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Reimagining Work-Life Synergy and Employee Well-Being through Digital, Organizational, and Individual Interventions in the Banking Sector

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ABSTRACT

In this age of accelerated digital transformation, the traditional concept of work-life balance (WLB) appears insufficient to capture the complexities at professional and personal domains of employees. This research repositions the discourse toward work-life synergy (WLS), a framework that emphasizes integration and enrichment rather than separation of roles. Anchored in the banking sector of India, the study investigates the relationship between WLS and employee well-being (EWB), which extends beyond job satisfaction and psychological health to encompass resilience, engagement, and meaning at work. The moderating roles of organizational interventions (OI), individual interventions (II), and digital interventions (DI) are introduced, with DI representing an innovative extension to the literature. Primary data from 2,150 women employees across public and private sector banks of Rajasthan were collected using a structured questionnaire. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to evaluate measurement and structural models. Results demonstrated that WLS significantly predicts EWB, while OI and II differentially moderate this relationship. DI emerged as a powerful moderator, amplifying both positive and negative outcomes depending on digital readiness. The study contributes theoretically by advancing WLB research toward synergy and well-being, and practically by offering strategies for integrating organizational, personal, and digital interventions in dynamic work settings.

Keywords: Work-life Synergy, Employee Well-Being, Organizational Interventions, Digital Interventions, Individual Resilience, Banking Sector, PLS-SEM

INTRODUCTION

The Indian banking sector has witnessed unprecedented structural and technological transformations over the past two decades, driven by globalization, liberalization, and the rapid adoption of digital technologies. Consolidation through large-scale mergers, diversification of services, and the infusion of fintech collaborations have redefined competitive landscapes (Maani & Rajkumar, 2024). Simultaneously, the integration of artificial intelligence (AI), blockchain, mobile banking, and advanced analytics has altered traditional banking operations, shifting toward automation and customer-centric digital platforms (Srivastava & Dhamija, 2021; Farayola, 2024). While these changes have enhanced efficiency and service delivery, they have also intensified work demands and imposed continuous pressure on employees to reskill and adapt to evolving technological ecosystems (Sharma, 2024). The implications of such shifts extend beyond professional requirements, increasingly spilling over into employees' personal lives. Digitization blurs temporal and spatial boundaries between work and home, with expectations of availability beyond office hours, accelerated decision-making cycles, and heightened accountability (Tarafdar et al., 2019). These dynamics are particularly pronounced in the case of women employees, who often shoulder dual responsibilities of professional performance and domestic caregiving. As a result, they face compounded challenges of psychological strain,

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role conflict, and declining overall well-being, especially in high-pressure sectors such as banking (Shaji et al., 2025; Radha & Aithal, 2024; Roul et al., 2024).

Historically, employee wellness in organizational contexts has largely relied on the construct of work-life balance (WLB). Rooted in the notion of an equilibrium, WLB emphasizes allocating time and energy proportionately between professional and personal domains (Alhaider & Alqahtani, 2025; Greenhaus & Beutell, 1985). While, this metaphor presupposes a zero-sum trade-off, implying that gains at either personal or professional domain are necessarily offset by losses in the other. In today's dynamic, digitally mediated work environment, such a view appears increasingly reductive (Suprayitno, 2024; Kalliath & Brough, 2008).

Few recent studies have emphasized for the shift toward work-life synergy (WLS), which conceptualizes the relationship between work and nonwork domains as mutually enriching rather than conflicting (Sharma & Barik, 2024; Dhiman et al., 2025). Unlike, the conventional concept of work-life balance, Work life synergy emphasizes over the integration of roles, where skills, experiences, and resources gained in one domain to enhance performance and satisfaction in the other domain. This paradigm resonates strongly with the contemporary banking workforce, where technology, flexibility, and organizational interventions can either exacerbate or alleviate strains (Sabat et al., 2024). By repositioning the discourse toward WLS, researchers seek to capture the dynamic interplay of professional and personal roles in fostering sustainable employee well-being (Deery & Jago, 2015; Moen et al., 2017). Certain research works performed and broadly or narrowly discussing the study variables scope are listed below:

Table 1: Studies Incorporating the Study Variables

Author(s)	**Significant Contribution and Remarks**
Work-Life Synergy (WLS) / Balance	
Greenhaus & Beutell (1985)	Established the foundation of WLB as the management of competing demands between work and family roles.
Kalliath & Brough (2008)	Critiqued WLB and proposed that "balance" is inadequate; suggested enrichment and integration as more suitable paradigms.
Wayne et al. (2007)	Introduced the concept of work–family facilitation, aligning with synergy, where resources from one domain enhance the other.
Deery & Jago (2015)	Found WLB practices improve retention, job satisfaction, and overall well-being in service industries.
Rahim, Osman, & Arumugam (2020)	Demonstrated WLB's positive effects on career satisfaction and psychological health in Asian contexts.
Employee Well-Being (EWB)	
Diener et al. (2010)	Developed the Flourishing Scale, integrating hedonic and eudaimonic perspectives of well-being.
Martín-Díaz & Fernández-Abascal (2024)	Proposed the PERMA framework (Positive emotion, Engagement, Relationships, Meaning, Accomplishment) as a holistic model of well-being.
Hone et al. (2014)	Validated flourishing and well-being scales in organizational contexts, linking them with performance.
Ilies et al. (2017)	Highlighted that subjective well-being includes happiness, engagement, and fulfillment, beyond job satisfaction.

