuming that the self-efficacy belief of women employed in private banks and working from home can be effective in establishing a work-life balance.

H2: There is a positive relationship between self-efficacy belief and work-life balance.

The Moderating Role of Self-Efficacy Belief

When individuals perceive that their contributions are valued and their well-being is cared for by the institution they work for in return for their efforts, they can establish a work-life balance in return for this (Eisenberger et al., 1986). Since employees employed in organizations have different personality traits, they perceive and interpret events differently (Banerjee & Somanathan, 2001; Chiu et al., 2005) and act accordingly. In this regard, Pinder and Harlos (2001) underlined that researchers should consider individuals' personality traits and differences when evaluating organizational issues. Self-efficacy beliefs shape the choices, emotional reactions, and behaviors of individuals in relation to their personality traits (Bandura, 1986; Gist & Mitchell, 1992). Therefore,

since individuals' self-efficacy belief levels are effective in their interpretation of events, it can affect the level of perceived organizational support (Rhoades & Eisenberger, 2002; Caesens & Stinglhamber, 2014). High levels of both perceived organizational support and self-efficacy beliefs may support the individual in establishing a work-life balance because the individual's ability to establish a work-life balance is under his/her own control to a certain extent. No study was found in the literature examining the moderating role of self-efficacy belief in the effect of perceived organizational support on work-life balance. Considering the need to fill this gap, in the present study, hypothesis H3 was developed to investigate the moderating role of self-efficacy belief in the effect of perceived organizational support on work-life balance among women employed in private banks and working from home.

H3: Self-efficacy has a moderating role in the positive relationship between perceived organizational support and work-life balance. Figure 1 shows the hypotheses and conceptual model of this study.

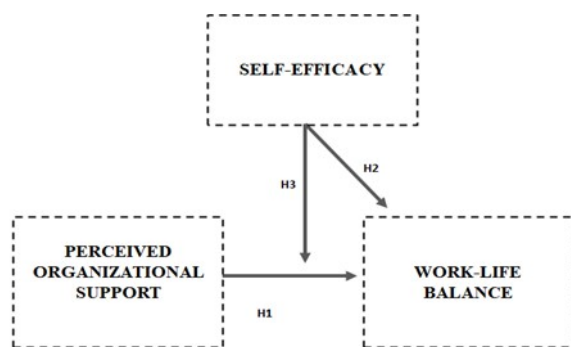


Figure 1. Research Model and Hypotheses

Methodology of the Study

Sample of the Study

Data were collected using the survey method to test the research model and hypotheses of this study. The participants of the present study are female employees employed in private banks and working from home in Turkey. The sampling technique is simple random sampling. Data were

collected from 428 bankers through questionnaires sent to bank employees who agreed to participate in the study, but 403 usable data were obtained. Some questionnaires were collected face-to-face, and some were collected via e-mail and other digital platforms. The participants were assured that the data collected would be confidential and only be used for research purposes. To test the non-response bias, the data collection process took three months, from July to October 2022. The current study was carried out following the Scientific Research and Publication Ethics rules with the Approval Certificate of the Academic Research and Publication Ethics Committee of Istanbul Topkapı University, dated 23.05.2022 and numbered E-31675095-100-2200005048. Table 1 contains the demographic characteristics of female employees employed in private banks and working from home in Turkey.

Table 1. Demographic Characteristics of the Participants

Demographics	Frequency	Percentage (%)
Female	403	100
Marital status		
Married	290	71.96
Single	113	28.04
Child status		
Childless	151	37.47
1- child	103	25.56
2- and above	149	36.97
Age		
18-25	92	22.83
26-33	105	26.05
34-41	126	31.27
42-49	28	6.95
50 and above	52	12.90
Tenure		
Less than 5 years	108	26.80
5-10 years	142	35.24
Between 11-15 years	98	24.31
16 years and above	55	13.65

Development of the Data Collection Tool

In the questionnaire created for this study, a five-point Likert scale consisting of 4 questions, developed by Brough et al. (2014), was used to measure the work-life balance of women employed in the bank and working from home. Second, the self-efficacy levels of women employed in banks and working from home were

measured using a 6-item self-efficacy scale (five-point Likert scale) developed by Luthans et al. (2007) and translated into Turkish by Çetin and Basım (2012). Third, the perceived organizational support levels of women employed in banks and working from home were measured using the 8-question short version of the perceived organizational support scale consisting of 36 questions developed by Eisenberger et al. (1986) and simplified by Eisenberger et al. (1997). Finally, questions about the demographic characteristics of women employed in banks and working from home were included.

