



# Analysis of Organizational and Family Roles in the Work-Life Balance of Blue-Collar Employees

Subrata Banik<sup>1</sup>, Kaniz Marium Akter<sup>1\*</sup>, Md. Rashedul Hoque<sup>2</sup>, Farha Sultana<sup>3</sup>  
<sup>1</sup>*Mawlana Bhashani Science and Technology University, Tangail, Bangladesh*  
<sup>2</sup>*Jagannath University, Dhaka, Bangladesh*  
<sup>3</sup>*Rangamati Science and Technology University, Rangamati, Bangladesh*  
\*Corresponding Author: kanizmakter@gmail.com

## Abstract

**Objective** –Blue-collar workers' work-life balance (WLB) issues have not received enough attention in the literature. This study aimed to examine the impact of organizational support and family support on blue-collar employees' work-life balance.

**Design/Methodology** –Employees engaged in the RMG industry in Bangladesh were surveyed using a questionnaire. 387 responses were analyzed through the PLS-SEM approach. The instrument and data were validated by a measurement model, and the hypotheses were tested by a structural model using SmartPLS 3.0 software.

**Results** –The study revealed that firm support and home support can significantly influence work-life balance, and firm support can strongly impact an employee's home life. These findings indicated that the policies and practices of RMG companies and support from family members can help employees manage their overall life smoothly.

**Research limitations/implications** - The study was conducted in the RMG industry, which limits the generalizability of its findings. Findings suggested that by introducing employee-friendly corporate policies and human resource practices, RMG companies can assist their employees in solving work-life issues and meeting their personal and family life challenges.

**Novelty/Originality** –This study, for the first time, empirically validated firm support as an antecedent of home support. In addition, the WLB issues of blue-collar employees are focused on in this study, which has been overlooked in the prior studies.

**Keywords:** Work-life balance, Firm support, Home support, RMG industry, Bangladesh

## 1. Introduction

Bangladesh is marching ahead to be a developing country within the next few years, which will step up the country to the target of 2041 and 2100. This target is pushing all sectors toward further improvement. In this journey, the ready-made garment (RMG) industry has been acting as a major economic driver in this country's economic development by adding 84.58 percent to the country's annual export earnings and employing 4 million people (BGMEA, 2023). But behind this success, there are some challenging stories of the people who are the lifeblood of this industry; e.g., most of the RMG factories continue their operations in three shifts, requiring the employees to work extra hours. Sometimes, they even have to work two shifts consecutively, which reduces their personal (family and social) time. At the workplace, they have been experiencing unfavorable working conditions, noise exposure, violence, accidents, and emotional and sexual abuse that eventually negatively affects their working life (Dreher et al. 2023). In addition to these, the widespread cancellation of product orders, factory

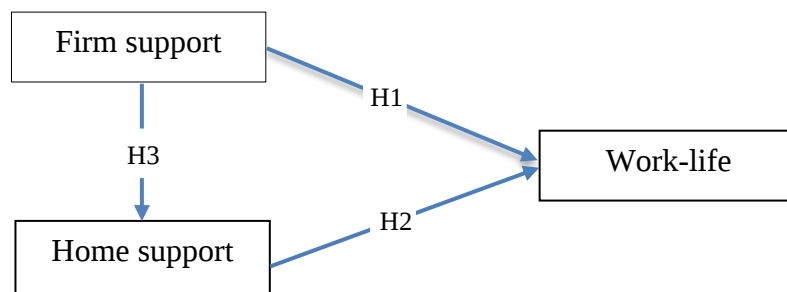
closures, and worker layoffs due to the COVID-19 pandemic triggered an unprecedented crisis for RMG workers (Khaled & Ansar, 2023).

In underdeveloped and developing countries, generally, blue-collar employees work to make their family and personal life financially solvent, not to fulfill their esteem and/or self-actualization needs. For this reason, almost all the family members, including underage members, work to support their families. In consequence, sometimes there is no one to take care of the children and elderly people in those families. These scenarios create anxiety and stress in the working person while generating disagreements among the family members. The ultimate conflict for an individual is whether s/he should leave the job to care for the family or earn more money to bring about solvency. On the other hand, they encounter extremely tough conditions at their workplace. For example, long working hours and abusive working conditions that take away their personal hours, leaving almost no room for enjoying the (shorter) personal hours. Thus, they have been facing a tremendous challenges in managing both the working and non-working life demands (Abramov et al., 2019; Babić & Talbot, 2019; Banik et al., 2021). Researchers reported the lack and/or absence of effective industrial policies and company programs for supporting RMG workers' life at work and at home (Dreher et al., 2023; Parvin et al., 2018). These negligence in Bangladesh have been causing serious issues in the RMG operators' working life (e.g., absenteeism, grievance and labor unrest, high staff turnover, and so on) (Aktar & Alam, 2021; Ashraf & Prentice, 2019; Dreher et al., 2023).