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Shahzad (2025)	Found that workplace transformations in India directly influence employees' psychological health and well-being.
Organizational Interventions (OI)	
Kelly et al. (2014)	Demonstrated that supportive HR policies reduce work-family conflict and enhance employee well-being.
Moen et al. (2017)	Found flexibility/support initiatives reduce turnover intentions and improve employee health outcomes.
Deery & Jago (2015)	Argued that organizational strategies for WLB improve retention and talent management effectiveness.
Shahzad (2025)	Showed how HRM practices in Indian banks influence employee resilience and well-being.
Individual Interventions (II)	
Direnzo, Greenhaus, & Weer (2015)	Found resilience and self-regulation critical for managing career and life roles effectively.
Connor & Davidson (2003)	Developed the CD-RISC resilience scale, widely applied to measure coping strategies in stressful work environments.
Ilies et al. (2017)	Identified that employees with better coping skills achieve higher subjective well-being.
Yadav (2024); Adholiya & Paliwal (2015)	Showed female employees in Indian banking rely on personal coping strategies to manage stress and dual role conflicts.
Digital Interventions (DI)	
Tarafdar, Cooper, & Stich (2019)	Identified the "technostress trifecta" techno-eustress, techno-distress, and design, as critical to understanding digital well-being.
Choudhury, Foroughi, & Larson (2020)	Found that digital flexibility (e.g., remote work) enhances productivity but requires digital literacy to avoid burnout.
Sharma (2024)	Examined digital transformation in Indian banks, highlighting opportunities and challenges for employee experience.
Shahzad (2025)	Observed that digital tools reshape HRM practices in Indian banking, influencing work demands and employee well-being.

Source: Literature

Prior research has largely linked WLB with job satisfaction, organizational commitment, and psychological health (Deery & Jago, 2015; Kim, 2014; Rahim et al., 2020). Yet, these outcomes capture only partial dimensions of human thriving. Building on positive psychology, the construct of employee well-being (EWB) has emerged, encompassing not only job satisfaction and mental health but also resilience, engagement, meaning, and accomplishment (Diener et al., 2010; Nur'aini & Mulyana, 2024). Exploring how WLS influences EF offers a holistic perspective of employee well-being. Moreover, while organizational and individual interventions such as flexible work policies or personal coping strategies are well-documented moderators, the role of digital interventions (e.g., AI-enabled workload allocation, digital wellness platforms,

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and remote work tools) remains underexplored. This omission is critical, given that digitization is now a dominant force shaping employee experience.

Work-Life Balance And The Transition To Work-Life Synergy

Work-life balance (WLB) has traditionally been described as the extent to which individuals can simultaneously meet professional and personal demands without excessive conflict (Greenhaus & Beutell, 1985). Although widely used, this framework has been criticized for assuming a dichotomous relationship between the two domains, implying that gains in one area must come at the expense of the other (Kalliath & Brough, 2008). Such a perspective is increasingly inadequate in modern workplaces characterized by digital interconnectedness and blurred role boundaries. To address these limitations, scholars have proposed the concept of work-life synergy (WLS). Unlike balance, WLS emphasizes the integration and enrichment of roles, where skills, experiences, and energy acquired in one domain positively contribute to the other (Dhiman et al., 2025; Wayne et al., 2007). This approach reframes work and personal life not as competing entities but as mutually reinforcing systems, a perspective that resonates strongly in contemporary service sectors such as banking, where professional and personal spheres are often intertwined.

Employee well-being (EWB) has been increasingly recognized as a multidimensional construct that extends beyond job satisfaction and psychological health. While earlier studies linked WLB with satisfaction, organizational commitment, and reduced stress (Ilies et al., 2017; Rahim, 2017), more recent frameworks have adopted a holistic perspective. Diener et al. (2010) introduced the Flourishing Scale, while Martín-Díaz & Fernández-Abascal (2024) in PERMA model emphasizing over the Positive emotions, Engagement, Relationships, Meaning, and Accomplishment to capture both hedonic (pleasure, happiness) and eudaimonic (purpose, growth, resilience) aspects of well-being. Further, in organizational contexts, higher levels of well-being are associated with enhanced creativity, stronger resilience, lower turnover intentions, and sustainable performance outcomes (Hone et al., 2014). Within the banking sector, where women often experience prolonged working hours, role conflict, and pressures of digital adaptation, employee well-being provides a comprehensive lens to assess both professional and personal fulfillment.

