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THE MEDIATING ROLE OF WORK-LIFE BALANCE IN THE EFFECT OF DIGITAL TRANSFORMATION ON JOB STRESS IN THE BANKING SECTOR[1]

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ABSTRACT

This study aims to evaluate the mediating effect of work-life balance on the relationship between digital transformation and job stress. Data were collected within the banking sector through an online survey. The reliability and validity of the measurement scales were assessed, confirmatory factor analysis was conducted, and regression coefficients and the significance of mediation hypotheses were tested through regression analysis. The results showed that the scales had high reliability, with combined reliability values above 0.70. Furthermore, the average variance explained (AVE) and the square root of AVE confirmed the reliability and validity of the measures. Regression coefficients show that there are significant relationships between the variables. The findings of the study support the hypothesis that work-life balance mediates between digital transformation and job stress. However, it was determined that digital transformation did not have a direct effect on the negative impact of work on life and the negative impact of life on work. The negative impact of digital transformation on job stress shows its potential to reduce work-related stress levels. The effects of work on life and life on work played an increasing role in job stress. However, the positive impact of life on work shows a decreasing effect on work stress. Overall, the findings emphasize that the mediating effect of work-life balance on job stress of digital transformation is significant. It is recommended that banks should focus on promoting work-life balance to reduce employees' negative job stress in the context of digital transformation.

Keywords: Work-Life Balance, Job Stress, Digital Transformation, Banking

INTRODUCTION

The banking sector has rapidly embraced digitalization and the utilization of digital technologies. Banks are increasingly utilizing alternative distribution channels due to the extensive adoption of mobile devices and the high internet accessibility among the majority of the population in both developed and developing countries. The significance of digital banking in the banking industry has grown considerably in terms of service provision. The advent of digital banking has profound

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ramifications for banks' marketing endeavors since it impacts sizable client demographics. Digital banking facilitates the utilization of financial services by both institutions and their customers. Nevertheless, banks face a problem in adapting to digital banking as a result of evolving client behavior, particularly in terms of service delivery. In light of the 2008 financial crisis, the importance of attracting new customers and enhancing customer loyalty and profitability has escalated due to the rising customer expectations and intense competition in the banking industry.

The banking sector is experiencing the emergence of new business models due to digitalization. Banks are motivated to adopt digitalization due to the significant benefits it offers in terms of cost reduction and efficiency gains. The evolving dynamics of banking indicate that the performance of banks is not primarily reliant on branch sales, and alternative distribution channels are gaining significance. In light of this, banks are actively seeking methods to enhance their services through the utilization of digital banking and strategically allocate their assets. Based on December 2022 data, the total count of bank personnel in Turkey decreased from 188,687 in 2018 to 192.000 in December 2022. There has been a decline in the number of bank personnel over the years. The most significant decline is noted starting from 2019. Simultaneously, based on December 2022 data, the quantity of bank branches declined from 10.454 in 2018 to 9.661 branches in December 2022. Based on December 2022 data, the banking sector in Turkey consists of 79% white-collar employees who possess higher education degrees (Türkiye Bankalar Birliği [TBB], 2022a). Provided that personnel possess adequate proficiency in utilizing and adjusting technology, digitalization is believed to simplify their tasks compared to previous times. Nevertheless, the concerns regarding the work-life equilibrium and work-related stress experienced by employees in the context of this digital revolution hold significant importance for scholars, bank executives, and the industry as a whole.

Work-life balance is a crucial idea that pertains to employees' capacity to synchronize their work and personal lives. Individuals must proficiently handle their workload, adapt to flexible work hours, and manage their family and social duties in order to maintain this equilibrium. Attaining a harmonious equilibrium between work and personal life can enhance employee motivation and enhance overall quality of life. Organizations can facilitate employees in attaining this equilibrium by offering adaptable work patterns, supporting policies, and psychosocial assistance. The concept of work-life balance is crucial as it not only enhances personal well-being but also has a favorable impact on the long-term success of companies.