Research argues that corporations can assist employees to manage their job duties and family/personal responsibilities by providing the necessary framework and resources in the form of WLB programs (e.g., employee assistance programs: counseling services, support for caregiving responsibilities, substance abuse, family support, health and personal issues, etc.) (Banik et al., 2021). Employees can adapt their schedules to better align with personal commitments when they are provided supportive organizational policies, like flexible working hours, remote work options, parental leave, childcare support, and so on (García et al., 2021; Rasool et al., 2021). These benefits make employees feel valued and contribute to their more balanced integration of work and personal life and satisfaction with overall life (Asiedu-Appiah & Zoogah, 2019; Banik et al., 2021). Other researchers contended that a congenial personal/family life supports people to maintain their family performance and give their best to the job (Banik et al., 2021; Bayhan Karapinar et al., 2020; Uddin, 2021). Supportive families assist in managing time effectively, enabling employees to fulfill work commitments and adapt to the demands of work while allocating quality time for personal and family activities (Chavan et al., 2021; Sharma et al., 2019). Thus, they can navigate work responsibilities more smoothly by reducing work-family conflict. In addition to this, a strong emotional foundation from family members helps an individual handle work challenges and maintain balance (Chavan et al., 2021; Wahjuningdiah & Paskarini, 2022). Undeniably, institutional care and family members' support are both needed to nourish individual potential and invest it in firm success (Beauregard & Henry, 2009). However, a few studies have indicated that a company's family-friendly policies and practices can make notable contributions to stimulating an employee's sound and peaceful family life (Garg & Yajurvedi, 2016; Mohanty & Jena, 2016). Organizational support represents acknowledgement and appreciation for employee efforts, care for their physical and mental health, and an organizational commitment to employees' family well-being, which builds a sense of security in them and makes them experience less stress and enjoy a more fulfilling family life (Omar et al., 2021; Toffoletti & Starr, 2016; Yayla & İlgin, 2021).

However, knowledge about WLB policies and programs for blue-collar workers, especially in developing and underdeveloped countries, is still lacking. Particularly, work-life balance issues in the RMG industry, where a very large labor pool is engaged, have not been adequately studied. Besides, enough evidence of the impact of RMG

companies' assistance programs on their employees' WLB is also unavailable. Moreover, how firms' policies and practices can influence employees' family/social life has not been empirically investigated yet, particularly in the RMG industry. Therefore, the current research aims to empirically examine how firms' support and employees' home support explain their WLB and how firms' support influences their family/home life in the RMG industry of Bangladesh. Based on these research objectives, this study has developed a research framework (Figure 1). Upon attaining these objectives, the findings of this study will expose the implications of the implementation of WLB programs (e.g., flexible work arrangements, employee support programs, clear communication, family-friendly workplace policies, training and development, health and safety measures, and recognition and rewards) and will explain the roles of RMG company authorities and policymakers regarding the implementation of such programs in managing RMG operators' working life. The findings will also demonstrate the significance of caring from family members, peers, and neighbors in completing job duties. This research will contribute to WLB knowledge by highlighting the corporate and family roles in employee well-being.



**Figure 1.**  
Research framework

## 2. Literature Review

### 2.1 Theoretical foundation of the study

This study used the foundation of Work/Family Border Theory (W/FB) of Clark (2000) in designing the research framework for analyzing the impact of organizational and family support on the employees' work-life balance. W/FB recognizes that individuals experience a constant interplay between their work and family roles. The interactions at the interface between these (work and family) domains significantly impact their well-being and overall life satisfaction (De Simone et al., 2014; Xu et al., 2018). Workplaces play a significant role in shaping the permeability of work/family borders (Clark, 2000). By implementing supportive organizational policies (flexible work hours, family-friendly benefits, and so on), organizational cultures can value work-life balance and positively impact employees' ability to manage their responsibilities in both domains (Banik et al., 2021; Chaudhuri et al., 2020). The family environment also influences accommodating employees' work commitments (Koubova & Buchko, 2013). Effective communication and mutual understanding within families play a crucial role in helping individuals balance their professional and personal responsibilities.