In continuation, organizational interventions (OIs) include structured policies and cultural practices designed to support employees in managing work and non-work demands (Pujol-Cols et al., 2025). These may take the form of flexible scheduling, parental leave policies, career counseling, or supervisory support systems. Empirical evidence suggests that OIs positively influence the relationship between work demands and employee well-being, by reducing stress and creating perceptions of organizational fairness and support (Kelly et al., 2014; Moen et al., 2017). However, the effectiveness of such interventions depends heavily on institutional culture and employees' trust in organizational intentions (Deery & Jago, 2015). Individual interventions (IIs) capture personal strategies and coping mechanisms that employees employ to manage competing demands. These strategies range from time management, mindfulness, and exercise to broader resilience-building practices (Connor & Davidson, 2003). Studies indicate that employees with stronger resilience and self-regulation skills are better positioned to transform work-life challenges into growth opportunities (Direnzo et al., 2015). For women in the Indian banking sector, such personal strategies are particularly critical due to dual role expectations and high levels of unpredictability at work (Kim & Yeo, 2024).

A distinctive dimension of this study lies in its focus on digital interventions (DI) as a moderating factor. The increasing penetration of digital technologies has fundamentally transformed work-life dynamics, offering both opportunities and challenges (Mirbabaie & Marx, 2024). On one hand, remote work platforms, AI-driven task allocation, and digital wellness applications have the potential to empower employees by offering flexibility and efficiency (Choudhury et al., 2020). On the other hand, the same technologies often generate technostress, digital fatigue, and constant connectivity, which may undermine well-being (Tarafdar et al., 2019). This dual nature positions DI as a critical yet underexplored moderator in understanding the relationship between WLS and EWB (Ghai & Sharma, 2025).

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Research Gaps And Research Objectives

While abundant research has connected WLB to job satisfaction and psychological health, few studies integrate the broader well-being construct. Moreover, digital interventions are conspicuously absent in existing WLB frameworks. This study addresses these gaps by proposing and empirically testing a model linking WLS to EWB, moderated by OI, II, and DI. Despite extensive studies on work–life dynamics, several notable gaps remain:

Table 2: Research Gaps

Identified Research Gap	References	Present Study Addresses
Overemphasis on Work–Life Balance (WLB): Prior studies have mostly focused on WLB as a dichotomous construct of trade-offs, neglecting the positive enrichment perspective.	Greenhaus & Beutell (1985); Kalliath & Brough (2008); Wayne et al. (2007)	Reframes discourse from Work-Life Synergy (WLS), accenting integration, mutual support, and enrichment rather than balance and trade-offs.
Narrow Outcome Measures: Research has mainly linked WLB to job satisfaction, commitment, and psychological health, overlooking broader indicators of well-being.	Ilies et al. (2017); Rahim et al. (2020); Diener et al. (2010);	Expands outcomes to include Employee Well-being, about both hedonic (satisfaction, happiness) and eudaimonic (resilience, purpose, growth) dimensions.
Neglection of Digital Interventions (DI): While organizational and individual interventions have been explored, digital tools remain under-theorized despite their growing role.	Kelly et al. (2014); Direnzo et al. (2015); Choudhury et al. (2020); Tarafdar et al. (2019)	Introduces Digital Interventions (e.g., AI-enabled workload allocation, wellness apps, remote work platforms) as a novel moderating variable shaping the WLS → well-being relationship.
Contextual Underrepresentation of Indian Women in Banking: Most research focuses on Western contexts, Indian women employees navigating dual roles in banking remain underexplored.	Moen et al. (2017); Pandey & Chaturvedi (2025); Patel et al. (2025)	Provides empirical evidence from women employees in Indian banks, reflecting their unique challenges of digitization, restructuring, and family responsibilities.
Lack of Comparative Insights Across Public vs. Private Banks: Limited research explores sector-specific variations in interventions and outcomes.	Kaushal, T., & Predmore (2025); Chaturvedi (2025)	Conducts a comparative analysis of public and private sector banks, highlighting contextual differences in HR, digital adoption, & employee outcomes.

Drawing from the above gaps, the present study pursues the following objectives:

- To examine the effect of work-life synergy (WLS) on employee well-being among women in the Indian banking sector.
- To analyze the moderating roles of organizational interventions (OI), individual interventions (II), and digital interventions (DI) in the relationship between WLS and employee well-being.
- To compare the outcomes of WLS–EWB linkages across public and private sector banks to identify sector-specific variations.

Research Design

- **Conceptual Framework –** Drawing upon the theories of role enrichment, positive psychology, and digital workplace transformation, the proposed conceptual framework positions work-life synergy

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(WLS) as the central predictor of employee well-being (EWB). The framework acknowledges that employee well-being goes beyond job satisfaction or psychological health to encompass resilience, engagement, purpose, and overall quality of life.

Figure 1: Research Framework

H2a

Three categories of interventions are theorized to moderate the WLS → EWB relationship:

- **Organizational Interventions (OI):** HR policies, leadership support, flexible scheduling, and institutional mechanisms that empower employees to manage work and non-work domains effectively.
- **Individual Interventions (II):** Personal coping strategies, resilience practices, mindfulness, and time management techniques adopted by employees themselves.
- **Digital Interventions (DI):** Technology-driven tools and platforms such as AI-based task allocation, digital wellness programs, or remote work systems, which can either empower employees or lead to technostress and digital fatigue.

