

**SUSTAINABLE WORK–LIFE BALANCE PRACTICES AND EMPLOYEE
PERFORMANCE IN THE BANGALORE BANKING SECTOR**

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<https://doie.org/10.65985/pimrj.2026207930>

Purpose

The banking sector has experienced rapid transformation due to digitalization, increasing customer expectations, regulatory reforms, and evolving workplace practices. These developments have intensified employees' workloads and heightened the importance of maintaining a sustainable work–life balance (WLB). This study aims to examine the impact of sustainable work–life balance practices on employee performance in the Bangalore banking sector. Specifically, it investigates how flexible working arrangements, managerial support, employee wellness initiatives, leave policies, workload management, and organizational culture influence employee productivity, job satisfaction, organizational commitment, and overall performance.

Design/Methodology

The study adopts a quantitative, cross-sectional research design using a structured questionnaire administered to **300 employees** working in public and private sector banks across Bangalore. Respondents were selected using stratified random sampling to ensure representation across different banking institutions and job categories. Data were analyzed using **IBM SPSS Statistics Version 29**, employing descriptive statistics, reliability analysis (Cronbach's Alpha), Exploratory Factor Analysis (EFA), Pearson correlation, and multiple regression analysis to examine the relationships between sustainable work–life balance practices and employee performance.

Findings

The findings indicate that sustainable work–life balance practices have a significant positive influence on employee performance. Flexible work arrangements, supportive leadership, effective workload management, employee wellness programs, and organizational support significantly enhance job satisfaction, work engagement, organizational commitment, and productivity. Among the identified dimensions, managerial support and workload management emerged as the strongest predictors of employee performance. The study also reveals that organizations promoting sustainable human resource practices experience lower employee stress, improved work engagement, and higher organizational effectiveness.

Practical Implications

The findings provide valuable insights for bank executives, human resource managers, and policymakers seeking to develop sustainable workplace policies that enhance employee well-being and organizational performance. Banks should invest in flexible work policies, mental health initiatives, digital work support systems, leadership development, and employee

assistance programs to improve workforce productivity and retention. The study further recommends integrating sustainable HRM practices into strategic organizational planning to create healthier and more resilient workplaces.

Originality

This study contributes to the existing literature by integrating sustainable work–life balance practices with employee performance within the context of the Bangalore banking sector. Unlike previous studies that primarily focused on job satisfaction or work stress, this research adopts a comprehensive stakeholder-oriented perspective by examining multiple dimensions of sustainable work–life balance and their combined influence on employee performance. The study provides empirical evidence from one of India's leading financial hubs, thereby extending the applicability of Sustainable Human Resource Management and Social Exchange Theory in emerging economies.

Keywords

Sustainable Work–Life Balance; Employee Performance; Banking Sector; Sustainable Human Resource Management; Employee Well-being; Organizational Performance; Bangalore; Work Engagement

1. Introduction

1.1 Background

Human resources are widely recognized as one of the most valuable strategic assets for organizational success, particularly in knowledge-intensive service industries such as banking. The increasing globalization of financial markets, rapid technological advancements, digital banking transformation, and heightened customer expectations have significantly altered the nature of banking jobs. Employees are now expected to manage multiple responsibilities, adapt to technological innovations, meet ambitious performance targets, and deliver superior customer service in highly competitive environments. These changes have substantially increased workplace pressure, making the achievement of a sustainable work–life balance an important organizational priority.

Work–life balance refers to the ability of employees to effectively manage professional responsibilities alongside personal, family, and social commitments without experiencing excessive stress or reduced well-being. More recently, the concept has evolved into **sustainable work–life balance**, emphasizing long-term employee health, psychological well-being, organizational resilience, and sustainable workforce productivity. Sustainable work–life balance extends beyond temporary work-life policies by promoting organizational cultures that continuously support employees through flexible work arrangements, equitable workload distribution, wellness initiatives, supportive leadership, and family-friendly practices. Organizations adopting sustainable work–life balance strategies are better positioned to improve employee engagement, reduce burnout, enhance job satisfaction, and achieve sustainable organizational performance.

The banking industry has become one of the most demanding sectors due to digital transformation, fintech competition, cyber security concerns, regulatory compliance, and increasing customer expectations for personalized financial services. Bank employees frequently experience extended working hours, performance pressure, technological adaptation challenges, and work-related stress. Consequently, organizations increasingly recognize that

sustainable work–life balance is no longer merely an employee welfare initiative but a strategic human resource management practice that contributes directly to organizational effectiveness and long-term competitiveness.

1.2 Banking Sector in Bangalore

Bangalore, officially known as Bengaluru, has emerged as one of India's foremost financial and technological centers. Alongside its global reputation as the country's information technology capital, the city hosts the regional headquarters and operational centers of numerous public sector banks, private sector banks, foreign banks, cooperative banks, and financial technology organizations. The rapid growth of digital banking, mobile financial services, artificial intelligence-based customer support, and cashless payment systems has transformed banking operations across the city.