### 2.2 Firm support and work-life balance

Firm support (FS) refers to employee-oriented corporate policies and programs, sympathetic management practices in employee dealings, and all types of assistance received from other organizational members (e.g., supervisors, subordinates, and co-workers) to perform jobs (Banik et al., 2021). Abdi et al. (2020) defined institutional support as "how companies or organizations value employee contributions to the progress of the company (valuation of employee contribution) or the organization and company give attention to their lives (care about employee well-being)". Generally, an institution and its employees are equally responsible for each other. Yet, an organization is fundamentally responsible for ensuring a healthy and tranquil working

life for its employees (Akter et al., 2021). Organizational support can aid in reducing people's withdrawal tendencies and their degrees of strain and stress (Jawahar et al., 2007; Kumarasamy et al., 2022). Their commitment to the organization improves when they feel that the organization cares for their pleasant life at work and at home (Rasool et al., 2021). Research indicated that organizational support enables employees to balance their personal and professional life (Asiedu-Appiah & Zoogah, 2019; Banik et al., 2021; García et al., 2021). Although the association between firm support and work-life balance is empirically proven, its implication is lacking in the RMG industry in developing nations. Thus, the study makes an effort to expand the research on WLB by adopting firm support as an antecedent of work-life balance in the context of the RMG industry in Bangladesh. So, this study develops the following hypothesis:

*H1. Firm support has a significant impact on work-life balance.*

### *2.3 Home support and work-life balance*

Organizational support may not be enough for an individual to balance his/her personal and professional life (Sharma et al., 2019). Employees' parents, siblings, spouses, partners, and children are the basic sources of home support (HS) (Chaudhuri et al., 2020). Wahjuningdiah & Paskarini (2022) indicated the significance of family members' behaviors in assisting people to reach their objectives or resolve issues in particular circumstances. A family acts as a support system throughout childhood, adulthood, and various life endeavors (Neneh & Welsh, 2022), while a family's particular habits and behaviors create conflicts in decision-making (Wahjuningdiah & Paskarini, 2022). Home support significantly helps reduce work stress, which eventually assists in eliminating conflicts between work and personal life (Chavan et al., 2021). Therefore, people need assistance from their homes not only to meet professional demands but also to balance their professional and personal life. Uddin (2021) demonstrated the beneficial effect of people's peaceful relationships with their family and friends on their work-life balance and happiness in life. On the other hand, a lack of home support can cause employee attrition, high absenteeism, and sometimes health problems (Padma & Reddy, 2013). Research indicated family/home support as a determining factor in achieving a balanced life (Banik et al., 2021; Chavan et al., 2021; Wahjuningdiah & Paskarini, 2022). However, manufacturing employees' WLB is not sufficiently examined yet, particularly in the South-Asian country context. This gap inspires the current research to address the relationship between employees' home support and the work-life balance of the RMG industry in Bangladesh. Hence, the study develops the following hypothesis:

*H2. Home support has a significant impact on work-life balance.*

### *2.4 Firm support and home support*

People now-a-days are highly concerned about the benefit packages of corporations, which they invest their time and efforts in. They prefer corporations that offer attractive employee benefits, including work-life balance programs. Therefore, many institutions adopted WLB policies and programs to attract better candidates, lessen their work-life conflict, and thus improve organizational performance (Garg & Yajurvedi, 2016). Besides, companies' employee-focused policies and practices are found to have substantial impacts on employee happiness, well-being, and life satisfaction (Omar et al., 2021; Yayla & İlgin, 2021). Research indicates that firms' WLB policies and practices contribute to a sense of security and happiness for employees and their families, which can help them manage their family roles and responsibilities by reducing their stress and anxiety and increasing the time available for personal and familial activities (Garg & Yajurvedi, 2016; Mohanty & Jena, 2016). From another point of view, a workplace culture that values employees' non-work life sends a positive message to employees about the importance of their family (Belwal & Belwal, 2014; Lazăr et al., 2010). Organizational support enables individuals to tailor their schedules

to accommodate family obligations. They can also fulfill their work responsibilities while attending to family needs (Toffoletti & Starr, 2016). Thus, this research envisions that organizational support may enhance family support in managing the demands of both domains. Though the relationship between company support and family support was noticed in earlier studies, there is still a lack of empirical evidence. This gap inspires the present study to explain how RMG companies' support influences employees' family life. Thus, this study draws the following hypothesis:

*H3. Firm support has a significant impact on family support.*

### 3. Methods

#### 3.1 Data collection

This study conducted a cross-sectional survey using a self-administered questionnaire for data collection from the RMG operators in Bangladesh. The target population of the present research is the full-time employees with at least six months of experience at the RMG companies in Bangladesh. There are 4500 RMG companies in operation, employing around 4 million people (BGMEA, 2023). Based on Krejcie and Morgan's (1970) Table, a minimum sample size of 384 was decided. But Bryman and Bell (2003) suggest considering a larger sample size than the required sample to avoid the problem of sample attrition. Thus, considering Islam's (2023) result of RMG workers' response rate of 80.83 percent, this study decided to contact a total of  $(384 \times 100 / 80 =) 480$  respondents for data collection.