Job stress encompasses the psychological and physical responses of individuals to the demanding circumstances and requirements they encounter in the workplace. Possible causes of this phenomenon include circumstances such as a demanding workload, time constraints, uncertainty about one's function, and disagreements. The impact of job stress on employees' health, motivation, and performance can be detrimental. Organizations should implement strategic initiatives to comprehend

and mitigate these stressors, establish work environments that foster support, and enhance people' capacity to manage stress. By effectively managing occupational stress, employees can enhance their well-being and make a beneficial impact on the success of the firm.

Digital transformation necessitates the ability to adjust to swiftly changing dynamics in the corporate realm, and this undertaking has notable impacts on job-related stress and the equilibrium between work and personal life. The implementation of digitalization in company operations can lead to heightened job stress, as employees face the need to adapt to emerging technology and engage in continuous learning. Simultaneously, the continuous availability of internet connection and adaptable work schedules can have an adverse effect on the equilibrium between work and personal life. Employees may encounter difficulties in establishing clear demarcations between their professional and personal spheres, hence exacerbating levels of stress. Organizations ought to promote work-life balance by skillfully managing employee workloads and implementing adaptable work policies during digital transformation initiatives. Simultaneously, implementing training programs that facilitate the acquisition of digital skills and the ability to adapt to change can effectively mitigate job-related stress. Within this framework, comprehending the ramifications of digital change and effectively overseeing these procedures is crucial for enhancing employee welfare and fostering the enduring prosperity of firms. This work will enhance the discipline by uncovering the interconnectedness among these notions.

1. DIGITAL TRANSFORMATION

The digital transformation process involves the integration and correlation of digitized business, activity, service, or any type of data (Yankın, 2019, p.14-16; Koçel, 2018, p.458). Digitalization has a profound impact on all areas of a company's operations and internal processes, but it also generates attractive new prospects for business. The incorporation of digital technologies into an organization's work environment results in alterations to work styles and roles. Digital transformation encompasses the minimization of human involvement, the adoption of novel technical resources, and the optimization of corporate workflows. Furthermore, the organizational structure undergoes modifications as business services are provided in novel methods, and the evolving roles in ecosystems distinguish the business area (Parviainen et al. 2017, p. 64). The implementation of digital transformation and integration into the digital realm is evident across several industries (Gudergan & Mugge, 2017, p.5-6). The process of digital transformation is a complex and rapidly evolving phenomena that has enormous effects, particularly on the business processes and models of companies. The rate at which technology is adopted will be influenced by various factors, including the specific industry in which a company works (OECD, 2019, p.43-47). Recent technological advancements have led to a company climate that is more efficient, adaptive, and productive. The

progress in technology, namely in remote communication, connectivity, and security, has opened up possibilities for remote work and decreased the necessity for physical office space.

The impact of digital revolution on working life is evident through the changes in information, communication, and working circumstances. In contemporary society, digital technologies have grown essential in both professional and personal spheres. The implementation of novel business models and strategies frequently necessitates a restructuring of job positions, which can have an impact on contentment, equilibrium between work and personal life, and independence (Cijan et al., 2019, p. 5).

1.1. Digital Transformation in the Banking Sector

The banking sector has been greatly influenced by digitalization, leading to a transformation in the way financial institutions operate and engage with their clients. The increasing prevalence of remote and home working, as well as part-time working, in the banking sector, particularly in relation to distant client acquisition tactics, has a direct impact on employees' work-life balance. According to the "Remote and Branch Customer Acquisition Statistics December 2022" released by the Banks Association of Turkey, the number of remote applications has reached 1.164.000 individuals, indicating the widespread adoption of these practices in Turkey and globally. The total count of client acquisitions conducted remotely through a customer representative was 453.000 (TBB, 2022b).

The banking sector, like all other sectors, may take advantage of the opportunities presented by advancements in information technologies, internet infrastructure, and the widespread use of personal computers, mobile phones, and tablets to develop new business models and applications. Today, due to these advancements, the delivery of financial services through digital platforms has acquired significant traction. Banks and financial institutions provide a range of services and goods through digital channels utilizing evolving and advancing technologies.

The utilization of digital banking in Turkey has experienced a substantial surge, aligning with the provision of banking services. According to Ulusoy and Demirel's research (2021, p. 265-266), there has been a significant increase in the number of digital banking users in comparison to the growth of bank staff and branches. These findings suggest that there will be a future growth in the usage of digital banking services by individuals. Nevertheless, it indicates that there will be no commensurate rise in the quantity of bank branches and personnel, and a decrease is most likely.

