Title:	Impact of Work Life Balance on Organizational Commitment: Exploring the Role of Generation Differences and Supervisor Support
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Impact of Work Life Balance on Organizational Commitment: Exploring the Role of Generation Differences and Supervisor Support

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Abstract
Academicians and Practitioners are giving lots of attention to the implications of work life balance and organizational commitment. Different studies suggest that there is a need to decide the mediating relationship of supervisor support within the framework that has been carried out in this study. Likewise, earlier literature suggests that there is need to investigate the effect of generation diversity should be studied on relationship of work life balance and organization commitment that has also been done in this study. The purpose of this study is to decide the influence of work life balance on organizational commitment through mediating effect of Supervisor Support. This study decides the feeling of different generations about Work life balance, Supervisor Support and Organizational Commitment. The study analyzes 360 employees of banking sector in Pakistan using Stratified random Sampling. In terms of implication this study helps in deciding the need to manage different generations and supervisor support to increase commitment level with their organization. This Study has been done in different banks, including United Bank of Limited, Zarai Taraqiati bank of limited, Faisal bank, National bank of Pakistan and Bank of Punjab there could be study done in some other banks and this study could be done in other sectors like education, medical sector. This study could be longitudinal for deciding all aspects, works and values of different generations within the context of Pakistan.

Keywords: Work life balance, Supervisor Support, Organizational Commitment and Generation Differences

Introduction
The issue of work life balance has received increasing considerable attention in the human resource management literature (Althammer et al., 2021; Chan et al., 2015; Eikhof et al., 2007; Haar et al., 2018; Hughes & Bozionelos, 2007a; Irfan et al., 2023; Khan et al., 2018; McCarthy et al., 2010; Ugwu et al., 2023). Work life imbalance can occur where organizations engage their employees for longer working hours. While engaging employees for longer working hours may add to the organizational output, that may reduce the employees' commitment to the organization and affect the organizational output and performance indirectly. Studies show that a work life imbalance affects the employees psychologically and physically (Beauregard & Henry, 2009; Cegarra-Leiva, Sánchez-Vidal, et al., 2012b; Emre & Spiegeleare, 2019; Jalil et al., 2023; McCarthy et al., 2010; Uddin et al., 2023). Thus, a behavior characterized by less commitment to the organization is logical. Creating a work life balance for the employees is quite critical for the organization.
Identifying ways in which organizations can create a work life balance for their employees is critical. Research shows that employees' supervisor may play a key role in creating a work life balance for the employees (Kaur & Randhawa, 2020; Oludayo & Omonijo, 2020; Sekhar &

Patwardhan, 2023; Straub, 2012; Tran et al., 2023). Supervisor's support may increase job satisfaction as well as decrease the employee's stress (Beauregard & Henry, 2009; Jang, 2009; Paek et al., 2022; Thanacoody et al., 2009; Winarto & Chalidyanto, 2020). Supervisor's support may help create a positive image among the employees about their organization, and develop an increased employee loyalty and commitment for the organization (Deschênes, 2023; Karatepe & Hasan, 2007; Tuzun & Kalemci, 2012). A favorable treatment by the organization is a pre-cursor for the long-term mutual contract (Tuzun & Kalemci, 2012). Evidence from some organizations in Pakistan suggests that a work life balance might be less of an issue to some employees, if seen as acceptable tradeoff. Employees see a tradeoff in the form of monetary rewards such as a salary rise and bonuses. Options such as flexible working hours, job sharing, telecommuting and parental leave (i.e. popular in the Western culture) appear less attractive to the employees working in Pakistani organizations (Shujat et al., 2011; Ashfaq, Mahmood, & Ahmad, 2013; Khadija & Kadow, 2019). Likewise, Maqsood Ahmed (2012) said that in Pakistan employees must face the issue of work life balance, especially within the banking sector. In banking sector employees have to work for extended working hours and as a result, they have to face the issue of work life balance (Faisal et al., 2022). They need to provide better quality services to their customers and along with this they must strengthen the relationship with their customers which ultimately results in stress and issues related to work life balance. Now-a- days banking Sector is playing major role for development and within Pakistan according to survey of 2023 Pakistan contains 22 commercial banks and the employees of these banks are playing major role for development of this sector, but they have to face other issues like extended working hours and poor support from their supervisors (Watto et al., 2023).