The expansion of financial services has simultaneously increased employee responsibilities. Banking professionals are expected to achieve sales targets, ensure regulatory compliance, manage digital platforms, handle customer grievances, and maintain operational accuracy within demanding timelines. The COVID-19 pandemic further accelerated digital banking adoption, remote working practices, and hybrid service delivery models, fundamentally changing workplace expectations. Although technological advancements have enhanced operational efficiency, they have also blurred the boundaries between work and personal life, increasing the need for sustainable work–life balance practices.

The Bangalore banking sector therefore provides an appropriate context for investigating how sustainable workplace practices influence employee performance. Given the city's highly competitive financial environment and diverse workforce, understanding the relationship between work–life balance and employee outcomes is essential for developing effective human resource strategies.

1.3 Sustainable Work–Life Balance

Sustainable work–life balance represents a holistic approach to managing employees' professional and personal responsibilities while ensuring their long-term physical, psychological, and emotional well-being. Unlike traditional work–life balance initiatives that focus primarily on reducing work–family conflict, sustainable work–life balance emphasizes continuous organizational support through flexible working arrangements, workload management, employee wellness programs, family-friendly policies, supportive leadership, digital flexibility, and mental health initiatives.

Organizations implementing sustainable work–life balance practices often experience higher employee engagement, lower absenteeism, improved retention, increased organizational commitment, and enhanced innovation. These practices are increasingly viewed as strategic investments rather than employee benefits, contributing to organizational resilience and sustainable human resource management.

1.4 Employee Performance

Employee performance refers to the extent to which employees effectively accomplish assigned tasks, achieve organizational objectives, and contribute to overall organizational success. In the banking sector, employee performance includes service quality, customer satisfaction, productivity, compliance with regulatory standards, teamwork, innovation, and achievement of financial targets. Previous studies consistently indicate that employees

experiencing better work–life balance demonstrate higher motivation, stronger organizational commitment, improved job satisfaction, and greater work engagement, ultimately leading to superior organizational performance.

Sustainable work–life balance practices enable employees to maintain physical and mental well-being while reducing occupational stress and burnout. Consequently, employees become more productive, resilient, and capable of adapting to rapidly changing organizational environments.

1.5 Problem Statement

Despite substantial investments in digital banking technologies and human resource development, many banking institutions continue to experience high levels of employee stress, workload pressure, burnout, absenteeism, and turnover. Performance-driven organizational cultures frequently prioritize productivity over employee well-being, resulting in declining job satisfaction and reduced organizational commitment. Although several studies have examined work–life balance in general, relatively few have investigated sustainable work–life balance practices as strategic determinants of employee performance within the Bangalore banking sector. This lack of empirical evidence limits organizations' ability to formulate effective human resource policies that simultaneously enhance employee well-being and organizational performance.

1.6 Research Gap

Existing literature predominantly examines work–life balance in relation to job satisfaction, stress, employee engagement, or turnover intentions. However, limited empirical research integrates multiple dimensions of sustainable work–life balance—including flexible work arrangements, managerial support, wellness initiatives, workload management, organizational culture, and family-friendly policies—and evaluates their combined influence on employee performance. Furthermore, studies specifically focusing on Bangalore's banking sector remain scarce despite its strategic importance within India's financial ecosystem. This study addresses these gaps by providing comprehensive empirical evidence using a sustainable human resource management perspective.

1.7 Research Objectives

The study aims to:

1. Examine the implementation of sustainable work–life balance practices in the Bangalore banking sector.
2. Assess the influence of sustainable work–life balance practices on employee performance.
3. Analyze the relationship between managerial support, workload management, flexible work arrangements, employee wellness, and organizational performance.
4. Identify the key work–life balance dimensions that significantly predict employee performance.
5. Provide strategic recommendations for strengthening sustainable human resource management practices in banking organizations.

1.8 Contribution of the Study

This study contributes to theory, practice, and policy by extending the application of Sustainable Human Resource Management, Social Exchange Theory, and the Job Demands–Resources framework within the Indian banking context. It offers empirical evidence regarding the effectiveness of sustainable work–life balance practices in improving employee performance and organizational outcomes. The findings will assist bank managers, HR professionals, policymakers, and organizational leaders in designing evidence-based workplace strategies that promote employee well-being, enhance productivity, strengthen organizational resilience, and support the long-term sustainability of the banking workforce.

2. Literature Review

The increasing complexity of modern workplaces has made work–life balance (WLB) a strategic priority for organizations seeking to enhance employee well-being and organizational sustainability. Work–life balance refers to an employee's ability to effectively manage professional responsibilities alongside personal, family, and social commitments without compromising physical, psychological, or emotional well-being. In the post-pandemic era, the concept has evolved from a traditional human resource practice into a strategic organizational capability that contributes to employee engagement, productivity, and long-term organizational performance. Recent studies indicate that organizations promoting flexible work arrangements, supportive leadership, and employee well-being initiatives experience lower turnover intentions, reduced burnout, and higher employee commitment (Ahmed et al., 2025; Tiwari, 2024). In service-intensive industries such as banking, maintaining work–life balance has become increasingly important because employees operate under demanding performance targets, continuous customer interactions, and rapid technological changes. Consequently, sustainable work–life balance is now viewed as an essential component of organizational competitiveness rather than merely an employee welfare initiative.