2. WORK-LIFE BALANCE

Under institutions managed in a classical way, human beings were seen solely as a production element. However, under the neo-classical approach, employees were recognized as not only a production element (machine), but also as psychological, social, and physiological beings (Atıgan, 2011, p. 31). Today, employees must balance their personal and professional life, considering not just

their job performance but also their psychological and emotional abilities. The literature presents varying definitions of the idea of work-life balance, with no universally accepted definition. The assessment of work-life balance takes into account the viewpoints of both the employee and the employer. The interpretation of the term varies across various groups, and its significance is frequently influenced by the specific circumstances of the discussion and the viewpoint of the researcher. Work-life balance, from the employee's standpoint, pertains to the contrast between the obligations of work and one's personal life. From the employer's standpoint, work-life balance include initiatives aimed at fostering a conducive organizational culture that empowers employees to enhance their work concentration. Work-life balance refers to the absence or minimal amount of conflict between an individual's career and their roles within their personal life outside of work (Clark, 2000, p. 749). Work-life balance pertains to the manner in which individuals effectively handle their professional and personal obligations, ensuring sufficient time is allocated to work while also safeguarding the necessary time for familial commitments (Ekinci & Sabancı, 2021 p.153-154; Lockwood, 2003 p. 2-3).

The notion of work-life balance is a more comprehensive and contemporary term in literature compared to the concept of work-family conflict. Currently, numerous scholars and organizations are directing their efforts towards work-life balance, specifically to cater to employees who do not have children or dependents, yet desire to allocate time for non-earning personal pursuits such as education, leisure, and travel. Work-family conflict refers to a specific sort of conflict that occurs when there are conflicting demands and pressures from both work and family roles (Attar, Çağlıyan, & Abdul-kareem, 2021, p. 204; Yildirim & Aycan, 2008, p. 1368). The notion of work-life balance is widely regarded as a crucial aspect for contemporary enterprises. Companies are creating mobile devices, such as smartphones, tablets, and computers, along with software programs that allow workers to work remotely, enabling them to complete their office tasks outside of the physical workplace. The advancement of technology has the potential to disrupt the balance between work and personal life, as employees increasingly engage in remote work or bring work tasks home, so encroaching upon their personal time. If the work-life balance is not effectively accomplished due to the inability to properly manage family and personal time, it can lead to stress that directly impacts the employees' health. Organizations that fail to assist their employees in attaining a desirable equilibrium between work and personal life will encounter growing challenges in recruiting and retaining exceptionally skilled and driven personnel (Robbins & Judge, 2014, p. 22).

3. WORK STRESS

According to the National Institute for Occupational Safety and Health, job stress is characterized as "adverse physical and emotional responses that arise when the requirements of a job

do not align with the employee's capabilities, resources, or requirements." Job-related stress has the potential to negatively impact one's health and may possibly result in physical harm (National Institute for Occupational Safety and Health [NIOSH], 1999, p. 6). Work-related stress occurs when individuals perceive the demands of their professions as dangerous or detrimental, leading to depletion of their mental and physical resources. The strain caused by labor not only hampers productivity in the workplace but also has detrimental effects on one's entire health and well-being. Employees with elevated levels of stress incur higher costs for businesses and exhibit less productivity compared to their counterparts with normal stress levels. Additionally, they face the possibility of acquiring cardiovascular ailments, obesity, diabetes, melancholy, anxiety, and musculoskeletal illnesses (Bayarçelik et al., 2019, p. 496; (Hessels et al., 2017, p.178-179).

Researchers explore the elements that contribute to occupational stress, which are typically categorized as organizational stressors and individual stressors (Robbins & Judge, 2014, s. 596-598). Individuals who are exposed to high levels of pressure and stress may experience burnout at a given point in their lives. Banking is a job with a significant potential to negatively impact mental health and work life due to the presence of acute stress factors and financial hazards associated with the occupation (Güner et al., 2016, p. 73-74). When employees perceive themselves to be experiencing significant levels of stress, their perceptions of the organization can be altered. Consequently, detrimental outcomes may occur for both the company and the individual. During times of high stress, it is common and expected for employees to experience burnout, feelings of worthlessness, and a heightened desire to leave their current job and seek employment elsewhere (Çetin Aydın et al., 2021, p. 27-29; Taş & Özkara, 2020, p. 489-490).