The researchers primarily contacted the heads of the Human Resource Division of the 113 RMG companies situated in three districts of Bangladesh, namely Narayanganj, Dhaka, and Gazipur, to seek their permission for the survey to be carried out. Of these companies, a total of 37 responded positively and consented to participate in this research. Provided that the researchers hired a 5-member group (master's-level students) to carry out the survey. Upon the positive replies of the HRD heads of RMG companies, the survey team physically contacted those 37 companies to collect the list of full-time employees with at least six months of experience. After collecting the lists, employee names were recorded in an MS Excel file in alphabetical order. Afterwards, using a random sampling technique, 480 respondents were selected. The consenting HRD heads nominated a person (as a company representative) from their companies to assist with the whole survey process. During January–February 2023, the survey took place.

The surveyors contacted the company representatives, and at their convenience, they handed over the survey materials. The survey materials contained a questionnaire, an envelope, and an instruction. The questionnaire has two parts: the first part contains questions relating to the survey participants' demographic information (e.g., gender, age, marital status, education, length of service, monthly income, and type of career); and the second part includes questions about the study variables. The questionnaire was presented to the participants in their native language (Bengali). In the translation process, the study followed the back-translation technique of (Brislin, 1980).

The company representatives distributed the questionnaire among their full-time employees who had at least six months of experience in the present job. After filling out the questionnaire, the respondents covered and pasted it in the envelope provided with the questionnaire and submitted it to the company representative. On their schedule, the surveyors collected the filled-out questionnaires from the company representative. The survey team distributed 480 instruments, out of which 409 were received, with a response rate of 85.21 percent. Due to the missing information and outliers, 22 instruments were eliminated, and thus, 387 replies were finally accepted for statistical analysis.

#### 3.2 Participants

The survey respondents consisted of 69.3 percent (268) male employees and the rest 30.7 percent (119) female employees (Table 1). The majority of respondents (48.3

percent) were 21 to 30 years older, while 37.5 percent were 31 to 40 years older, 13.2 percent were 41 to 50 years older, and 1 percent were above 50 years older. Among them, 70.8 percent were married, 27.9 percent were unmarried, 0.8 percent were separated, and 0.5 percent were divorced. In terms of the highest level of education, 1.6 percent had higher secondary and secondary certificates, 52.7 percent had graduation, 45.4 had post-graduation, and 0.3 had professional certificates. The highest number of participants (52.5 percent) had below 5 years' experience; 36.7 percent had 6 to 15 years' experience; 9.5 percent had 16 to 25 years' experience; 1 percent had 26 to 35 years' experience; and 0.3 percent had above 36 years' experience. From the viewpoint of monthly income, 13.6 percent had below BDT 20,000 of income, 29 percent had BDT 21,000 to 40,000 of income, 26 percent had BDT 41,000 to 60,000 of income, 17 percent had BDT 61,000 to 80,000 of income, and the rest 14.4 percent had above BDT 80,000 of income. Finally, in relation to their career pattern, 47.5 percent had a dual career, 33.1 percent had a single career, and 19.4 percent had a multiple career life. The demographic characteristics of the respondents are shown in Table 1.

| Variable                   | Category                   | Frequency | Percentage |
|----------------------------|----------------------------|-----------|------------|
| Gender                     | Male                       | 268       | 69.3       |
|                            | Female                     | 119       | 30.7       |
| Age                        | 21 to 30 years             | 187       | 48.3       |
|                            | 31 to 40 years             | 145       | 37.5       |
|                            | 41 to 50 years             | 51        | 13.2       |
|                            | Above 50 years             | 4         | 1.0        |
|                            |                            |           |            |
| Marital status             | Married                    | 274       | 70.8       |
|                            | Unmarried                  | 108       | 27.9       |
|                            | Separated                  | 3         | 0.8        |
|                            | Divorced                   | 2         | 0.5        |
| Highest level of education | Secondary and Higher       | 6         | 1.6        |
|                            | Secondary Certificate      |           |            |
|                            | Graduation                 | 204       | 52.7       |
|                            | Post-graduation            | 176       | 45.4       |
|                            | Professional Certification | 1         | 0.3        |
| Length of service          | Below 5 years              | 203       | 52.5       |
|                            | 6 to 15 years              | 142       | 36.7       |
|                            | 16 to 25 years             | 37        | 9.5        |
|                            | 26 to 35 years             | 4         | 1.0        |
|                            | Above 35 years             | 1         | 0.3        |
| Income (monthly)           | Below BDT 20,000           | 53        | 13.6       |
|                            | BDT 21,000 to 40,000       | 112       | 29.0       |
|                            | BDT 41,000 to 60,000       | 100       | 26.0       |
|                            | BDT 61,000 to 80,000       | 66        | 17.0       |
|                            | Above BDT 80,000           | 56        | 14.4       |
| Career pattern             | Dual career                | 184       | 47.5       |
|                            | Single career              | 128       | 33.1       |
|                            | Multiple career            | 75        | 19.4       |