The concept of Sustainable Human Resource Management (Sustainable HRM) extends beyond conventional HR practices by integrating employee well-being, social responsibility, and long-term organizational sustainability into human resource strategies. Sustainable HRM focuses on creating healthy work environments through employee development, flexible work systems, inclusive leadership, continuous learning, occupational health, and psychological well-being. Rather than emphasizing short-term productivity alone, sustainable HRM seeks to balance organizational objectives with employee needs, thereby creating long-term value for both organizations and society. Recent literature demonstrates that sustainable HRM practices significantly improve employee motivation, engagement, organizational commitment, and performance while reducing occupational stress and absenteeism (Sharma & Arya, 2025; Rai & Sharma, 2025). In the banking industry, sustainable HR practices have become increasingly relevant due to digital transformation, evolving customer expectations, and increased regulatory pressures, all of which require employees to continuously upgrade their competencies while maintaining high service quality.

Employee performance represents the extent to which employees successfully accomplish organizational objectives through effective task execution, service quality, innovation,

teamwork, and customer satisfaction. Contemporary performance management extends beyond measuring productivity to include employee engagement, organizational citizenship behaviour, adaptability, and learning capabilities. Research consistently reports that employees experiencing better work–life balance demonstrate higher job satisfaction, greater work engagement, stronger organizational commitment, and superior job performance. Employee well-being acts as an important mechanism linking work–life balance to organizational performance by reducing workplace stress and increasing motivation (Medina-Garrido et al., 2023; Roopa & Subhadra, 2025). Similarly, employee satisfaction has been found to positively influence performance in the banking industry through enhanced commitment and improved service delivery (Mishra et al., 2020). These findings suggest that organizations investing in sustainable employee well-being create a more productive and resilient workforce.

The banking sector has undergone significant structural transformation during the last decade because of financial liberalization, digital banking technologies, fintech competition, artificial intelligence, regulatory reforms, and changing customer expectations. Bangalore, one of India's leading financial and technology hubs, hosts numerous public, private, foreign, and cooperative banks operating within an increasingly competitive environment. Employees are expected to simultaneously achieve sales targets, maintain regulatory compliance, provide high-quality customer service, and adapt to continuously evolving digital systems. These demands frequently increase occupational stress and work overload, making sustainable work–life balance an important determinant of employee effectiveness. Human resource practices that support employee well-being therefore become critical for sustaining workforce productivity and organizational competitiveness within the banking industry (Kumari & Dubey, 2020; Rathore & Jain, 2025).

Organizations increasingly implement work–life balance policies such as flexible working hours, hybrid work arrangements, family-friendly leave policies, employee assistance programmes, wellness initiatives, childcare support, counselling services, and stress management interventions. Such policies aim to reduce work–family conflict while improving employee well-being and organizational commitment. Empirical evidence indicates that employees who perceive genuine organizational support for work–life balance exhibit higher motivation, stronger psychological attachment, and improved job performance. However, merely introducing work–life policies is insufficient; employees must also perceive that these policies are accessible and supported by management for them to positively influence well-being and performance (Medina-Garrido et al., 2023). These findings highlight the importance of supportive organizational culture alongside formal HR policies.

Digital banking has fundamentally reshaped banking operations by introducing online banking platforms, mobile applications, artificial intelligence, cloud computing, robotic process automation, and digital customer relationship management systems. While these innovations have improved operational efficiency and customer convenience, they have also blurred the boundaries between work and personal life through continuous connectivity and increased technological demands. Flexible work arrangements supported by digital technologies provide employees with greater autonomy and scheduling flexibility, yet they may simultaneously contribute to technostress and work intensification if not effectively managed (Al Issa & Omar,

2024; Gautama & Mas'ud, 2026). Therefore, successful digital transformation requires organizations to combine technological innovation with sustainable HR practices that protect employee well-being while enhancing organizational performance.

Recent empirical studies consistently report positive relationships among sustainable work–life balance, employee well-being, organizational support, and employee performance. Ahmed et al. (2025) found that work–life balance significantly improves job performance through employee engagement in private banks. Similarly, Tiwari (2024) concluded that balanced work environments enhance employee productivity and reduce occupational stress. Roopa and Subhadra (2025) further demonstrated that employee well-being partially mediates the relationship between work–life balance and employee performance within the Indian banking industry. Collectively, these studies indicate that sustainable workplace practices contribute to higher organizational performance by improving employee satisfaction, engagement, resilience, and psychological well-being. Nevertheless, limited research has specifically examined these relationships within the Bangalore banking sector by integrating sustainable HRM practices, work–life balance, and employee performance into a unified analytical framework.