The model posits that WLS positively influences EWB, and that the strength of this relationship depends on the moderating role of OI, II, and DI. Additionally, contextual variations between public and private sector banks are considered, acknowledging differences in culture, work structures, and adoption of digital technologies.

Hypotheses – Following major hypotheses are under evaluation framed according to the above research framework.

H_1: Work-life synergy (WLS) positively influences employee well-being (EWB) among women employees in the banking sector.

H_{2a}: Organizational interventions (OI) positively moderate the relationship between WLS and EWB.

H_{2b}: Individual interventions (II) positively moderate the relationship between WLS and EWB.

H_{2c}: Digital interventions (DI) significantly moderate the relationship between WLS and EWB.

H_3: The strength of the WLS → EWB relationship, and the moderating effects of OI, II, and DI, differ significantly between public and private sector banks.

- **Research Approach and Design:** This study adopts a quantitative, cross-sectional design under a positivist paradigm. The hypotheses are empirically tested using Partial Least Squares Structural Equation Modeling (PLS-SEM), a technique well-suited for predictive and exploratory models involving moderating variables.
- **Population and Sampling –** Study was focused exclusively on women employees working in public and private sector banks across multiple districts of Rajasthan, selected to capture regional diversity in terms of urban and semi-urban contexts. A multistage stratified random sampling method was employed to ensure fair representation across different organizational and locational categories. The final sample comprised 2,150 respondents, a size considered sufficient to achieve statistical power for Partial Least Squares Structural Equation Modeling (PLS-SEM). Stratification was carried out on the basis of bank type (public vs. private), branch size, and district characteristics (urban vs. semi-urban). This design ensured that the sample accurately reflected the structural and cultural heterogeneity of Rajasthan's banking workforce, while also highlighting the unique challenges women employees face in managing professional and personal responsibilities in the state.

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- **Data Collection & Measurement Scale –** Data were collected through a structured questionnaire designed on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), administered via both online modes (Google Forms and email) and offline distribution (hard copies at selected bank branches). To maintain data quality, only women employees with a minimum of two years of work experience were included, and incomplete responses were excluded from the analysis. The questionnaire comprised five constructs drawn from validated scales and adapted for the banking context. Work-Life Synergy (WLS) was measured using 5 items adapted from Wayne et al. (2007) and Kalliath & Brough (2008), such as "My work positively contributes to my personal life." Employee Well-being (EWB) was assessed through 8 items based on Diener et al.'s (2010) Flourishing Scale and Martín-Díaz & Fernández-Abascal's (2024) PERMA dimensions. Organizational Interventions (OI) were captured through 5 items adapted from Moen et al. (2017) and Kelly et al. (2014), while Individual Interventions (II) were measured using 5 items from resilience and coping scales (Connor & Davidson, 2003). Finally, Digital Interventions (DI) were assessed with 5 newly developed items reflecting the role of digital tools, wellness technologies, and techno stress in employees' work-life experiences.

- **Statistical Tools for Analysis –** The analysis was carried out in several systematic stages to ensure the robustness of findings. Reliability of the constructs was first examined using Cronbach's Alpha and Composite Reliability (CR), followed by assessment of validity through convergent validity (Average Variance Extracted, AVE) and discriminant validity (Heterotrait-Monotrait Ratio, HTMT). The structural model was then tested using Partial Least Squares bootstrapping with 5,000 resamples, which provided estimates of path coefficients (β), t-values, and significance levels for hypothesis testing. To capture moderating influences, interaction terms were introduced to evaluate how organizational interventions (OI), individual interventions (II), and digital interventions (DI) shaped the relationship between work-life synergy (WLS) and employee well-being (EWB). Additionally, multi-group analysis (MGA) was employed to compare structural relationships across public and private sector banks, thereby highlighting contextual differences. Finally, the overall adequacy of the proposed model was confirmed using the Goodness-of-Fit (GoF) test, which integrates measures of explained variance and construct validity.

STATISTICAL ANALYSIS RESULTS AND INTERPRETATIONS

A. Frequency Distribution Analysis: To contextualize the study, frequency distribution analysis was performed on the sample of 2,150 women bank employees. This descriptive overview highlights workforce diversity in terms of personal attributes, job-related factors, and family responsibilities, which are crucial for examining work-life synergy and employee well-being.