3.1. Examples of Research on Digital Transformation, Work-Life Balance, Job Satisfaction, and Job Stress

The ongoing digital transformation, characterized by rapid advancements across all industries, including banking, has a significant impact on our lives. Banks are engaged in a competitive race to deploy advanced technology in order to offer their consumers the most efficient and superior service. The objective is to examine the extent to which bank employees, who operate in a dynamic sector characterized by ongoing changes and innovations, can adjust to this digital transition and how it impacts their levels of job stress, job satisfaction, and work-life balance. The literature review encompasses research that examine the response of bank clients to the process of digital transformation. The studies analyzed the degree of acceptance among bank customers towards digital banking products and services. The findings revealed a high level of adoption and a favorable impact on customer purchasing behavior (Kazan, 2018; Altay, 2020; Beytur, 2021). Nevertheless, there is a lack of adequate study regarding the effects on bank staff.

The literature review examined several viewpoints, encompassing the impact of digitalization on the equilibrium between work and personal life, as well as the contentment derived from employment, across many occupational categories, industries, and nations. The research investigated the impact of incorporating digital technologies into the workplace on employees' overall job satisfaction. The correlation between digital transformation and work-life balance While no specific study has been found that directly examines the correlation between digital transformation and work-life balance, there are studies that highlight the connection between technology, internet usage, and work-life balance. Jacukowicz and Dorota (2020) performed a survey with 189 online professionals, who regularly use the internet for business, and 200 office professionals, who primarily use the internet for communication purposes. The participants were residents of Poland. The findings indicate that advancements in technology pertaining to online professions have consequences for the fields of organizational psychology and occupational health. According to the research, internet workers exhibit lower levels of satisfaction with their work-life balance compared to typical office workers. Nevertheless, there was no discernible distinction between the two groups in terms of social welfare. The impact of digital transformation on the correlation between work-life balance and job stress.

Some studies have highlighted the connection between technology, internet usage, and work-life balance and job stress. Nam (2014) did a study by interviewing 850 individuals over the phone. The study utilized the Networked Workers Survey from the Pew Internet and American Life Project in 2008. He determined that the utilization of the internet and mobile technology had a beneficial effect on the equilibrium between work and personal life. Furthermore, the utilization of technology was discovered to have both advantageous and disadvantageous impacts on job satisfaction, workplace stress, and workload.

4. METHODOLOGY

This section includes the purpose and importance of the research, research questions, research model, hypotheses, population and sample, and data collection tools.

4.1. Purpose of the Study

The objective of this study is to ascertain if work-life balance acts as a mediator in the correlation between job stress and job satisfaction in the digitization of the banking sector in Turkey.

4.2. Method

The population of the research consists of 188,687 people working in deposit banks and development and investment banks that provide digital banking services in Turkey (TBB, 2022a). Therefore, the sampling method was selected as convenience sampling. The questionnaires were

delivered and administered to bank employees online. The sample of the research consists of 322 people including white-collar employees in the banking sector in Turkey.

"Questionnaire" method was preferred as a data collection tool in the study. The questionnaire form consists of five sections. The questionnaire used in the research includes Digital Transformation, Job Satisfaction, Job Stress and Work-Life Balance scales and consists of 52 questions including demographic statements. The data obtained from the questionnaire were analyzed with SPSS for Windows 25.00 and AMOS 24.0 programs. The sample's full frequency analysis presented demographic parameters and descriptive information about working life in tables accompanied by percentages. Confirmatory factor analyses were performed on the questionnaire form to assess the validity and reliability of the Digital transformation, Work life balance, and Work stress scales. This was achieved by calculating Cronbach's alpha, combined reliability, and average variance explained (AVE) values. A regression model was used to examine the mediating influence of the work-life balance variable on the impact of digital transformation on job stress.

In the first section, demographic information about the employees, in the second section, "Digital Transformation Scale" developed by Nadeem et al. (2018) and adapted into Turkish by Sağlam (2021), in the third section, "Work-Life Balance Scale" developed by Fisher et al. and adapted into Turkish by Ekinci and Sabancı (2021), in the fourth section, "Work Stress Scale" developed by Haynes and adapted into Turkish by Mavili (2001) were used.