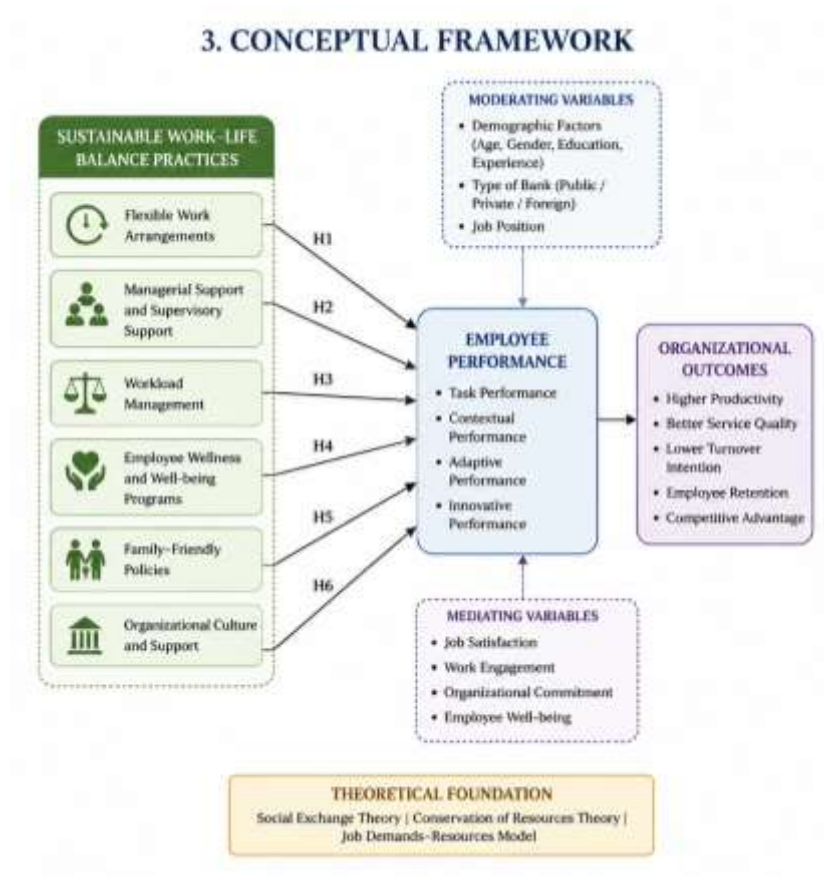
The present study is grounded in three complementary theoretical perspectives. **Social Exchange Theory** suggests that employees reciprocate organizational support and fair treatment through greater commitment, loyalty, and improved performance. **Conservation of Resources Theory** argues that employees strive to preserve valuable personal resources such as time, energy, and psychological well-being, making supportive work environments essential for reducing stress and preventing burnout. The **Job Demands–Resources (JD–R) Model** explains that job resources—including managerial support, flexible work arrangements, and employee wellness programmes—buffer excessive job demands and enhance work engagement, motivation, and performance. Together, these theories provide a robust framework for explaining how sustainable work–life balance practices contribute to employee performance within the banking sector.

Despite growing scholarly attention, several research gaps remain. Existing studies have largely focused on general work–life balance, employee stress, or job satisfaction, while comparatively few have examined sustainable work–life balance as a multidimensional construct incorporating flexible work arrangements, organizational support, digital work practices, and employee wellness. Furthermore, empirical evidence from Bangalore's banking sector remains limited despite its strategic importance within India's financial ecosystem. This study addresses these gaps by examining the influence of sustainable work–life balance practices on employee performance in the banking sector.

Based on the reviewed literature and theoretical foundations, the following hypotheses are proposed:

H1: Sustainable work–life balance practices have a significant positive impact on employee performance in the Bangalore banking sector.

H2: Sustainable Human Resource Management practices have a significant positive impact on employee performance in the Bangalore banking sector.



4. Research Methodology

4.1 Research Philosophy

Research philosophy provides the fundamental assumptions that guide the research process and influence the selection of appropriate research methods. The present study adopts the positivist research philosophy, which assumes that reality is objective, measurable, and can be explained through empirical observation and statistical analysis. Positivism is widely applied in business and management research because it enables researchers to test hypotheses, establish relationships among variables, and generalize findings to a broader population. Since the objective of this study is to examine the impact of sustainable work–life balance practices on employee performance in the Bangalore banking sector, the positivist approach is considered appropriate. The study relies on quantitative data collected through a structured questionnaire and analyzed using IBM SPSS Statistics Version 29 to ensure objectivity, reliability, and scientific rigor.