Table 3: Frequency Distribution of Women Bank Employees

Variable	Category	Frequency (n)	% of Total
Age	30–40 years	326	15.2%
	41–50 years	1,105	51.4%
	51–60 years	719	33.4%
Marital Status	Single/Widowed	535	24.9%
	Married/Cohabiting	1,615	75.1%
No. of Dependents	< 2	1,021	47.5%
	2–4	733	34.1%
	4+	396	18.4%

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Sector of Bank	Private	872	40.6%
	Public	1,278	59.4%
Type of Employment	Contractual	493	22.9%
	Permanent	1,657	77.1%
Service Experience	< 5 Years	421	19.6%
	5–10 Years	689	32.0%
	10–15 Years	547	25.5%
	> 15 Years	493	22.9%
Weekly Working Hours	< 42 Hours	364	16.9%
	43–48 Hours	812	37.8%
	49–54 Hours	623	29.0%
	55+ Hours	351	16.3%
Time for Commutation	< 1 Hour	947	44.0%
	1–2 Hours	781	36.3%
	2+ Hours	422	19.6%
Education Level	Graduate	826	38.4%
	Postgraduate	1,034	48.1%
	Professional (CA/MBA/CS, etc.)	290	13.5%
Job Role	Clerical/Frontline	972	45.2%
	Officer/Managerial	889	41.4%
	Senior Management	289	13.4%
Monthly Income	< ₹30,000	428	19.9%
	₹30,000–₹50,000	812	37.7%
	₹50,001–₹70,000	573	26.6%
	> ₹70,000	337	15.8%
Family Structure	Nuclear	1,421	66.1%
	Joint	729	33.9%

Source: Primary Data

The demographic distribution of the 2,150 women bank employees provides insights into their socio-professional characteristics. A majority of respondents fall in the 41–50 years age group (51.4%), followed by those aged 51–60 years (33.4%), while younger employees between 30–40 years constitute only 15.2%, indicating that the workforce is relatively mature. Most respondents are married or cohabiting (75.1%), while

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24.9% are single or widowed. With respect to dependents, nearly 47.5% have fewer than two dependents, 34.1% have 2–4, and 18.4% are responsible for more than four, reflecting varied family obligations.

In terms of employment, 59.4% of respondents work in public sector banks, compared to 40.6% in private banks, and a clear majority hold permanent positions (77.1%), while 22.9% are contractual employees. Service experience is fairly distributed, with 32.0% reporting 5–10 years, 25.5% between 10–15 years, and 22.9% exceeding 15 years, while 19.6% have less than 5 years of experience. Weekly working hours reveal that the largest share (37.8%) work 43–48 hours, followed by 29.0% working 49–54 hours, with only 16.9% working fewer than 42 hours, highlighting the long-hour culture of banking. Regarding commutation, 44.0% of employees travel less than one hour, 36.3% commute 1–2 hours, while 19.6% spend more than 2 hours daily, underscoring time pressures. Educationally, the sample is highly qualified: 48.1% are postgraduates and 13.5% hold professional degrees (e.g., CA, MBA, and CS). Occupational distribution shows 45.2% in clerical/frontline roles, 41.4% in managerial positions, and 13.4% in senior management, suggesting gradual upward mobility. Income levels vary, with the largest segment (37.7%) earning between ₹30,000–₹50,000, while 15.8% earn above ₹70,000. Family structure is predominantly nuclear (66.1%), though a significant 33.9% live in joint families, reflecting cultural influences on work-life synergy.

B. Reliability Test Analysis Interpretation: Reliability was assessed through Cronbach's Alpha (α) and Composite Reliability (CR), where values above 0.70 are generally considered acceptable, and values above 0.80 indicate strong consistency. This step validates that the items within each construct reliably measure the same underlying dimension.

Table 4: Reliability Statistics (Cronbach's α and CR)

Construct	**No. of Items**	**Cronbach's α**	**CR**	**Interpretation**
Work-Life Synergy (WLS)	5	0.903	0.942	Good reliability
Employee Well-being (EWB)	8	0.889	0.931	Good reliability
Organizational Interventions (OI)	5	0.842	0.915	Good reliability
Individual Interventions (II)	5	0.816	0.902	Good reliability
Digital Interventions (DI)	5	0.871	0.921	Good reliability

Source: Primary Data – Cronbach's Alpha (α) Test Statistics

As shown in Table 4, all constructs achieved high levels of reliability. Work-Life Synergy (WLS) recorded a Cronbach's Alpha of 0.903 and CR of 0.942, indicating good consistency. Similarly, Employee Well-being (EWB) achieved α = 0.889 and CR = 0.931, confirming that the items strongly capture the construct. Among the moderators, Organizational Interventions (OI) (α = 0.842, CR = 0.915), Individual Interventions (II) (α = 0.816, CR = 0.902), and Digital Interventions (DI) (α = 0.871, CR = 0.921) demonstrated good reliability. Collectively, these values indicate that all constructs used in the study are reliable and suitable for further validity testing and structural model estimation.

C. Evaluation of Measurement Model: To confirm that the observed items effectively represent their respective constructs, convergent validity was assessed. This was examined through factor loadings, Average Variance Extracted (AVE), and Composite Reliability (CR). Following established criteria (Hair et al., 2012), item loadings above 0.70 are desirable, AVE values greater than 0.50 indicate adequate shared variance, and CR values exceeding 0.70 suggest strong internal consistency.