Analysis And Results

Assessment of the Measurement Model

In the current study, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to test the hypotheses in the research

loadings, composite reliability (CR), Cronbach's alpha and rho_A coefficients were examined in the first stage (Ringle, Sarstedt & Straub, 2012). Since the factor loading of item SE6 was lower than 0.70, it was excluded from the analysis, and the analysis was repeated. Finally, all factor loadings, CR values, Cronbach's alpha and rho_A coefficients are greater than 0.70 (Hair et al., 2016). Thus, it can be said that the reliability of the measurement model was ensured. In the next stage, convergent validity was examined by considering the average variance extracted (AVE) (Henseler, Hubona & Ray, 2016). AVE values for all constructs exceeded the recommended 0.50 value for convergent validity (see Table 2). In other words, convergent validity was provided.

Then, discriminant validity was assessed using the Fornell and Larcker (1981) criterion. According to the Fornell-Larcker criterion, the square root of AVE should be higher than the correlations of all the constructs in the model with each other. Table

Table 2. Results of the Measurement Model

Constructs	Items	Factor Loadings	P Values	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Perceived Organizational Support (POS)	POS1	0,763	0,000	0,899	0,901	0,919	0,586
	POS2	0,800	0,000				
	POS3	0,830	0,000				
	POS4	0,790	0,000				
	POS5	0,731	0,000				
	POS6	0,713	0,000				
	POS7	0,752	0,000				
	POS8	0,739	0,000				
Work-Life Balance (WLB)	WLB1	0,721	0,000	0,761	0,765	0,848	0,582
	WLB2	0,774	0,000				
	WLB3	0,769	0,000				
	WLB4	0,787	0,000				
Self-Efficacy (SE)	SE1	0,759	0,000	0,808	0,808	0,866	0,565
	SE2	0,720	0,000				
	SE3	0,757	0,000				
	SE4	0,780	0,000				
	SE5	0,741	0,000				

model. In this context, the data were analyzed using the SmartPLS 3 software based on the research logic PLS-SEM. In the said software, analyses are carried out in two stages (measurement/internal and structural/external model). Hence, the measurement model was analyzed first. The measurement model was assessed by examining indicator reliability, internal consistency reliability, convergent validity, and discriminant validity (Henseler, Hubona & Ray, 2016). In this respect, factor

3 shows that the square roots of AVEs (diagonal values) are greater than the corresponding correlations between constructs in a row and column (non-diagonal values), and the Fornell-Larcker criterion was met.

Table 3. Fornell-Larcker Criterion

Constructs	1	2	3
POS	0,766		
SE	0,714	0,752	
WLB	0,702	0,707	0,763

Note: Bold diagonal values represent the square of AVE

Cross-loading values were examined to assess discriminant validity. The cross-loading values (bold values) in Table 4 are higher than the loadings of the corresponding constructs for discriminant validity (Fornell & Larcker, 1981). Therefore, it can be said that the desired criterion was met.

Table 4. Cross-Loadings

	POS	SE	WLB
POS1	0,763	0,553	0,571
POS2	0,800	0,534	0,547
POS3	0,830	0,547	0,567
POS4	0,790	0,542	0,587
POS5	0,731	0,549	0,540
POS6	0,713	0,571	0,523
POS7	0,752	0,549	0,446
POS8	0,739	0,535	0,493
SE1	0,500	0,759	0,563
SE2	0,590	0,720	0,571
SE3	0,542	0,757	0,524
SE4	0,555	0,780	0,512
SE5	0,488	0,741	0,476
WLB1	0,466	0,484	0,721
WLB2	0,575	0,603	0,774
WLB3	0,519	0,527	0,769
WLB4	0,572	0,535	0,787

Finally, the heterotrait-monotrait (HTMT) method was employed to assess the discriminant validity of the constructs. The HTMT value should be lower than 0.90 (Henseler, Ringle & Sarstedt, 2015). As is seen in Table 5, all HTMT values are lower than 0.90. Thus, it can be said that discriminant validity was ensured.

Table 5. Heterotrait-Monotrait Ratio (HTMT)

Constructs	1	2	3
POS			
SE	0,837		
WLB	0,840	0,893	

Assessment of the Structural Model

The structural model was assessed after ensuring the validity and reliability of the measurement model. In this context, the 5000 resampling procedure was used on the full model to generate the t values corresponding to the path coefficient values (Hair et al., 2016). Model fit was evaluated according to the Standardized Root Mean Square (SRMR) and Normed Fix Index (NFI) values, indicating good model fit (Hair et al., 2016). As is

seen in Table 6, the SRMR value is $0.071 < 0.080$, and the NFI value is $0.806 > 0.80$, and these values indicate a good model fit. Afterward, Variance Inflation Factor (VIF) values were examined to assess whether there was a linearity problem in the model, and no linearity problem was observed since the results did not exceed the threshold value of 3 (see Table 6).