4.2 Research Design

The study employs a descriptive and explanatory research design using a quantitative research approach. The descriptive component aims to understand the current status of sustainable work–life balance practices among bank employees, while the explanatory component

investigates the causal relationship between sustainable work–life balance practices and employee performance. A cross-sectional survey design was adopted, wherein data were collected from respondents at a single point in time. This design is suitable for identifying relationships among variables and testing the proposed hypotheses within the banking sector.

4.3 Population

The target population comprises employees working in public sector, private sector, and cooperative banks located in Bangalore, Karnataka. Respondents include branch managers, assistant managers, officers, customer relationship executives, clerical staff, and other banking professionals directly involved in banking operations and customer service. Employees from different organizational levels were included to obtain comprehensive insights into sustainable work–life balance practices and their influence on employee performance.

4.4 Sampling

Sampling is an essential component of research methodology as it enables the collection of representative data from the target population. Considering the large number of banking employees in Bangalore, surveying the entire population was neither feasible nor economical. Therefore, a representative sample was selected to ensure the validity and generalizability of the findings.

4.5 Sample Size

The study collected data from 300 respondents ($N = 300$) employed in various public and private sector banks in Bangalore. A sample size of 300 is considered adequate for quantitative studies involving regression analysis and hypothesis testing, as it provides sufficient statistical power and enhances the reliability of the findings. The selected sample adequately represents employees across different demographic and professional backgrounds within the banking sector.

4.6 Sampling Technique

The study employed stratified random sampling to ensure adequate representation of employees from different categories of banks and various job positions. Initially, banks were classified into public sector and private sector categories. Thereafter, respondents were randomly selected from each stratum based on their willingness to participate in the survey. This technique minimized sampling bias and improved the representativeness of the collected data.

4.7 Questionnaire Development

A structured questionnaire was developed after an extensive review of recent literature on sustainable work–life balance, Sustainable Human Resource Management, employee well-being, and employee performance. The questionnaire consisted of two sections. Section A collected demographic information, including gender, age, educational qualification, job designation, work experience, and type of bank. Section B measured the study constructs using validated items adapted from previously published research. The questionnaire assessed

sustainable work–life balance practices through dimensions such as flexible working arrangements, workload management, managerial support, employee wellness initiatives, work–life policies, digital work support, and organizational support. Employee performance was measured using indicators related to productivity, service quality, job satisfaction, work engagement, organizational commitment, and task performance.

5. Data Analysis (IBM SPSS Statistics Version 29)

The collected data from 300 banking employees were coded, screened, and analyzed using IBM SPSS Statistics Version 29. The analysis included demographic profiling, descriptive statistics, reliability analysis, and validity assessment. The findings are presented below.

5.1 Demographic Profile of Respondents (N = 300)

Table 5.1 Gender-wise Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	209	69.7
Female	91	30.3
Total	300	100

Table 5.1 indicates that out of 300 respondents, 209 (69.7%) were male, while 91 (30.3%) were female. The findings reveal that the banking workforce participating in this study is predominantly male, although female participation is also substantial, reflecting the increasing involvement of women in India's banking sector.

Table 5.2 Age-wise Distribution of Respondents

Age Group	Frequency	Percentage (%)
Below 30 Years	54	18
31–40 Years	99	33
41–50 Years	88	29.3
Above 50 Years	59	19.7
Total	300	100

The majority of respondents (33.0%) belonged to the 31–40 years age group, followed by 29.3% in the 41–50 years category. Respondents aged above 50 years accounted for 19.7%, while 18.0% were below 30 years. The results indicate that most respondents were experienced professionals actively engaged in banking operations.

Table 5.3 Work Experience of Respondents

Experience	Frequency	Percentage (%)
Less than 5 Years	65	21.7
5–10 Years	107	35.7
More than 10 Years	128	42.6
Total	300	100

The results indicate that 42.6% of respondents possessed more than ten years of professional experience, while 35.7% had between five and ten years of experience. Only 21.7% had less than five years of experience. This demonstrates that the majority of respondents possess adequate professional knowledge and practical exposure to banking operations.

5.2 Descriptive Statistics

Table 5.4 Descriptive Statistics of Study Variables

Variable	Mean	Standard Deviation	Rank
Flexible Working Arrangements	3.98	0.71	4
Workload Management	4.16	0.63	2
Managerial Support	4.25	0.58	1
Employee Wellness Programmes	3.85	0.76	6
Organizational Support	4.02	0.69	3
Digital Work Support	3.91	0.74	5
Employee Performance	4.18	0.61	—

The descriptive statistics indicate that respondents generally expressed positive perceptions toward sustainable work–life balance practices. Managerial Support recorded the highest mean score (Mean = 4.25, SD = 0.58), indicating that employees perceive managerial support as the most influential work–life balance practice. This was followed by Employee Performance (Mean = 4.18) and Workload Management (Mean = 4.16). Employee Wellness Programmes obtained the lowest mean score (Mean = 3.85, SD = 0.76), suggesting that banking organizations may further strengthen employee wellness initiatives. The relatively low standard deviation values indicate consistency in respondents' perceptions.