The relationship of work life balance and organizational commitment is therefore less clear and there can be a good number of unexplored contingencies involved in this relationship (Aminizadeh et al., 2022). Likewise, it has been noticed that there has been work done on work life balance, organization commitment and supervisor support but this research has been based on a different framework. In the current study the mediating relationship of supervisor support within relationship of work life balance and organization commitment has been determined (Faisal et al., 2022; Uddin et al., 2023). Furthermore, study has been based on deciding the different feeling of different generations about work life balance, supervisor support and organization commitment and to decide that at what extent it is important to manage the feeling of different generations within the context of Pakistani organizations. Barber (2014) said that there should be work in deciding different feelings of different generations about work life balance and organization commitment. Moreover, it is important to determine mediating relationship of supervisor support within relation of organization commitment and work life balance (Rathi & Barath, 2013). There is study done in other countries related to generation differences but in Pakistan limited study have been done specifically on generation differences. Thus, the main aims of this study are as follows:

1) To see whether Supervisor support helps to increase organization's commitment or not.
2) To see whether support of supervisor about work life balance increases the commitment level of the banking sector of employees or not.
3) To analyze whether different generations have different feelings about work life balance, organization commitment and supervisor support.

2. Literature Review
2.1 Work Life Balance (WLB)
Work life balance (WLB) refers to a balance between time for family and work (Barber, 2014; Beauregard & Henry, 2009; Bhat et al., 2023; Emre & Spiegeleare, 2019; Khan et al., 2018; Malik et al., 2020; Rodríguez-Sánchez et al., 2020; Shirmohammadi et al., 2022). With the

rising competition, the expectations of businesses from their employees regarding working for longer hours have increased and are creating situations of imbalance between personal and professional life of employees (Ayar et al., 2022; Hughes & Bozionelos, 2007).The conflict that arises between the personal and professional life of employees negatively influences their job commitment, and employees feel emotionally exhausted and stressed (Beauregard and Henry, 2009; Benligiray & Sonmez, 2013). A work life imbalance is an issue for all employees whether they have family responsibilities or not (Hughes & Bozionelos, 2007a). The purpose behind work life balance is to give better facilities to the employees so that employees could enjoy their social and family life, besides their work (Bhat et al., 2023; Cegarra-Leiva, Sa´nchez-Vidal, et al., 2012)

Work life balance may positively influence the employee commitment to organization (Cho et al., 2021; McCarthy et al., 2010). Organizations may adopt from a range of programs to create a work life balance for their employees such as offering flexible working hours, and offering training related to stress management. However, making a balance between the personal and professional lives of employees can be challenging (Cegarra-Leiva, Sa´nchez-Vidal, et al., 2012; Ugwu et al., 2023). Mostly organizations implement work life balance programs only for the employees at higher hierarchal levels, and focus less on employees working at other levels (Hughes & Bozionelos, 2007). Moreover, while there are policies and procedures widely available, the implementation of such is contingent upon the help and support from the employees' supervisors and managers (Cegarra-Leiva, Sa´nchez-Vidal, et al., 2012). David (2012) shows that the positive relationship between work life balance and organization commitment is mediated by the employee supervisor and the organizational support (Cegarra-Leiva, Sa´nchez-Vidal, et al., 2012). In the later section, the study examines the supervisor's support about work life balance.

2.2 Supervisor Support (SS)

A supervisor may increase organizational commitment within the employees with their favorable treatment to the employees (Dawley et al., 2008; Karatepe & Kilic, 2007; Kuvaas & Dysvik, 2010; Li, 2020; Shi & Gordon, 2020; Zeb et al., 2023). Supervisors generally manage working hours of employees and with their effective management of working hours, they could positively influence the satisfaction level of employees with the organization (Okolie et al., 2023; Swanberg et al., 2011). Examples of supervisor support (related to work life balance) include giving due importance to the employees with regards to adjustments in working hours and conditions, raising issues of work life balance in meetings, and making the management realize the importance of work life balance with regards to employee commitment and performance (Haar et al., 2018; Kyei-Frimpong et al., 2023; Straub, 2012). If supervisors show supportive attitude to employees, the employees reciprocate by showing favorable behavior for the organization (Wang, Walumbwa, Wang, & Aryee, 2013; Dawley et al., 2008; Edmondson & Boyer, 2013). Supervisors' support helps and motivates the employees in achieving their targets (Swanberg et al., 2011;Karatepe & Kilic, 2007; Thanacoody et al., 2009). Supervisor support has a positive relationship with the employee organizational commitment (Abebe & Assemie, 2023; Dawley et al., 2008). In the later section, the study reviewed literature on organizational commitment.