**Table 1.**  
Respondents'  
characteristics

### 3.3 Measurements

The questionnaire contained a total of 15 items that were taken from the existing scales for measuring the constructs of this study. The items were revised to make them more appreciable to the respondents. Work-life balance was measured by three items

adopted from Chen and Farh (2000). A sample item of WLB is "The workload of my current job is reasonable". For measuring firm support, a seven-item scale was used, out of which four items were taken from Denson et al. (2018) and three from Avgar et al. (2011). All seven items are able to explain the roles of the firm, department, supervisor, and co-workers to make the construct of "firm support" well understood by the RMG operators. A sample item of FS is "I can approach my supervisor to talk openly about flexible working arrangements". Finally, this study measured home support using five items adapted from King et al. (1995). A sample item of HS is "My family members are sympathetic when I am upset about my work". Responses were measured on a 5-point Likert scale (1 for "strong disagreement" and 5 for "strong agreement").

### 3.4 Data analysis

Survey participants' characteristics were categorized through a frequency analysis using SPSS 21 software. Then descriptive and correlation analyses of the study variables were evaluated by SPSS. Next, the study used SmartPLS 3.0 software to assess the reliability and validity of the instrument and test the hypotheses through the PLS-SEM approach. The PLS-SEM is an approach that can be applied even in a smaller sample size, does not require normally distributed data, and can be applied in a complex structural model with a large number of constructs (Urbach & Ahlemann, 2010). The data of this research is found to be not normally distributed. Hence, utilizing the PLS-SEM overcame the difficulties of normality, and the findings of the analysis were not affected by it. Besides, PLS-SEM aims to maximize the variance (prediction) of the dependent variable that is explained by the independent variables (Haenlein & Kaplan, 2004) and therefore improve the predictive power. Theoretically, PLS-SEM is quite similar to the multiple regression analysis that examines the possible relationships by emphasizing less on the measurement model (Hair et al., 2017). Practically, PLS-SEM is used for theory confirmation, theory development, and mostly proposition development by the relationship between variables (Urbach & Ahlemann, 2010). It is a two-step (measurement model and structural model) approach for analyzing the research model (Hair et al., 2017).

## 4. Results

### 4.1. Code Descriptive and correlation analysis

The results of descriptive and correlation analyses are displayed in the Table 2. As shown, FS was positively correlated with work-life balance ( $r = 0.697$ ,  $p < 0.01$ ) and HS ( $r = 0.709$ ,  $p < .01$ ), and HS was also positively correlated with work-life balance ( $r = 0.732$ ,  $p = < 0.01$ ).

| Construct         | Mean   | SD     | Firm Support | Home Support | Work-life Balance |
|-------------------|--------|--------|--------------|--------------|-------------------|
| Firm Support      | 4.1318 | .71487 | 1            |              |                   |
| Home Support      | 4.1318 | .71931 | 0.709**      | 1            |                   |
| Work-life Balance | 4.0568 | .83372 | 0.697**      | 0.732**      | 1                 |