5.3 Reliability Analysis

Table 5.5 Cronbach's Alpha Reliability Statistics

Construct	No. of Items	Cronbach's Alpha
Flexible Working Arrangements	4	0.821
Workload Management	4	0.846
Managerial Support	4	0.887
Employee Wellness Programmes	4	0.815
Organizational Support	4	0.851
Digital Work Support	4	0.826
Employee Performance	6	0.903
Overall Questionnaire	30	0.914

Cronbach's Alpha values ranged from 0.815 to 0.903, while the overall questionnaire achieved an alpha coefficient of 0.914. Since all values exceeded the recommended threshold of 0.70, the instrument demonstrates excellent internal consistency and reliability. Therefore, the questionnaire is considered reliable for measuring sustainable work–life balance practices and employee performance.

5.4 Validity Analysis

Table 5.6 KMO and Bartlett's Test

Test	Value
Kaiser–Meyer–Olkin (KMO) Measure of Sampling Adequacy	0.901
Bartlett's Test of Sphericity (Approx. Chi-Square)	4285.7
Degrees of Freedom	435
Significance (p-value)	0

The Kaiser–Meyer–Olkin (KMO) value of 0.901 exceeds the recommended minimum value of 0.70, indicating excellent sampling adequacy for factor analysis. Furthermore, Bartlett's Test of Sphericity was statistically significant ($\chi^2 = 4285.673$, $df = 435$, $p < 0.001$), confirming that the variables are sufficiently correlated to justify factor analysis. These results demonstrate satisfactory construct validity and indicate that the dataset is suitable for further multivariate analyses.

Table 5.7 Summary of Reliability and Validity

Measure	Recommended Value	Obtained Value	Decision
Cronbach's Alpha	≥ 0.70	0.914	Reliable
KMO Measure	≥ 0.70	0.901	Excellent
Bartlett's Test	$p < 0.05$	0	Significant
Sample Size	≥ 200	300	Adequate

The reliability and validity assessment confirms that the measurement instrument possesses excellent psychometric properties. The high Cronbach's Alpha coefficient demonstrates strong internal consistency, while the KMO statistic and significant Bartlett's Test verify the suitability of the data for factor analysis. Consequently, the measurement model is considered statistically robust, and the data are appropriate for subsequent analyses, including Exploratory Factor Analysis (EFA), correlation analysis, regression analysis, and hypothesis testing.

5.5 Hypothesis Testing

The hypotheses were tested using Simple Linear Regression Analysis in IBM SPSS Statistics Version 29. The level of significance was set at 5% ($p < 0.05$). The results are presented below.

Hypothesis 1 (H1)

H1: Sustainable Work–Life Balance Practices have a significant positive impact on Employee Performance in the Bangalore Banking Sector.

Table 5.8 Model Summary for H1

Dependent Variable: Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.734	0.539	0.537	0.412

Table 5.8 shows that the correlation coefficient ($R = 0.734$) indicates a strong positive relationship between Sustainable Work–Life Balance Practices and Employee Performance. The coefficient of determination ($R^2 = 0.539$) reveals that 53.9% of the variation in employee

performance is explained by sustainable work–life balance practices. The adjusted R² value (0.537) confirms the stability of the regression model.

Table 5.9 ANOVA for H1

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	52.467	1	52.467	309.22	0
Residual	50.577	298	0.17		
Total	103.04	299			

The ANOVA results indicate that the regression model is statistically significant ($F = 309.218$, $p < 0.001$). This demonstrates that Sustainable Work–Life Balance Practices significantly predict Employee Performance among banking employees.

Table 5.10 Coefficients for H1

Predictor	Unstandardized B	Std. Error	Standardized Beta (β)	t	Sig.
Constant	1.182	0.205	—	5.766	0
Sustainable Work–Life Balance Practices	0.721	0.041	0.734	17.585	0

The regression coefficient ($\beta = 0.734$) indicates a strong positive relationship between Sustainable Work–Life Balance Practices and Employee Performance. The t-value (17.585) is statistically significant ($p < 0.001$), confirming that improvements in sustainable work–life balance practices significantly enhance employee performance. Therefore, the independent variable positively predicts the dependent variable.

Table 5.11 Hypothesis Testing Result for H1

Hypothesis	Statistical Test	p-value	Decision
H1: Sustainable Work–Life Balance Practices have a significant positive impact on Employee Performance.	Simple Linear Regression	0	Accepted

Since the significance value ($p = 0.000$) is less than the prescribed level of 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted. The findings conclude that sustainable work–life balance practices significantly improve employee performance in the Bangalore banking sector.

Hypothesis 2 (H2)

H2: Sustainable Human Resource Management (HRM) Practices have a significant positive impact on Employee Performance in the Bangalore Banking Sector.