2.3 Organizational Commitment (OC)

Organizational commitment is the extent to which an employee wants to stay with the organization and extends efforts to achieve the organizational objectives (Bang et al., 2013; Chaudhary et al., 2023; Gupta & Bindu, 2015; Khan et al., 2018; Novitasari et al., 2020; Yap et al., 2010; Zayas-Ortizthors et al., 2015). Organizational commitment may be increased in a variety of ways such as through developing and implementing mechanisms of grievance

redressed and considering employees' interests besides the organizational interests (Yap et al., 2010;Gupta & Bindu, 2015). Organizational commitment helps to predict a number of employees' critical behaviors such as employee turnover and satisfaction (Ardyputri & Ariyanto, 2023; Cho & Huang, 2012; Pool & Pool, 2007b; Zayas-Ortizthors et al., 2015). Organizational commitment has three important aspects: 1) it reflects that employee strongly accepts the goal and values of the organization, 2) it influences the executive behavior within the organization; and 3). employees maintain membership with the organization (Pool & Pool, 2007). Alexandra (2009) shows that flexibility in working hours increases organizational commitment and reduces employee turnover (Beauregard & Henry, 2009; Paschina, 2023). In order to increase organizational commitment, the support from supervisor is considered as a major factor for the development of the organization, and motivating the employees towards such development, and achieving the organizational targets as well as creating balance between employees' personal and professional lives (Orgambídez & Almeida, 2020; Swanberg et al., 2011). In the later section, the study conceptualized a model and developed hypotheses about work life balance, supervisor support, and organizational commitment.

2.4 Work Life Balance and Organizational Commitment

There has been no universal definition of work life balance but this term has been referred to describe the balance between family and working hours and to get flexibility in working hours of the employees (Beauregard & Henry, 2009; Irfan et al., 2023). Because of economic circumstances and increase in competition, there is an increase in the expectation of employees regarding long term working hours that make imbalance situation between personal life and professional life of employees (Bhat et al., 2023; Hughes & Bozionelos, 2007). Diversifications within the organization on the basis of regional, generation differences and cultural differences there became a challenge for the organizations to make balance between personal and organization working hours at individual level (Cegarra-Leiva, Sánchez-Vidal, et al., 2012; Ogomegbunam, 2023).

 In earlier research work life balance has been studied as an independent variable that influences the major problems faced by the employees including job stress, employee turnover, job satisfaction and productivity. Work life balance determines the issue of comparing the demand of employees with flexible timings of employees at individual level (McCarthy et al., 2010). There are number of practices regarding work life balance that can resolve the conflict between personal and professional life to increase the job satisfaction and organization commitment within the employees (Cegarra-Leiva et al., 2012). The conflict that arises between personal and professional life can influence job commitment. Because of imbalance situation between working and non-working hours results in an increase in the stress of the employee (Beauregard & Henry, 2009). There have been a number of programs that could be used to implement work life balance including giving flexible working hours, supplying support from organization and giving training related to stress management. The implementation of work life balance influence organization commitment (McCarthy et al., 2010). Moreover, there is arguably little consensus as to the strength of the relationship between work life balance and organizational commitment. Literature suggest a weak relationship between work life balance and organizational commitment, as some employees give more importance to monetary rewards such as increase in salary and bonuses as a result of spending additional working hours with the organization (Ch et al., 2014). While other studies indicate a significant positive relationship with work life balance and organizational commitment (McCarthy et al., 2010; Emre & Spiegeleare, 2019 ; Kim & Ryu, 2017). Most of the literature based on evidence from developed countries take work life balance as an important issue in human resource management(McCarthy et al., 2010;Darcy & McCarthy, 2007; Sakthivel & Jayakrishnan.j, 2008).

According to role theory humans behave with others in different ways on the basis of their social identity they have in their society and every expectation and situations create different roles (Biddle, 1986; Brzezinska, 2020). Based on the role theory, individuals can have multiple roles and conflicts may arise where one role interferes with another role. Thus, an individuals' personal life role and professional life role may contradict in the case of a lack of work life balance, resulting in a decrease in the employee commitment to the organization. So, based on the role theory we hypothesize that:

H₁: There is a positive impact of work life balance on organizational commitment.

2.5 Supervisor Support, Work Life balance and Organizational Commitment

Previous Studies suggest that the positive relationship between work life balance and organizational commitment is indirectly mediated by the support from the supervisor with which the employees build emotional relationship with the organization (Kopp, Lauren, 2013; Palumbo, 2020; Zhou et al., 2020). Other studies go as far as claiming that the positive relationship between work life balance and organizational commitment is possible only because of the supervisor support (Beauregard & Henry, 2009 ; Cegarra-Leiva, Sánchez-Vidal, et al., 2012; Kopp, Lauren, 2013). The policies related to work life balance are formulated at all organization levels and human resource practitioners but implementation of these work life balance policies could only be implemented with the help of support from supervisor and mangers (McCarthy et al., 2010). work life balance have been considered as an issue of all paid workers whether they have family responsibilities or not (Hughes & Bozionelos, 2007). Mostly organizations launch work life balance programs only for the employees at high hierarchal levels and do not focus work life balance as issue of employees working at other levels (Hughes & Bozionelos, 2007). According to another study work life balance is defined as the authority given to the employees by the organization to make management within persons family life and professional life (Cegarra-Leiva et al., 2012). Major purpose behind work life balance is to give better facilities to the employees so that employees could enjoy their social and family life (Cegarra-Leiva et al., 2012). David (2012) determined that work life balance and organization commitment have positive relationship and this relationship have mediating influence in the supervisor and organization support (Cegarra-Leiva et al., 2012).