4.3. Research Model and Hypothesis

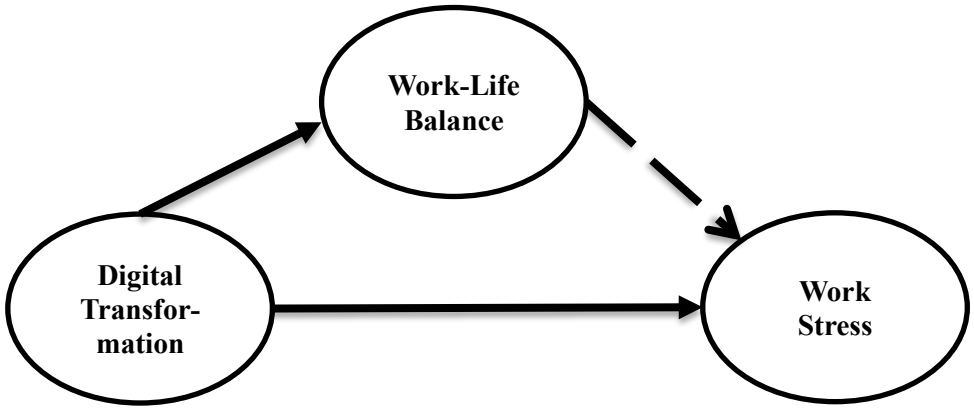

Figure 1. Research Model

H1: Digital Transformation has an impact on Job Stress.

H2: Digital Transformation has an effect on Work-Life Balance.

H3: Work-Life Balance has an impact on work stress

H4: Work-life balance has a mediating role in the relationship between digital transformation and job stress.

4.4. Reliability analysis of the scales in the study

4.4.1. Reliability analysis for Digital Transformation Scale (DD)

The value (,962) calculated in the Reliability analysis applied for the 12-item and one-dimensional Digital Transformation Scale in the literature is at the "high reliability level".

Table 1. Digital Transformation Scale (DD)

Reliability Statistics	
Cronbach's Alpha	N of Items
,962	12

Since the item correlation values were quite high (r>0,770) and all of the reliability values when the item was deleted were smaller than the calculated reliability value (<.962), it was understood that there were no items that should be eliminated from the analysis.

4.4.2. Reliability analysis for the Work Life Balance Scale (WLBS)

The 17-item and 4-dimensional Work Life Balance Scale (WLBS) is at the level of "highly reliable" with the calculated value (,768) in the reliability analysis.

Table 2. Work Life Balance Scale (WLBS)

Reliability Statistics	
Cronbach's Alpha	N of Items
,768	17

Since the item correlation values are at an acceptable level (r>0.329) and all of the reliability values when the item is deleted are smaller than the calculated reliability value (<.768), it is seen that there are no items that should be eliminated from the analysis.

4.4.3. Reliability analysis for Job Stress Scale (IS)

The value (,756) calculated in the Reliability analysis for the 10-item and unidimensional Job Stress Scale (IS) in the literature is at the "highly reliable" level. It is thought that this value will increase in the real sample.

Table 3. Job Stress Scale (IS)

Reliability Statistics	
Cronbach's Alpha	N of Items
,756	10

Since the item correlation values are at an acceptable level (r>0.353) and the reliability values when the item is deleted are all smaller than the calculated reliability value (<.756), it is seen that there are no items that should be eliminated from the analysis.

4.5. Confirmatory Factor Analyses of the Scales in the Model

In confirmatory factor analysis, when the sample size increases, particularly in samples over 200, the Chi-Square (x2) value becomes elevated and the statistical significance level of the Chi-Square (x2) test decreases (Bollen, 1989: 256; Fornell & Larcker, 1981: 40; Bagozzi et al., 1999: 396). The suitability of the scales used in the research and the overall tested models were determined through confirmatory factor analysis. This involved examining the Chi-Square (x2) value, which is the ratio of the Chi-Square value to the degree of freedom. Other goodness of fit indices and the values in the standardized residual covariance matrix were also considered (Bayram, 2013; p:71).