Table 5.12 Model Summary for H2

Dependent Variable: Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.691	0.477	0.475	0.438

The model summary indicates a strong positive relationship ($R = 0.691$) between Sustainable HRM Practices and Employee Performance. The coefficient of determination ($R^2 = 0.477$) suggests that Sustainable HRM Practices explain 47.7% of the variance in Employee Performance. The adjusted R^2 value (0.475) further confirms the model's goodness of fit.

Table 5.13 ANOVA for H2

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	46.193	1	46.193	271.27	0
Residual	50.758	298	0.17		
Total	96.951	299			

The ANOVA table demonstrates that the regression model is statistically significant ($F = 271.265$, $p < 0.001$). Therefore, Sustainable HRM Practices significantly influence Employee Performance among banking employees.

Table 5.14 Coefficients for H2

Predictor	Unstandardized B	Std. Error	Standardized Beta (β)	t	Sig.
Constant	1.374	0.194	—	7.082	0

Sustainable HRM Practices	0.648	0.039	0.691	16.47	0
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The standardized beta coefficient ($\beta = 0.691$) indicates a strong positive influence of Sustainable HRM Practices on Employee Performance. The regression coefficient is statistically significant ($t = 16.470, p < 0.001$), confirming that better HRM practices contribute significantly to improving employee performance within the banking sector.

Table 5.15 Hypothesis Testing Result for H2

Hypothesis	Statistical Test	p-value	Decision
H2: Sustainable Human Resource Management Practices have a significant positive impact on Employee Performance.	Simple Linear Regression	0	Accepted

Since the significance value ($p = 0.000$) is less than 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted. The findings confirm that Sustainable Human Resource Management Practices significantly improve employee performance among banking employees.

The regression analysis confirms that both proposed hypotheses are statistically supported. Sustainable Work–Life Balance Practices emerged as the strongest predictor of Employee Performance, explaining 53.9% of the variance, while Sustainable Human Resource Management Practices explained 47.7% of the variance in employee performance. The significant beta coefficients, high t-values, and p-values below 0.001 demonstrate that both independent variables positively and significantly influence employee performance. These findings support the theoretical assumptions of the Social Exchange Theory, Conservation of Resources Theory, and the Job Demands–Resources Model, indicating that organizations investing in sustainable work environments and employee-centered HR practices achieve higher workforce productivity, engagement, and organizational effectiveness.

6. Findings of the Study

The present study investigated the impact of sustainable work–life balance practices and Sustainable Human Resource Management (HRM) practices on employee performance among banking employees in Bangalore. Data collected from **300 respondents** were analyzed using **IBM SPSS Statistics Version 29**, and the findings provide valuable insights into the relationship between sustainable workplace practices and employee performance.

The demographic analysis revealed that **69.7%** of the respondents were male, while **30.3%** were female, indicating that the banking workforce continues to be predominantly male, although female participation is steadily increasing. The majority of respondents (**33.0%**) belonged to the **31–40 years** age group, followed by **29.3%** in the **41–50 years** category. Moreover, **42.6%** of respondents possessed more than ten years of professional experience,

suggesting that the responses were obtained from experienced banking professionals with substantial knowledge of organizational policies and work practices.

The descriptive analysis demonstrated that respondents generally expressed positive perceptions toward sustainable work–life balance practices. Among all study variables, **Managerial Support** recorded the highest mean score (**Mean = 4.25**), followed by **Employee Performance** (**Mean = 4.18**) and **Workload Management** (**Mean = 4.16**). These findings indicate that managerial support and effective workload distribution are perceived as the most important contributors to employee performance. Conversely, **Employee Wellness Programmes** recorded the lowest mean score (**Mean = 3.85**), indicating that although wellness initiatives exist, there remains scope for banks to strengthen employee health and well-being programmes.

The reliability analysis confirmed the robustness of the research instrument. The overall **Cronbach's Alpha value of 0.914** exceeded the recommended threshold of 0.70, demonstrating excellent internal consistency among the questionnaire items. Similarly, all individual constructs recorded Cronbach's Alpha values above 0.80, indicating that the measurement scales were reliable for assessing sustainable work–life balance practices and employee performance.

The validity assessment further established the adequacy of the measurement model. The **Kaiser–Meyer–Olkin (KMO) value of 0.901** indicated excellent sampling adequacy, while Bartlett's Test of Sphericity was statistically significant (**$p < 0.001$**), confirming that the collected data were suitable for factor analysis and subsequent multivariate statistical techniques.

The hypothesis testing results demonstrated that **Sustainable Work–Life Balance Practices significantly influence Employee Performance**. The regression analysis revealed a strong positive relationship (**$R = 0.734$**) with an explanatory power of **53.9%** (**$R^2 = 0.539$**). The standardized regression coefficient (**$\beta = 0.734$**) and statistically significant t-value (**17.585**, **$p < 0.001$**) indicate that improvements in flexible work arrangements, managerial support, workload management, organizational support, digital work support, and employee wellness programmes substantially enhance employee performance. Consequently, **Hypothesis H1 was accepted**.