The role theory deals with two different perspectives regarding individual and social interaction, individual perspective deals with individual own expectations while social interaction deals with expectations and behaviors of other persons (Biddle, 1986; Diebig & Bormann, 2020). Therefore, understanding values and the changing life roles in society may have important ramifications for supervisors. Values change with time and thus it is relevant to know the specific values appreciated by the people as they play important role in personal and organizational life (Buelens & Broeck, 2007). Supervisors have important interpersonal, informational and decisional roles to play in an organization. Thus, expectations from supervisors increase manifold keeping in view the changing role of employees and the pressures on the organization to formulate the right policies and practices. The role of supervisor in influencing the commitment of the employees to their organization is greatly acknowledged both in academia and practice. Based on the role theory and the literature reviewed above we hypothesize that:

H₂: Supervisor Support has mediating relationship within work life balance and organization commitment.

2.6 Generation Differences and Work Life Balance

The concept of generation differences was first used in the studies using the context of United States. The differences across various generations are later studied in the context of other economies such as United Kingdom, Canada, New Zealand and in later in Asian Countries (see

Cennamo and Gardner, 2008; Singh and Gupta, 2015). Singh and Gupta (2015) using the context of South Asia re-conceptualize and offer a modified typology of generations as: Socialist (born between the era of 1956 to 1960), Generation Xers (born between the era of 1961 to 1980), and Generation Nexters (born during 1981 to 1995). Moreover, Generation theory suggests that societies are composed of a variety of generations (Howe & Strauss, 2007). Studies define generations based on their behaviors and values. Employees' behaviors and values may vary across their generations. Generations may be described across the historical events and classified as baby boomer, generation X and millennial (Strauss, 2007; Chen & Choi, 2008; Gursoy, Chi, & Karadag, 2013; Cucina et al., 2018). Studies showed that different generations respond differently to their work and can have different prospects related to the issues of work and personal life. For example, the generation of baby boomers, consider work life balance important only in case of female employees. Generation Xers struggle to create a balance between their personal and professional life. Generation Xers are the technology users but they tend to fail in getting the balance between work and life (Beutell & Wittig-Berman, 2008). Each generation has differences based on psychological and behavioral differences and they respond differently on issues of work and personal life (Lyons & Kuron, 2014). Generation X and baby boomers are more influenced by authority and power as compared to Millennials that's why they need more support regarding work life balance as compared to other generations(Wong, Gardiner, Lang, & Coulon, 2008). It is therefore likely that the issues of work life balance, supervisory support, and organizational commitment would vary across the generations. Figure 1 presents the conceptual model of the study.

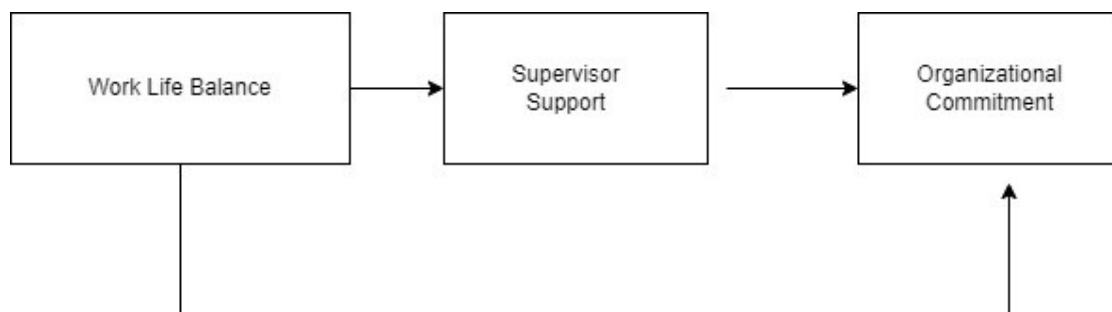***H₃: There is a difference about the feeling of work life balance within different Generations.***

Figure 1. Theoretical Framework

3. Research Methodology
3.1 Participants and Procedure
Data was collected from employees working in five major public sector banks in Pakistan. A sample of 360 (120 from each strata i.e., Socialists, Generation Xers, and Generation Nexters) was selected using stratified sampling. Banking sector employees often work for long hours and face work life balance issues. An emphasis on customer orientation in banks also leads to stress. The banking sector is playing a significant role in the development of the country and is getting competitive day by day with a number of private sector banks entering the market.