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Table 5: Measurement Model Statistics

Construct	**Item Code**	**Loading**	**AVE[a]**	**CR[b]**
Work-Life Synergy (WLS)	WLS1	0.844	0.726	0.942
	WLS2	0.872		
	WLS3	0.891		
	WLS4	0.862		
	WLS5	0.827		
Employee Well-being (EWB)	EWB1	0.781	0.692	0.931
	EWB2	0.803		
	EWB3	0.876		
	EWB4	0.854		
	EWB5	0.799		
	EWB6	0.869		
	EWB7	0.812		
	EWB8	0.845		
Organizational Interventions (OI)	OI1	0.832	0.672	0.915
	OI2	0.817		
	OI3	0.853		
	OI4	0.801		
	OI5	0.826		
Individual Interventions (II)	II1	0.794	0.648	0.902
	II2	0.825		
	II3	0.812		
	II4	0.779		
	II5	0.833		
Digital Interventions (DI)	DI1	0.868	0.695	0.921
	DI2	0.842		
	DI3	0.871		

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	DI4	0.794		
	DI5	0.829		

Source: Primary Data (a. AVE - Average variance extracted, b. CR - Composite reliability)

As presented in the table, all constructs achieved acceptable levels of convergent validity. The items for Work-Life Synergy (WLS) reported loadings ranging from 0.827 to 0.891, with an AVE of 0.726 and CR of 0.942, confirming strong representation of the construct. Employee Well-being (EWB) demonstrated loadings between 0.781 and 0.876, with AVE = 0.692 and CR = 0.931, indicating robust validity. For the moderators, Organizational Interventions (OI) had loadings from 0.801 to 0.853 with AVE = 0.672 and CR = 0.915; Individual Interventions (II) showed loadings from 0.779 to 0.833, with AVE = 0.648 and CR = 0.902; and Digital Interventions (DI) recorded loadings between 0.794 and 0.871, with AVE = 0.695 and CR = 0.921. These results have confirmed that all measurement items load strongly onto their respective constructs, providing evidence of convergent validity and ensuring the measurement model is suitable for further structural analysis.

D. Discriminant Analysis: Discriminant validity was evaluated using the Heterotrait-Monotrait (HTMT) ratio, which assess the distinctiveness of latent constructs in structural equation modeling. Following the recommendations of Henseler et al. (2015), HTMT values below 0.85 (strict threshold) or 0.90 (lenient threshold) provide evidence of discriminant validity. Confidence intervals were also examined, and the absence of values including 1.0 confirms construct distinctiveness.

Table 6: Discriminant Validity – HTMT Ratios ($CI_{0.90}$)

Constructs	**WLS**	**EWB**	**OI**	**II**	**DI**
WLS	–	0.671 (0.542, 0.772)	0.512 (0.384, 0.653)	0.476 (0.365, 0.589)	0.529 (0.411, 0.672)
EWB	–	–	0.598 (0.472, 0.725)	0.541 (0.398, 0.651)	0.612 (0.489, 0.734)
OI	–	–	–	0.493 (0.372, 0.601)	0.455 (0.338, 0.568)
II	–	–	–	–	0.438 (0.327, 0.556)
DI	–	–	–	–	–

Source: HTMT Result Values

Table 6 statistics indicated that all HTMT ratios are well within acceptable thresholds, confirming adequate discriminant validity. For example, the relationship between Work-Life Synergy (WLS) and Employee Well-being (EWB) reported the highest HTMT value of 0.671 (0.542, 0.772), still below the recommended cut-off. Similarly, the HTMT between Organizational Interventions (OI) and Individual Interventions (II) was 0.493 (0.372, 0.601), and between Individual Interventions (II) and Digital Interventions (DI) was 0.438 (0.327, 0.556), both reflecting moderate correlations yet clear distinctiveness. Importantly, none of the confidence intervals included 1.0, reinforcing the conclusion that each construct measures a unique conceptual dimension.

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Thus, the HTMT analysis validated that WLS, EWB, OI, II, and DI are empirically distinct, and measurement model is reliable and conceptually robust.

E. Structural Model Determination – The structural model path coefficients, highlights the hypothesized relationships among work-life synergy (WLS), organizational factors, and employees' well-being (EWB). The test also examined moderating effects of organizational innovation (OI), individual initiative (II), and digital integration (DI) on the link between WLS and EWB.