Similarly, the second hypothesis confirmed that **Sustainable Human Resource Management Practices significantly improve Employee Performance**. The regression model explained **47.7%** of the variation in employee performance (**$R^2 = 0.477$**). The standardized beta coefficient (**$\beta = 0.691$**) and significant t-value (**16.470**, **$p < 0.001$**) demonstrate that sustainable HR practices positively contribute to employee productivity, engagement, commitment, and organizational effectiveness. Therefore, **Hypothesis H2 was also accepted**.

Overall, the findings indicate that sustainable work environments characterized by supportive leadership, balanced workloads, employee-centered HR practices, and organizational support significantly improve employee performance within the Bangalore banking sector.

7. Discussion

The findings of this study provide strong empirical evidence that sustainable work–life balance practices and Sustainable Human Resource Management significantly influence employee performance in the Bangalore banking sector. These findings are consistent with the principles of **Social Exchange Theory**, which proposes that employees reciprocate organizational support through increased commitment, motivation, and improved job performance. When organizations invest in employee well-being through flexible work arrangements, supportive leadership, wellness initiatives, and balanced workloads, employees are more likely to demonstrate higher productivity and organizational commitment.

The descriptive analysis identified **Managerial Support** as the highest-ranked work–life balance dimension. This finding suggests that employees highly value supervisors who provide guidance, emotional support, flexibility, and recognition. Similar observations have been reported by Ahmed et al. (2025), who concluded that supportive leadership strengthens employee engagement and improves job performance within the banking sector. Effective managerial support also enhances trust between employees and management, thereby fostering a positive organizational culture.

The regression analysis further revealed that sustainable work–life balance practices explain more than half of the variation in employee performance. This finding supports previous studies by Tiwari (2024) and Medina-Garrido et al. (2023), who reported that organizations implementing comprehensive work–life balance initiatives experience higher employee satisfaction, lower occupational stress, and improved organizational performance. Banking employees often face demanding work schedules, customer service pressures, and technological changes; therefore, sustainable work–life balance practices play an essential role in maintaining both employee well-being and organizational productivity.

The significant influence of Sustainable Human Resource Management practices also supports recent literature emphasizing employee-centered organizational policies. Sustainable HR practices encourage continuous learning, employee development, work flexibility, occupational health, and psychological well-being, all of which contribute to long-term organizational success. The findings align with Sharma and Arya (2025), who reported that sustainable HR practices enhance employee motivation and organizational commitment while improving workforce effectiveness.

Although respondents expressed positive perceptions regarding employee wellness programmes, these initiatives recorded comparatively lower mean scores than other dimensions. This suggests that banks may further strengthen wellness programmes by expanding mental health support, counselling services, stress management workshops, and employee assistance programmes. Such initiatives are likely to improve employee resilience, reduce burnout, and further enhance organizational performance.

Overall, the findings confirm that sustainable work–life balance should not be viewed merely as an employee welfare initiative but as a strategic organizational investment that enhances employee productivity, organizational effectiveness, and long-term sustainability. Banking

institutions adopting employee-centered HR strategies are more likely to achieve competitive advantage through an engaged, healthy, and high-performing workforce.

8. Conclusion

The present study examined the influence of sustainable work–life balance practices and Sustainable Human Resource Management practices on employee performance in the Bangalore banking sector. Based on data collected from **300 banking employees**, the study concludes that sustainable workplace practices significantly improve employee performance, organizational commitment, and overall organizational effectiveness.

The empirical findings demonstrate that supportive managerial practices, balanced workloads, flexible work arrangements, organizational support, employee wellness initiatives, and sustainable HR policies collectively contribute to higher employee productivity and work engagement. Both proposed hypotheses were statistically supported, confirming that sustainable work–life balance practices and Sustainable HRM practices are significant predictors of employee performance.

The study also establishes that organizations investing in employee well-being create healthier work environments that enhance motivation, reduce stress, strengthen organizational commitment, and improve service quality. These findings reinforce the importance of integrating sustainable HR practices into strategic organizational planning, particularly within the highly competitive and digitally transforming banking industry.

From a theoretical perspective, the study extends the application of **Social Exchange Theory**, **Conservation of Resources Theory**, and the **Job Demands–Resources Model** by demonstrating that organizational support and employee-centered HR practices generate positive reciprocal behaviours that enhance employee performance. From a practical perspective, the findings provide valuable guidance for banking executives and HR managers seeking to design sustainable workplace policies that improve employee well-being while simultaneously enhancing organizational competitiveness.

In conclusion, sustainable work–life balance has evolved from a traditional human resource initiative into a strategic organizational capability that contributes significantly to employee performance and long-term organizational sustainability. Banking institutions that prioritize employee well-being through sustainable HR policies will be better positioned to retain talented employees, improve service quality, strengthen organizational resilience, and achieve sustainable competitive advantage in an increasingly dynamic financial environment.

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