The population frame that has been selected for data collection is the banking sector of Pakistan. There has been choice of employees from banks, including United Bank Limited, Zarai Taraqiati bank of limited, Faisal bank, National bank of Pakistan and Bank of Punjab on a random basis because of the limited time and accessibility issue. All branches of these banks that were in Islamabad region have been selected for study. Banks have been taken because there is a problem of work-life balance among these employees and some time they must work

extra hours and in the holidays. The total population of these banks in Islamabad region is 6000. The sample that has been selected for data collection was based on Stratified random sampling. On the basis of population size the sample size of the study became 360 and in this study sample size have been classified into three groups of 120 employees on the basis of generation differences there has been formulation of groups on the basis of age responses that they give in their questionnaire in demographic section.

3.2 Measures – Convergent and Discriminant Validity

All the variables of this study were measured through adopted well-established tools. *Supervisor support* was measured using six (6) items from (Anderson et al., 2002) using a five-point Likert scale. *Work life balance* was measured through an adopted tool of Five (5) items from Netemeyer, Brashear-alejandro, & Boles 2004 again on a five point Likert scale. Organizational Commitment was also measured by using a Likert scale and drawing on nine item scale(Allen & Meyer, 1990; Gupta & Ajay, 2015). The study conducted Harmon's one factor test for assessing common method variance. The result showed that three factors explained 62% variance, thus common method bias is not a problem in this model. Results of the reliability analysis of the constructs are provided in Table-1.

Table 1: Factor Loadings and Reliability analysis of the Constructs

Items	Organizational Commitment	Supervisor Support	Work Life Balance
Composite Reliabilty	0.712	0.729	0.761
OC2: I enjoy discussing my organization with people outside it.	.538		
OC4: This Organization has a great deal of personal meaning for me	.609		
OC3: I really feel as if this Organization problem is my own.	.769		
SS6: My supervisor really cares about the effects that work demands have on my personal and family life.		.677	
SS5: I feel comfortable bringing up personal or family issues with my supervisor		.766	
SS4: My supervisor understands when I talk about personal or family issues that affect my work		.671	
SS3: My supervisor accommodates me when I have family or personal business to take care of, for example, medical appointments, meeting with child's teacher, etc.		.721	
WLB7: The demands of my family, spouse, or friends interfere with work-related activities.			.850
WLB5: There is a conflict between my job and the commitments and responsibilities			.814
WLB4: I often must miss important family and social activities because of my job.			.780
WLB2: Because of my job, I cannot involve myself as much as I would like in keep close relations with my family, spouse, or friends.			.673

In addition, to the factor loadings, the study tested the convergent and discriminant validity of the constructs. The results of the convergent and discriminant validity are provided in Table-2. The values mentioned against the composite reliability shows the convergent validity of the constructs (SS = 0.719, WLB = 0.761, OC = 0.712), is higher than the threshold value of 0.70. For discriminant validity the study employed criteria of (Claes & David, 2017). According to this criteria, the square root values (SQRT) of the AVEs for each construct should be greater than the construct's correlation with other constructs(Claes & David, 2017). In Table-2, in the diagonal, the square roots of the AVEs are supplied for each construct. While in the lower diagonal the inter-correlations between the constructs are provided. The SQRT AVEs for each construct is greater than its correlation with other constructs (e.g., SQRT AVE of SS = 0.730, correlation between SS and WLB is 0.534, and between SS and OC 0.214). In view of these results, the convergent and discriminant validity of the constructs are set up.