**Table 2.**  
Descriptive statistics  
and correlations

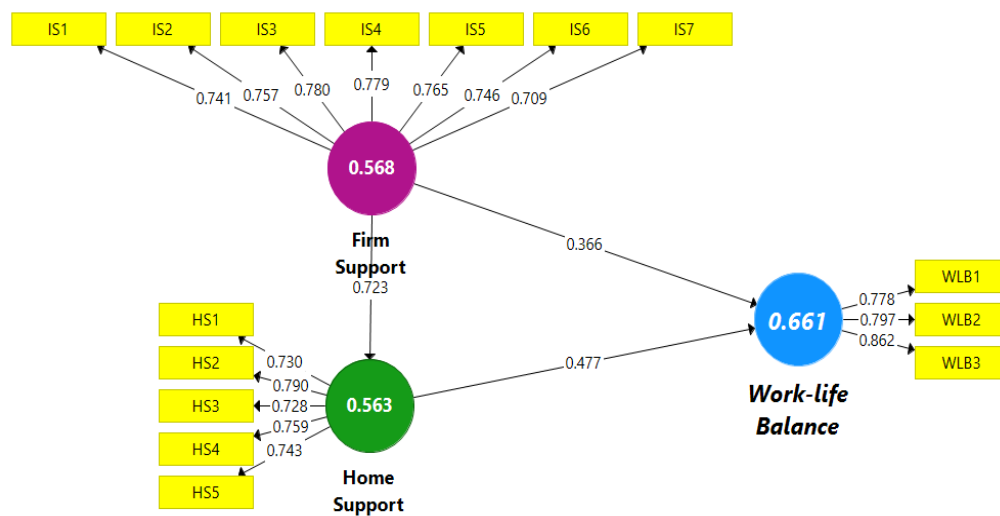
### 4.2. Measurement model analysis

The study analysed the measurement model for confirming the reliability and validity of the indicators (items) corresponding to their constructs. The results (in Table 3, Figure 2) indicated that the loadings of the indicators were above the cut-off value of 0.708, as suggested by (Hair et al., 2017). Also, all the values of Cronbach's Alpha, Dijkstra Henseler's rho, and composite reliability were higher than 0.70, indicating sufficient reliability. The average variance extracted for all the constructs was above the threshold value 0.50 confirmed necessary convergent validity of the model (Hair et al., 2017).

| Construct    | Item | Outer Loadings | $\alpha$ | rho_A | CR    | AVE   |
|--------------|------|----------------|----------|-------|-------|-------|
| Firm Support | FS1  | 0.741          | 0.873    | 0.876 | 0.902 | 0.568 |

**Table 3.**  
Outcomes of  
measurement  
model

|                   |      |       |       |       |       |       |
|-------------------|------|-------|-------|-------|-------|-------|
|                   | FS2  | 0.757 |       |       |       |       |
|                   | FS3  | 0.780 |       |       |       |       |
|                   | FS4  | 0.779 |       |       |       |       |
|                   | FS5  | 0.765 |       |       |       |       |
|                   | FS6  | 0.746 |       |       |       |       |
|                   | FS7  | 0.709 |       |       |       |       |
| Home Support      | HS1  | 0.730 | 0.807 | 0.809 | 0.866 | 0.563 |
|                   | HS2  | 0.790 |       |       |       |       |
|                   | HS3  | 0.728 |       |       |       |       |
|                   | HS4  | 0.759 |       |       |       |       |
|                   | HS5  | 0.743 |       |       |       |       |
| Work-life Balance | WLB1 | 0.778 | 0.743 | 0.744 | 0.854 | 0.661 |
|                   | WLB2 | 0.797 |       |       |       |       |
|                   | WLB3 | 0.862 |       |       |       |       |



**Figure 2.**  
Measurement Model

The study assessed the discriminant validity of the constructs using the Heterotrait-Monotrait (HTMT) technique. As shown in Table 4, the HTMT values were within 0.90, indicating the discriminant validity of all the constructs (Gold et al., 2001). Further, the study used variance inflation factor (VIF) for checking the collinearity. The study found all the inner VIF values (ranged from 1.000 to 2.096) were lower than the cut-off value of 5, indicating collinearity is not a concern (Hair et al., 2017).

| Construct         | Firm Support | Home Support | Work-life Balance |
|-------------------|--------------|--------------|-------------------|
| Firm Support      |              |              |                   |
| Home Support      | 0.844        |              |                   |
| Work-life Balance | 0.873        | 0.845        |                   |