The path analysis results in Table 6 and Figure 2 show that perceived organizational support (POS→WLC; $\beta = 0.368$, $t = 4.868$, $p = 0.000$) and professional self-efficacy (SE→WLB; $\beta = 0.396$, $t = 5.104$, $p = 0.000$) significantly and positively affect work-life balance. Thus, hypotheses H1 and H2 were supported. Furthermore, the moderating role of professional self-efficacy (POS*SE→WLB; $\beta = 0.101$, $t = 2.669$, $p = 0.008$) in the relationship between perceived organizational support and work-life balance was supported. Thus, hypothesis H3 was also accepted. R^2 values, which indicate what percentage of the variance is explained, show that 59.1% of the work-life balance is explained. The effect size (f^2) value was assessed to test the individual contributions of each exogenous variable (Henseler et al., 2015). According to Cohen (1988), f^2 values of 0.02, 0.15, and 0.35 are considered low, moderate, and high, respectively. In the present study, f^2 values were moderate (see Table 6). The predictive power of the model was examined on the basis of Stone-Geisser's Q^2 . The Q^2 values greater than zero indicate that the model has predictive significance. As shown in Table 6, the Q^2 values are greater than zero. Hence, it can be said that the structural model has predictive significance (Fornell & Cha, 1994).

Table 6. Relationships Between the Variables

Path Coefficients	Coef (β)	S.D.	T Values	P Values	Adj. R ²	F ²	Q ²	VIF	Confidence Interval (BC)		Conclusion
									LL	UL	
Moderating Effect (POS*SE)→WLB	0,101	0,038	2,669	0,008		0,029		1,244	0,028	0,179	H3 Supported
POS →WLB	0,368	0,076	4,868	0,000	0,591	0,155	0,329	2,137	0,213	0,512	H1 Supported
SE →WLB	0,396	0,078	5,104	0,000		0,183		2,093	0,244	0,550	H2 Supported

SRMR= 0,071; NFI= 0,806
Results of the bootstrapping with 5,000 sub-samplings

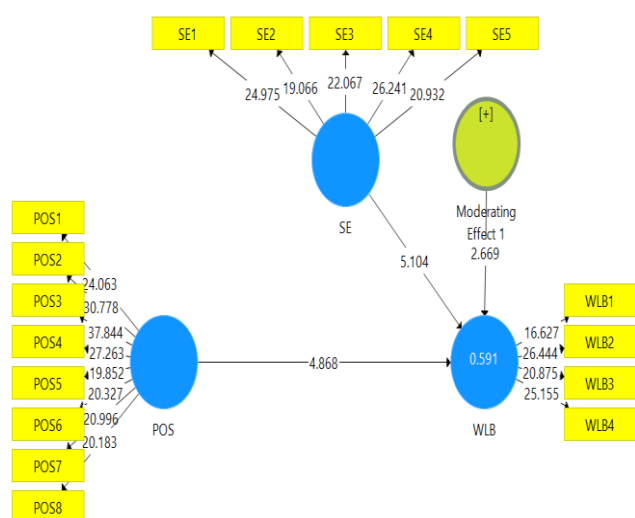


Figure 2. The Structural Measurement Model

Discussion and Conclusion

The use of information technologies in professional working life has brought about home working models. The home working model is the execution of all or part of the work from home through information technologies (Kavi & Koçak, 2010). Although working from home offers advantages to women, it brings about disadvantages such as the prolongation of working hours, the increase in the number of daily meetings and the increased workload, the inability to work from home in a disciplined and regular manner, the need to take care of children, the unavailability of the home to do work, and the inability to do technical work, which can be done in the office, at

home. On the other hand, problems experienced due to the disruption of professional working life, physical problems due to inactivity, disruption of sleep patterns, and psychological problems due to isolation of the employee by staying away from his/her colleagues and workplace may occur (Serinikli, 2021; Tuna & Türkmendağ, 2020). Working from home blurs the border between the work and private life of individuals with each passing day and disrupts the work-life balance (Baycık & Erdoğan, 2021). Empirical studies in the literature have also confirmed that working from home actually disrupts the work-life balance (Akça & Küçükoğlu, 2020; Serinikli, 2021; Tuna & Türkmendağ, 2020; Güler & Nalbant, 2022; Özkanan, 2022).

Although the home working model, which started in the general directorates at first and then emerged in the branches in the banking sector, has some advantages, it disrupts the work-life balance of individuals in the long run. Thus, in the present study, a conceptual model was developed and analyzed to examine the question of how women employed in private banks and working from home will maintain a work-life balance. The main motivation of the current study is (i) to examine the relationship between the perceived organizational support and work-life balance of women employed in the banking sector and working from home, (ii) to determine whether there is a significant relationship between the professional self-efficacy and work-life balance of women employed in the banking sector and working from

home, and (iii) to examine whether professional self-efficacy of women employed in the banking sector and working from home has a moderating role in the relationship between perceived organizational support and work-life balance.