4. Results
4.1 Confirmatory factor analysis
Confirmatory factor analysis was also conducted using AMOS (SPSS) software. The results of the CFA showed an appropriate goodness of fit of the model with the data as (RMR = 0.045, RMSEA = 0.041, LO 90 = 0.013, HI 90 = 0.064, close = 0.720, TLI = 0.978, CFI = 0.990, GFI = 0.980, AGFI = 0.950, CMIN/DF = 1.601). Figure – 1 shows the CFA of the model.
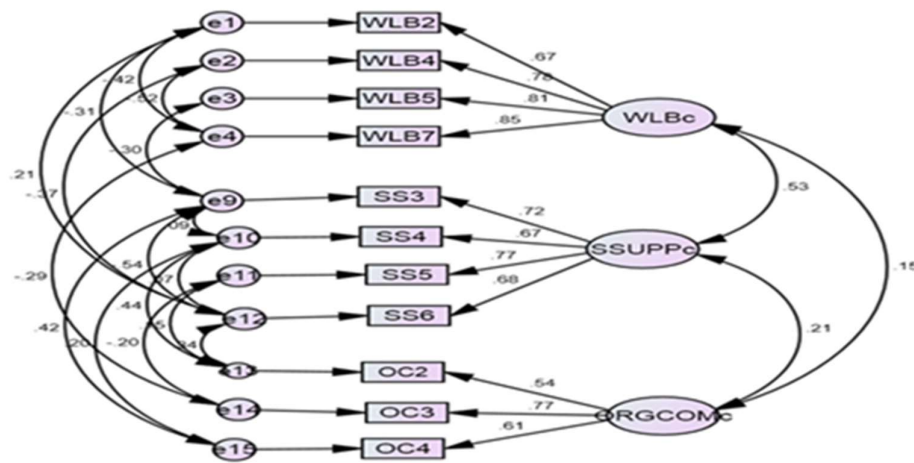

Figure 2. Confirmatory Factor Analysis

4.2 Demographic Information:
In the current study, 360 questionnaires were floated within banks and there has been a grouping of questionnaires. Based on generation differences each group had 120 questionnaires floated into different banks. The total sample had diversification based on demographic characteristics. The basic demographics considered in this study included Gender, Age, Position, Education Level, Marital Status and children. There has been receiving of 360 questionnaires from banks.

4.2.1 Gender
The response rate of female was slightly more as compared to male persons Male response was 48.7% and female response was 51.3%. A Study was done in public and private sector, so we get response from both genders equally.

4.2.2 Age
The study was done on basis of stratified sampling and each strata had 100 responses of each age group and there was an equal response from each stratum or age with a 33.3 % response rate.

4.2.3 Position
There has been classification of position into three groups, at managerial level, non-managerial level and those who lie in other positions were classified as a third choice. Managers with 30.6 responses, Assistant managers have 41.7 % response and the employees who were in other positions within the banks had 27.8 % of respondents.

4.2.4 Education Level
There has been classification of sample into three levels, those who had completed their master's degree, graduated degree and those who had other certifications. In education level, there have been more responses from master level that is 60.3% as compared to other two categories. Graduate degree holders have 39.2% and those who hold certification have 0.6% response rate.

4.2.5 Marital Status
In marital status the employees who were married had a higher response rate as compared to the employees who were unmarried. There was a 39.4% response of unmarried employees while unmarried employees had 60.6% response rate.

4.2.6 Children
Children classification was done in two categories, those who have children and those who don't have children. 44.7% of the response was received from the employees that have children and 55.3% of the responses were received from those who don't have children.

4.3 Descriptive Statistics
Reliability analysis decides the consistency within the variables. For analysis of reliability Cronbach alpha is considered the most proper test. For interpretation of reliability test there have been used of interpretive scale of George and Mallery (Gliem & Gliem, 2003).

According to this scale **Excellent = α > 0.90, Good = α > 0.80, Acceptable = α > 0.70, Questionable = α > 0.60, Poor = α > 0.50, Unacceptable = α < 0.50**

Here on the basis of results it was determined that work life balance has α value of 0.845 which that show that it has acceptable scale and if we determine over the reliability of the scale, it shows that α = 0.900 which determine that it is an excellent scale to conduct the study. For hypotheses testing, statistical tests, i.e., correlation matrix, regression analysis for mediation and One-Way ANOVA (one-way analysis of variance) used for deciding the multiple comparisons within different generations were conducted.

Table 2. Descriptive Statistics and Correlation

	Mean	S. D	WLB	SSP	OC
WLB	3.3617	0.80688	(0.848)		
SSP	3.7190	0.83790	0.419**	(.916)	
OC	3.7026	0.54886	0.476**	0.608**	(.732)

*Note: ** Correlation is significant at 0.01 level; Cronbach alpha in Parenthesis*

The correlation matrix, provided in Table, shows that work life balance and organizational commitment are positively related to each other ($r = 0.476$, $p = 0.000$) which shows a moderate positive and significant relationship. There is a moderate significant and positive correlation between supervisor support and organizational commitment ($r = 0.608$, $p = 0.000$). There is also a strong positive and significant relationship between work life balance and supervisor support ($r = 0.419$, $p = 0.000$). These positive significant zero-order correlations between work life balance, supervisor support and organizational commitment establishes the first three conditions of mediation as suggested by(Baron & Kenny, 1986).