**Table 4.**  
Discriminant  
validity by HTMT

#### 4.3. Structural model analysis

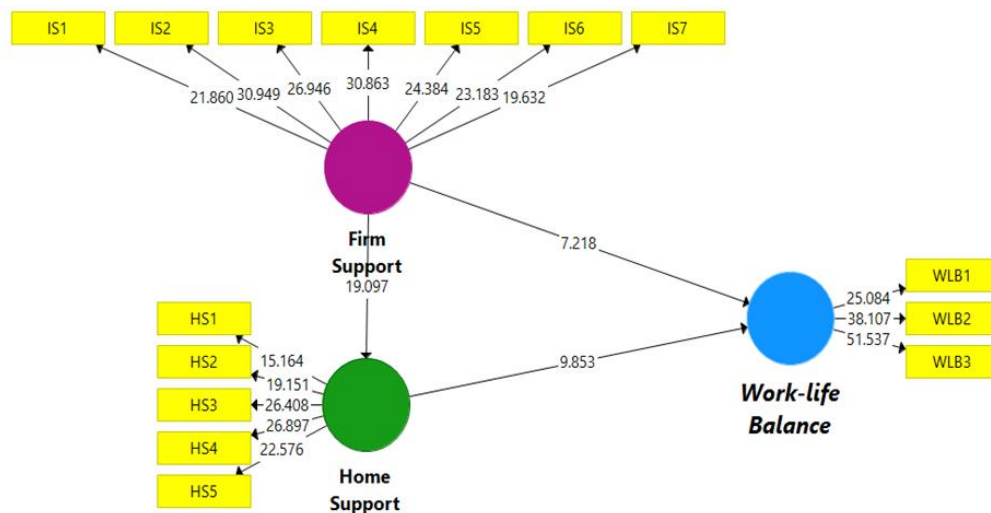
The study tested the hypotheses through evaluating the structural model while it also determined the significance of the coefficient of determination ( $R^2$ ), effect size ( $f^2$ ), and predictive relevance ( $Q^2$ ), as suggested by (Hair et al., 2017). Using PLS algorithm function of SmartPLS 3.0, the study analysed the standardized path coefficients. Then, it examined the p value, t value, and confidence interval accompanying each path coefficient using the bootstrapping function of SmartPLS 3.0 with a subsample of 10,000 (Ringle et al., 2018). The results (in Table 5, Figure 3) indicate that FS ( $\beta = 0.366$ ,  $t = 7.218$ ,  $p < 0.001$ ) as well as HS ( $\beta = 0.477$ ,  $t = 9.853$ ,  $p < 0.001$ ) have significant influence on WLB. Thus, hypotheses H1 and H2 were

accepted. Also, the result found that FS has a strong influence on HS ( $\beta = 0.723$ ,  $t = 19.097$ ,  $p < 0.001$ ). Hence, hypothesis 3 was accepted.

| Hypothesis  | $\beta$ | SE    | t-value | Decision  | R <sup>2</sup> | f <sup>2</sup> | Q <sup>2</sup> | 95% Confidence Interval (BC) |       |
|-------------|---------|-------|---------|-----------|----------------|----------------|----------------|------------------------------|-------|
|             |         |       |         |           |                |                |                | LL                           | UL    |
| H1: FS->WLB | 0.366   | 0.051 | 7.218   | Supported | 0.615          | 0.166          | 0.383          | 0.284                        | 0.451 |
| H2: HS->WLB | 0.477   | 0.048 | 9.853   | Supported |                | 0.283          |                | 0.393                        | 0.553 |
| H4: FS->HS  | 0.723   | 0.038 | 19.097  | Supported | 0.523          | 1.096          | 0.271          | 0.650                        | 0.775 |

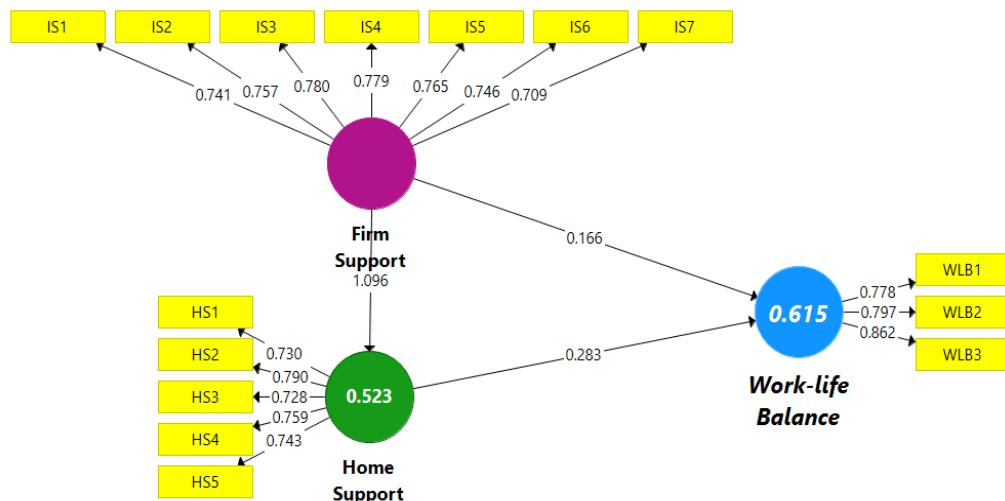
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**Table 5.**  
Corporate Governance Outcomes of the structural model



**Figure 3.**  
Structural Model

The study measured the predictive power of the model using R<sup>2</sup> value (Table 5, Figure 4) for the endogenous constructs (WLB = 0.615 and HS = 0.523), indicating substantial models (Cohen, 1988). Also, this study analyzed the effect of the exogenous construct to the R<sup>2</sup> of the endogenous variable, using f<sup>2</sup>. Table 5 (Figure 4) shows that f<sup>2</sup> of FS on WLB (0.166) and HS on WLB (0.283) were medium, and f<sup>2</sup> of FS on HS (1.096) was strong (Cohen, 1988). Finally, using the blindfolding function of SmartPLS 3.0, the study reported Stone–Geisser index (Q<sup>2</sup>), which indicates predictive relevance (out-of-sample) and should be greater than zero (0). As shown in Table 5, both the Q<sup>2</sup> values (WLB = 0.383, HS = 0.271) were greater than zero, the model has predictive relevance.