The study results indicate a positive relationship between the perceived organizational support and work-life balance of women employed in the bank and working from home. Studies in the literature also confirm that perceived organizational support increases employee well-being, including job satisfaction and work-life balance (Ulukapı, 2013; Kurtessis et al., 2017; Fitria & Linda, 2019).

Another result of the study demonstrates that women employed in the bank and working from home with high professional self-efficacy beliefs can achieve a work-life balance. Few studies in the literature (Badri, & Panatik, 2020) support this result (Siu, 2013; Polatçı & Akdoğan, 2014; Nina & Fauziah, 2017; Kaplan, 2018; Badri & Panatik, 2020; Akkuş, Najimudinova & Gül, 2020; Parray, Shah & Islam, 2022).

On the other hand, another result of the study shows that professional self-efficacy plays a moderating role in the significant and positive relationship between perceived organizational support and work-life balance. However, no study was found in the literature evaluating this relationship. In this sense, the current study has theoretical and managerial implications.

Theoretical Contributions

The present research investigates the relationship between perceived organizational support, professional self-efficacy, and work-life balance in women employed in the banking sector and working from home and enriches the content related to organizational support theory and social cognitive theory. First, the current study develops the literature by explaining that women employed in the banking sector and working from home can establish a work-life balance with their perceived organizational support, without entering into tension and time-based conflict, from the perspective of organizational support theory.

Second, this study expands the research scope of professional self-efficacy belief in a more

systematic and comprehensive way by showing the positive relationship between the professional self-efficacy and work-life balance of women employed in the banking sector and working from home, based on social cognitive theory. Previous studies, although in limited numbers, have successfully highlighted the effect of self-efficacy on work-life balance, but the impact of professional self-efficacy belief of women employed in the banking sector and working from home on work-life balance is new.

Finally, the current study demonstrates a new way to achieve work-life balance for bankers and managers by clarifying that the professional self-efficacy of women employed in the banking sector and working from home has a moderating role in the positive relationship between their perceived organizational support and work-life balance. Previous studies have successfully stressed the positive effect of perceived organizational support on work-life balance and the positive effect of self-efficacy on work-life balance, but the moderating role of professional self-efficacy in the positive relationship between perceived organizational support and work-life balance is new. Therefore, this study, which addresses the deficiencies of the current literature, improves organizational support theory and social cognitive theory.

Managerial Contributions

According to the first finding of the present study, perceived organizational support is positively correlated with work-life balance. This finding demonstrates that due to the negative effects of working from home on the life and health of the employee, the work-life balance of the employee should be taken into account in the content of the manager's duty to supervise the employee. Therefore, managers should develop policies and projects to ensure the work-life balance of employees and provide the necessary support (Baycık & Erdoğan, 2021). However, managers may consider positive discrimination in their business models as a solution to women working from home regarding their difficulties in maintaining their work and family roles together. Moreover, to prevent the social isolation of employees working from home, hybrid working

systems can be chosen, expert consultancy support can be provided, meetings can be organized, motivation messages can be sent via e-mail, and personal development seminars can be organized (Gümrükçüoğlu, 2020). Thus, women can stay motivated by not disconnecting from their teams. Additionally, managers may include the right of inaccessibility of the employee in order to establish the borders between the work and private life of individuals in the policy of ensuring work-life balance (Savage & Staunton, 2018). Furthermore, regular breathing exercises, meditation and physical exercise, and paying attention to a healthy diet can help women working from home achieve work-life balance.

The second finding of the study demonstrates that professional self-efficacy is effective in achieving work-life balance. The said finding shows that students studying in the banking department should be trained to raise future bankers with strong self-efficacy. Furthermore, it can be said that more activities should be carried out by the institutions that make banking regulations so that bankers can continuously improve their self-efficacy levels by organizing training programs, workshops, and awareness seminars supported by strong leadership.

The last finding of the study indicates the moderating role of professional self-efficacy in the positive relationship between perceived organizational support and work-life balance. It can be said that managers should accept the importance of women's professional self-efficacy beliefs and perceived organizational support in order to ensure work-life balance for women working from home and they should adopt practices in this direction.

Limitations and Future Research Recommendations

Specifically, this study was conducted on female bank employees. Therefore, readers should be careful when evaluating and generalizing the results of various occupations. Second, cross-sectional data were used in this study. Therefore, questions may be asked about the causal aspect of the relationship between the structures studied. In the future, researchers can explore the moderator

roles of different variables while examining the relationship between perceived organizational support and work-life balance. In addition, researchers can gain comprehensive insights into this relationship through case studies.

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