4.4 Mediation Analysis (Baron & Kenny)

Baron and Kenny assume both causality and a temporal ordering among the three variables under study (i.e., intervention, mediator and response). Since variables in a causal relationship can be both causes and effects, the standard regression paradigm is ill-suited for modeling such a relationship because it's a priori assignment of each variable as either a cause or an effect. Structural equation modeling (SEM) supplies a more proper inference framework for mediation analyses and for other types of causal analyses. There are many advantages to using the SEM framework in the context of mediation analysis. When a model has latent variables such as happiness, quality of life and stress, SEM allows for ease of interpretation and estimation. SEM simplifies testing of mediation hypotheses because it is designed, in part, to assess these more complicated mediation models in a single analysis. SEM can be used when extending a mediation process to multiple independent variables, mediators or outcomes (Gunzler et al., 2013).

Table 3.Regression Mediation Analysis

Predictor: Organizational Commitment			
Control Variables	**β**	**SE**	**t**
Gender	-0.003	0.045	-0.065
Age	-0.107**	0.033	-3.247
Position	-0.007	0.032	-0.231
Education	-0.099	0.043	-2.293
Marital Status	-0.080	0.055	-1.446
Children	-0.0346	0.057	-0.609
Main Variable			
SSP	0.330**	0.0295	11.198
R Square	0.457		
Adjusted R Square	0.445		
F	36.975***		
Indirect Effect	**β**	**SE**	**(LLCI, ULCI)**
Simple Mediation	0.122**	0.023	(0.079,0.400)

Similarly, in this paper mediation analysis fulfills the first three conditions of mediation. Table 3 shows the results of regression analysis after inclusion of all the variables in the model.

1. Work life balance has a weak relationship with organization commitment as ($β = -0.0635$, P>0.05) within direct path of work life balance and the organization commitment, but in total path of work life balance and the organization commitment have a positive relationship ($β = 0.2250$, p <0.001).
2. Supervisor support has a mediating relationship within the organization commitment and work life balance as ($β = 0.2886$, p < 0.001) and confidence interval is CI (0.2162,0.3774) and this confidence interval does not include zero and R^2 is equals to 0.3183 so in this way our regression model has proved
3. Supervisor support has a significant positive relationship with organization commitment as ($β = 0.460$, p<0.001).

The results suggest that WLB and supervisor support explain 45.73 % variation in the organizational commitment of employees working in the banking sector ($R^2 = 0.4573$). The results further suggest that the direct impact of the work life balance (r = 0.2461, p = 0.000) becomes insignificant after inclusion of the mediator i.e., supervisor support in the model i.e.,

(WLB -> OC β = 0.24461, t = 1.649), which establishes mediation, according to the criteria of Barron and Kenny (1986), and substantiate our hypothesis No 3. Supervisor support has a strong direct impact on the organizational commitment (β = 0.3302, t = 11.198) thereby confirms our hypothesis No 2. These results confirm the theory that work life balance affects organizational commitment through supervisor support.

Table 4. Generation differences among groups

Age Group Generation	55-59 Socialists Mean	35-54 Xers Mean	20-34 Nexters Mean	ANOVA F
WLB	2.8957	3.2427	3.9276	71.593
Note: Mean differences between the groups are significant at 0.05 level.				

One-way ANOVA was used to assess the differences between the three groups based on the generational gaps. Employees were divided into three diverse groups i.e., age 55-59 (corresponding to the Socialists generation), age of 35-54 (corresponding to the *Xers* generation) and age of 20-34 years (corresponding to the Nexters generation), respectively. The results suggested that generation *Xers* are different from socialists and generation *Nexters*. It can be seen in Table-3 that WLB for Generation *Nexters* is highest of all the three groups i.e., (M = 3.9276), which means they need more consideration in terms of work life balance practices compared to employees of other two generations. The organizations thus need to develop customized human resources practices according to the feelings of the employees based on their generation groups.

The context of work life balances the employees who have age of 59-55 years are significantly different from the employees who have age of 54-35 years and 34-20 years as p- value less than 0.05. In this way generation Xers are different from socialists and generation nexters the employees who have age of 35-54 are significantly different from generation Xers and socialists and having p value less than 0.05. It has been decided from table 4.12 that Generation Nexters (M = 2.4815) need more implementation of work life balance practices compared to other generations within organizations as compared to Socialists and Generation Xers. In terms of support of a supervisor about significant values less than 0.05. Socialists, having age of 59-55 are significantly different from generation Xers having age of 35-54 and generation Nexters are also different from the socialists as their p value is less than 0.05. It has also been found that socialists (2.585) need more support from the supervisors about work life balance as compared to other generations.