**Figure 4.**  
Result of R2 and f2

## 5. Discussion

Investigating how an institution and one's family can assist an individual's work-life balance and how the institution can support his/her family life domain in the context of the RMG industry in Bangladesh was the aim of this research. After empirical investigation, the results supported all three hypotheses of the study. Specifically, the results found that a RMG company's policies and practices can help its employees manage their professional as well as family/social (personal) life. This result is in line with prior scholarly works (Asiedu-Appiah & Zoogah, 2019; Banik et al., 2021; García et al., 2021). The result implies that corporate initiatives for supporting its people (e.g., mentoring programs, programs for employer-worker relationships, programs for humanizing physical working conditions, job redesigning, flexible work arrangements, and so on) have great impacts on employees overall life, i.e., their working and non-working life. Moreover, the results of this research affirmed family/home support as a predictor of work-life balance in the Bangladeshi RMG industry, which is supported by past studies (Banik et al., 2021; Chavan et al., 2021; Wahjuningdiah & Paskarini, 2022). When an individual's family members have a concern for his/her work and make schedules and budgets following his/her working life and the benefits earned from the work, the employee can meet the job demands and encounter career challenges easily. This research also found that the RMG companies' support can generate their employees' family support. This result is supported by some previous similar research (Garg & Yajurvedi, 2016; Mohanty & Jena, 2016). This finding implies that an employee-friendly corporate policy and human resource practices (counselling, flexible work arrangements, etc.) can support its staff in meeting their personal and family life challenges.

## 6. Conclusion, implication, and Suggestion for Future Research

The results of this research have a number of theoretical and practical implications. This research contributes to the WLB literature while adopting company support and home support as its determinants. It also adds to the body of existing literature on firm support and home support outcomes by studying the associations between FS and WLB and HS and WLB. This research demonstrated firm support as an antecedent of home support, which is overlooked in past research. Furthermore, this research enriches WLB-outcome literature in the context of manufacturing industry settings.

The results indicate that work-life conflict/imbalance is a common phenomenon in the life of RMG industry employees. Thus, effective interventions may be needed to lessen their work-life conflict and improve their balanced condition. RMG companies may redesign the jobs so that employees' regular workload and overtime work will be reasonable and their family life will not be interrupted. Since company support and home support are found to be important determinants of WLB, company administration and industry authorities, and other policymakers may take initiative in formulating family-friendly RMG company strategies. RMG firms may promote a culture where supervisors, managers, and colleagues play the role of mentors and each employee finds his/her own mentor there. Moreover, since company support is revealed as a predictor of family support, RMG firms may introduce some employee assistance programs to help them with personal and family issues. Finally, the RMG companies in Bangladesh should care about their employees' overall life and support them in such a way that they can invest their maximum potential in their jobs.

The analysis of organizational and family roles in the work-life balance of blue-collar employees underscores the intricate interplay between professional responsibilities and personal life. Achieving an optimal balance necessitates comprehensive support from both employers and family structures, emphasizing the significance of adaptable workplace policies, effective communication, supportive family structures, and a collaborative approach to fostering a harmonious coexistence

between work and family commitments. Finally, the exploration of organizational roles in family life within the work-life balance reveals the critical need for a sophisticated relationship between workplace dynamics and family well-being. The findings emphasize the need for organizations to adopt family-friendly policies, flexible schedules, and a supportive work environment. A strategic alignment of organizational practices with the demands of family life is essential to promoting a healthier work-life balance, ultimately contributing to enhanced job satisfaction and overall employee welfare. Nevertheless, this work has some limitations that can provide guidelines for future studies. First, this study conducted a cross-sectional survey. So, longitudinal research is encouraged in future studies to explain the associations between the variables. Moreover, the study collected data from three districts in Bangladesh, which can limit the generalization of its results. Hence, it is advised that future studies collect data from all over the country to ensure the findings' generalizability. In addition, future research should test the research model in different nations and industries. Furthermore, future research would examine the impact of employees' demographic factors (income, family pattern, spouse's career, and so on) on their work-life balance. Finally, the intervening role of family (home) support in the relationship between company support and employees' work-life balance would be useful to investigate.

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