4.5.1. Confirmatory factor analysis for the Digital Transformation Scale (DD)

Confirmatory factor analysis was conducted on the 12-item Digital Transformation Scale, which measures a single dimension. The factor loadings for all 12 items were found to be more than 0.50, indicating that no items needed to be removed from the analysis. The confirmatory factor analysis was conducted using the 12 items specified in the literature. The research reveals that the factor loading standard values are within the range of (0.55 - 0.86).

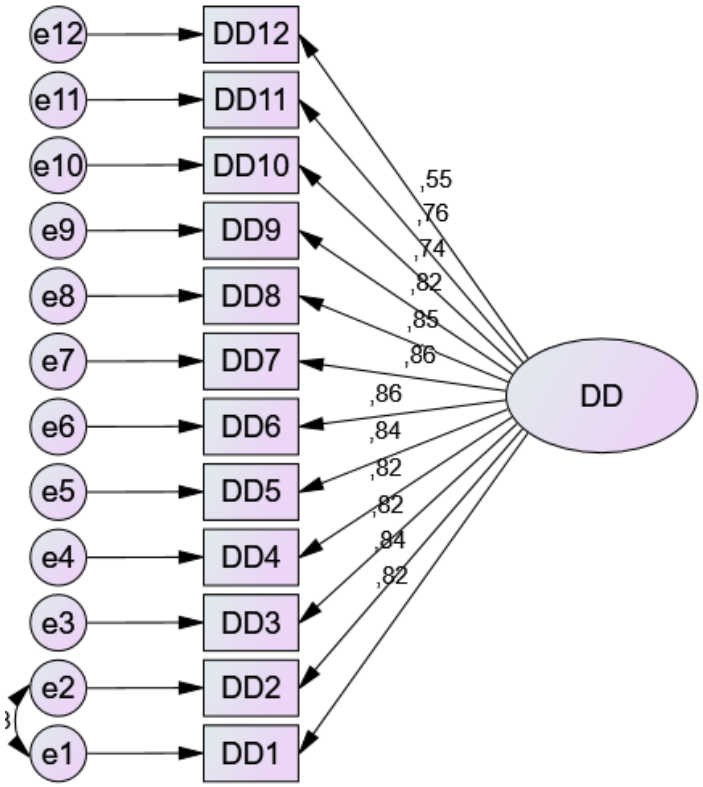

Figure 2. Digital transformation Scale (DD) Confirmatory factor analysis dimension structure

In the confirmatory factor analysis, the model index values were (P<0.05), x2 (158,415), x2/df (2,987), indicating that the confirmatory factor analysis was significant. Since the model's fit index values GFI (.931) and CFI (.970), SRMR (.0268), RMSEA (.074) are within acceptable limits, it is seen that the construct validity of the scale is ensured. In order to improve the model parameters, a modification link was made between items 1 and 2.

The standard factor loadings and significance values obtained from confirmatory factor analysis are presented in Table 4.

Table 4. Digital transformation Scale (DD) Confirmatory factor analysis parameter table

Dimension		Item	Estimate	Std. estimate.	Z	P
DD	→	DD1	1,000	,819		
DD	→	DD2	,920	,837	23,851	,00011***
DD	→	DD3	,970	,820	20,214	,00024***
DD	→	DD4	,954	,823	20,337	,00022***
DD	→	DD5	1,146	,836	20,819	,00014***
DD	→	DD6	1,154	,863	22,307	,00021***
DD	→	DD7	1,107	,861	22,233	,00020***
DD	→	DD8	1,003	,847	21,247	,00019***

Dimension		Item	Estimate	Std. estimate.	Z	P
DD	→	DD9	1,028	,820	20,218	,00025***
DD	→	DD10	,960	,744	17,575	,00010***
DD	→	DD11	,978	,748	17,718	,00013***
DD	→	DD12	,941	,553	12,335	,00003***

****p<0,005 **p<0,05 , Estimate: factor loading estimate, std. Estimate: factor loading standard, Z: test table value*

The standard factor loadings of all items in the scale were higher than (0.50) and significant (p<0.05). According to all these results, it is understood that the digital transformation scale is valid in the research sample.