Fig. 1: Structural Model Path

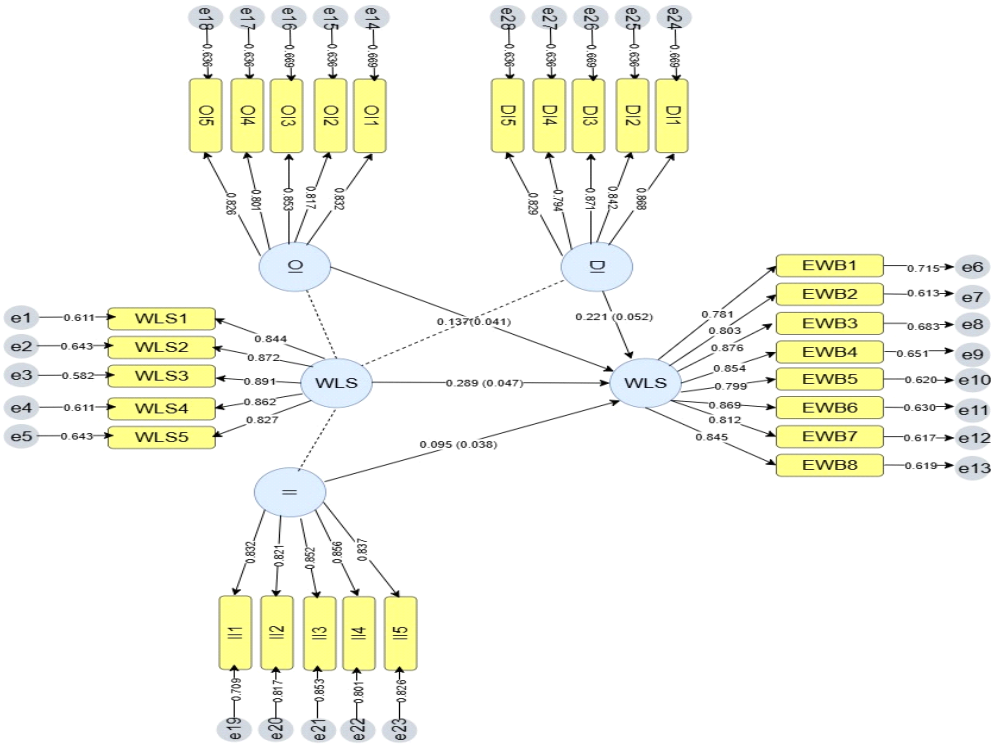

Table 7(a): Structural Model Path β Coefficient Results and Hypotheses Status

Hypothesis	Relationship	β	Std. Err.	t-value	Decision
H_1	WLS → EWB	0.289	0.047	6.149**	Supported
H_{2a}	WLS*OI → EWB	0.137	0.041	3.341**	Supported
H_{2b}	WLS*II → EWB	0.095	0.038	2.501**	Supported
H_{2c}	WLS*DI → EWB	0.221	0.052	4.250**	Supported

Source: Model Analysis Output (Note: **p < .05, (One-Tailed Test); β = Path Coefficient)

The results indicated that work-life synergy (WLS) has a significant positive effect on employee well-being (EWB) among women employees in the banking sector (β = 0.289, t = 6.149, p < 0.01), thereby supporting Hypothesis 1. This finding confirms that fostering a balance between work and personal life directly enhances employees' overall well-being. The moderation analysis further reveals that organizational interventions (OI), individual interventions (II), and digital interventions (DI) significantly strengthen the WLS–EWB relationship. Specifically, OI positively moderates this relationship (β = 0.137, t = 3.341, p < 0.01), II also exerts a significant enhancing effect (β = 0.095, t = 2.501, p < 0.01), and DI shows the strongest moderation impact among the three (β = 0.221, t = 4.250, p < 0.01), supporting Hypotheses 2a, 2b, and 2c. These results suggests that workplace policies, individual initiatives, and digital support mechanisms play an important role in amplifying the positive effects of WLS on employee well-being.

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Table 7(b): Multi-Group Analysis (Public vs. Private Banks)

Hypothesis	**Test**	**χ^2**	**p-value**	**Decision**
H_3	Public vs. Private	12.87	< 0.05	Significant

Source: Multi-Group Analysis Output

In addition, the multi-group analysis demonstrates a significant difference between public and private sector banks ($\chi^2 = 12.87$, $p < 0.05$), indicating that both the direct effect of WLS on EWB and the moderating influences of OI, II, and DI vary depending on the organizational context.

F. Goodness of Fit Test - Goodness of Fit (GoF) evaluates overall quality and explanatory power of the structural model. It assesses how well the proposed model represents the observed data by combining information on the constructs' convergent validity and the variance explained in the endogenous variables.

Table 8: Goodness of Fit (GoF) Test

Construct	**AVE**	**R^2**
WLS	0.726	–
EWB	0.692	0.521
OI	0.672	0.348
II	0.648	0.316
DI	0.695	0.402
Average	0.687	0.397
GoF		0.522

Source: GoF Test Statistics

Table 8 presents the Goodness of Fit (GoF) statistics for the structural model, providing an overall assessment of the model's explanatory and predictive capabilities. The Average Variance Extracted (AVE) values for all constructs range from 0.648 to 0.726, with an overall average of 0.687, indicating satisfactory convergent validity and confirming that the latent constructs capture a substantial portion of the variance in their respective indicators. The coefficient of determination (R^2) values range from 0.316 to 0.521, with an average of 0.397, demonstrating that the model explained a moderate to substantial proportion of the variance in the endogenous constructs, particularly employee well-being (EWB), which shows the highest R^2 of 0.521. The overall GoF value of 0.522 exceeds the recommended threshold for a large effect size, suggesting that the structural model has a strong overall fit and adequately represents the observed relationships among work-life synergy (WLS), interventions (OI, II, DI), and employee well-being. Collectively, these results confirm the robustness and suitability of the model for analyzing the hypothesized relationships.