In context of organization commitment, employees of baby boomers (59-55 years) have significant value of less than 0.05 and are significantly different from generation Xers (54-35 years) and generation Nexters (34-20 years). It has also been found that Socialist (M=2.6273) are commited with their organizations as compared to other generations. Here my hypothesis proved that different generations have various levels of organizational commitment. With respect to the different feeling of socialists, generation Xers and Nexters but generation Xers have no significant difference from generation Nexters.

5. Discussion

The aim of the study was to decide the relationship between work life balance and organization commitment. We also wanted to see whether supervisor support influenced the relationship between the two variables or not. Furthermore, feelings of different generations about work life balance were also examined. In line with the literature, the study found that work life balance and organization commitment have a positive and significant relationship (Agustina et al., 2022; Arif & Farooqi, 2014; Sakthivel & Jayakrishnan.j, 2008; Upasna, 2014). Moreover,

the study found that supervisor support mediates the relationship between work life balance and organization commitment, this was again in line with the existing literature (Abdulaziz et al., 2022; Beauregard & Henry, 2009). Role theory has argued that human behavior is influenced by the role they play in society. Thus, supervisors as coordinators and facilitators have critical managerial role to play in motivating, negotiating and designing work life balance policies and practices (Dawley et al., 2008; Swanberg et al., 2011; Wang et al., 2022). Previous literature argued that different generations have different perception regarding work life balance (Chen & Choi, 2008; Beutell & Wittig-Berman, 2008; Wittig-berman, 2008). The literature indicates that generation Nexters have more urge for work life balance as compared to other generations (Wong et al., 2008;Gursoy et al., 2013). The study's aim was to examine how work life balance opportunities could increase organization commitment of employees working in banks in Pakistan. Empirical evidence thus generated showed that different generations have different feelings of work life balance thus requiring unique policy response from the management. Moreover, supervisor support is vital for effective implementation of the work life balance policy and enabling the employees to understand and take advantage of the work life balance opportunities offered by the employer (Sekhar & Patwardhan, 2023). Findings also confirm the changing patterns of socio-cultural variables in Pakistan where once work life balance was a non-issue for organizations but with the change in attitude of younger generations is gaining importance and hence difficult for organizations to ignore (Metselaar et al., 2023).

5.1 Theoretical implication

This study gives the theoretical concept of different generations about work life balance, supervisor support and the organization's commitment within the context of employees from the banking sector in Pakistan. In terms of the main framework this study gives the importance of work life balance and supervisor support about organizational commitment. It gives a briefing about different feelings and values about work life balance, generation differences and the organization's commitment. The current study also gives the theoretical concept about the mediating relationship of supervisor support within work life balance and the organization commitment. Findings have some important theoretical contribution. Generation theory argues that every society is composed of different generational cohorts that have their own needs, wants, value system and behavioral patterns. One of our important contributions is that even in collectivistic and high power distant Asian and Islamic country, the young generation is quite different to their predecessors in terms of their work attitudes. Thus, the arguments of generation theory have made an important contribution for sociologists in general to better understand the changing norms, values and attitudes of generations across various societies.

5.2 Empirical Implication

In terms of practical implication this study will be helpful in deciding that it is important to manage different generations and there is a need of supervisor support from an organization for their employees to make an increase in commitment level with their organization. It is also important to decide diverse needs of work life balance by their supervisor about different generations to increase the commitment level of employee with their organization. The study concludes by arguing work life balance has become a critical issue for organizations in Pakistan. The younger generations that is Generation Nexters have a demand for work life opportunities and the role of the supervisor is in the changing context has become important to enhance the organization commitment of employees at the same time making it possible for them to enjoy a balance in work and life. Current study thus has practical implications for managers in Pakistan who can formulate better work life balance policies for the employees working not only in banks but for every sector of the economy as our evidence shows a change in attitudes of younger generations in Pakistan

5.3 Limitations & Future Research Direction

From a role theory perspective, supervisor image as a facilitator and implementer of organizational work life policies is important. Thus, an understanding of role theory can help organizations keep talent and enhance commitment of employees. Thus, role theory can play a key role in understanding turnover and absence in organizations. Current research is not without limitations, single sector was focused, the future research can focus on other important sectors. Since, this area is under researched, in the context of Pakistan, therefore, it has myriad of future research opportunities. The undermines research has been done in different banks, including United Bank of Limited, Zarai Taraqiati bank of limited, Faisal bank, National bank of Pakistan and Bank of Punjab there could be study done in some other banks and this study could be done in other sectors like education sector, medical sector. This study could be longitudinal for deciding all aspects, works and values of different generations within the context of Pakistan. The study could also be done to decide the influence of distinct aspects including job satisfaction, turnover intentions.

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