DISCUSSION AND CONCLUSION

The findings of this study provide important insights into the dynamics of work-life synergy (WLS) and employee well-being (EWB) among women in the Indian banking sector. The demographic analysis revealed that the workforce is predominantly composed of mature employees, with over 84% aged above 40 years. This maturity suggests that women bankers have accumulated significant professional experience, yet they continue

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to face challenges in balancing professional and personal roles. Long working hours, extended commutes, and multiple dependents further highlight the pressures that shape their daily experiences.

The measurement model results demonstrated high levels of reliability and validity, affirming the robustness of the constructs. WLS emerged as a significant predictor of EWB ($\beta = 0.289$, $t = 6.149$, $p < 0.01$), confirming that positive integration between professional and personal spheres enhances overall psychological and social functioning. This finding aligns with the enrichment perspective, emphasizing that work and life domains can complement rather than compete with each other. The moderation analysis highlighted the pivotal roles of organizational, individual, and digital interventions. Among them, digital interventions (DI) exerted the strongest effect ($\beta = 0.221$, $t = 4.250$, $p < 0.01$), underscoring the growing importance of technology-enabled solutions such as remote working platforms, digital wellness tools, and flexible communication systems in supporting employees. Organizational interventions (OI) ($\beta = 0.137$, $t = 3.341$, $p < 0.01$) and individual interventions (II) ($\beta = 0.095$, $t = 2.501$, $p < 0.01$) also strengthened the WLS–EWB relationship, highlighting the complementary roles of HR practices, supportive leadership, and personal coping strategies. The multi-group analysis revealed significant differences between public and private sector banks ($\chi^2 = 12.87$, $p < 0.05$), indicating that contextual factors such as organizational culture, workload distribution, and digital adoption levels influence the strength of the relationships. Public sector banks, with more rigid structures, may offer fewer opportunities for flexible work, whereas private banks appear more open to digital interventions and adaptive policies.

Lastly, the Goodness-of-Fit (GoF) statistics (overall GoF = 0.522) confirmed that the model demonstrates a strong fit, with substantial explanatory power (R^2 for EWB = 0.521). These results collectively validate the hypothesized framework and extend existing literature by incorporating digital interventions as a novel moderator.

As the concluding remarks, the present study underscored the critical role of work-life synergy (WLS) in enhancing employee well-being (EWB) among women employees in the Indian banking sector. Unlike traditional models of work-life balance that emphasize trade-offs, the synergy approach illustrates how integration across personal and professional domains generates enrichment and resilience (Wayne et al., 2007; Kalliath & Brough, 2008). The findings affirm that WLS significantly improves employee flourishing, aligning with the broader literature on positive psychology and organizational behavior (Martín-Díaz & Fernández-Abascal, 2024; Diener et al., 2010). The study further demonstrated that organizational interventions (OI), individual interventions (II), and digital interventions (DI) act as important moderators in the WLS–EWB relationship. While OI, such as flexible policies and supportive leadership, remain crucial (Moen et al., 2017; Kelly et al., 2014), the rising significance of DI reflects the increasing digitization of the banking sector (Tarafdar et al., 2019; Choudhury et al., 2020). The moderation effect of DI was particularly strong, indicating that digital tools and platforms can serve as powerful enablers of well-being, provided they are managed to minimize techno-stress. Multi-group analysis further revealed contextual differences between public and private sector banks, suggesting that structural and cultural variations shape the effectiveness of interventions.

Overall, the research had validated the robustness of the proposed model, as evidenced by strong reliability, convergent and discriminant validity, and a satisfactory Goodness-of-Fit (GoF). By extending the concept of work-life balance into the domain of synergy and incorporating digital interventions as a novel moderator, this study adds theoretical depth to existing scholarship while offering practical relevance for organizational leaders.

RECOMMENDATIONS FOR FUTURE RESEARCH

Future research should build upon these findings in several directions. First, a longitudinal design could provide deeper insights into how WLS and EWB evolve over time, especially in response to rapid digital transformation. Second, while this study focused exclusively on women employees, expanding the scope to include men would allow for gender-comparative analysis and enrich understanding of diverse work–family dynamics. Third, applying this framework to other high-pressure sectors such as healthcare, IT, or education would test the generalizability of the model. Fourth, the role of digital interventions could be expanded to capture specific dimensions such as digital overload, cyber-fatigue, and AI-enabled personalization in

workplaces. Fifth, the influence of socio-cultural contexts, including family structures and regional variations, should be explored to account for India's cultural diversity. Finally, adopting mixed-method approaches that combine quantitative SEM results with qualitative insights from employee interviews would offer a richer understanding of the lived experiences of work-life synergy.

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