4.5.2. Confirmatory Factor Analysis for Work Life Balance Scale (WLBS)

In the confirmatory factor analysis applied for the 17-item and 4-dimensional Work Life Balance Scale (WLBS), there were no items eliminated from the analysis since all of the items were (FY>0.5). In the analysis, it is seen that the factor loading standard values are in the range of (,55;,93). In order to improve the model parameters, it was deemed appropriate to make a modification connection between items 1 and 2.

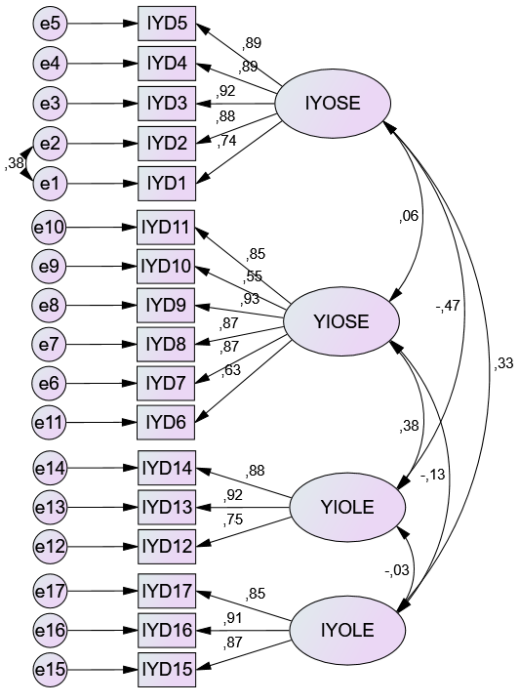

Figure 3. Work-life-balance Scale (WLS) Confirmatory factor analysis dimension structure

In the confirmatory factor analysis, the model fit values were (P<0.05), x2 (303,480), x2/df (2,708), indicating that the confirmatory factor analysis was significant. Since the model's fit index values GFI (.922) and CFI (.965), SRMR (.0505), RMSEA (.0639) are within acceptable limits, it is seen that the structural validity of the scale is ensured for the research sample.

The standard factor loadings and significance values obtained from confirmatory factor analysis are presented in Table 5.

Table 5. Work-life balance scale confirmatory factor analysis parameter table

Dimension		Item	Estimate	Std. estimate.	Z	P
IYOSE	→	IYD1	1,000	,747		
IYOSE	→	IYD2	1,352	,878	23,322	,00023***
IYOSE	→	IYD3	1,535	,924	19,977	,00017***
IYOSE	→	IYD4	1,680	,892	19,214	,00013***
IYOSE	→	IYD5	1,527	,887	19,107	,00010***
YIOSE	→	IYD7	1,000	,867		
YIOSE	→	IYD8	,997	,869	24,173	,00025***
YIOSE	→	IYD9	1,020	,927	27,392	,00032***
YIOSE	→	IYD10	,717	,552	12,286	,00001***
YIOSE	→	IYD11	,920	,848	23,122	,00020***
YIOSE	→	IYD6	,908	,625	14,423	,00010***
YIOLE	→	IYD12	1,000	,749		
YIOLE	→	IYD13	1,198	,917	19,397	,00013***
YIOLE	→	IYD14	1,159	,880	19,022	,00012***
IYOLE	→	IYD15	1,000	,871		
IYOLE	→	IYD16	,982	,913	24,301	,00025***
IYOLE	→	IYD17	,928	,840	21,961	,00019***

****p<0,005 **p<0,05 , Estimate: factor loading estimate, std. Estimate: factor loading standard, Z: test table value*

The standard factor loadings of the remaining items in the analysis were higher than (0.50) and significant (p<0.05). According to the results obtained, it can be said that the Work Life Balance Scale (WLBS) is valid for the sample.

4.5.3. Confirmatory Factor Analysis for Job Stress Scale (IS)

In the confirmatory factor analysis applied for the 10-item and unidimensional Job Stress Scale (IS), no item was eliminated from the analysis since the standard factor loading values (FY>0.5). In the analysis, it is seen that the factor loading standard values are in the range of (,50;,85). In order to improve the model parameters, a modification link was made between the 7th and 8th items. This modification was made in order to promote a more accurate representation of the underlying job stress factor, taking into account potential nuances in the relationships between these specific items and the latent construct.

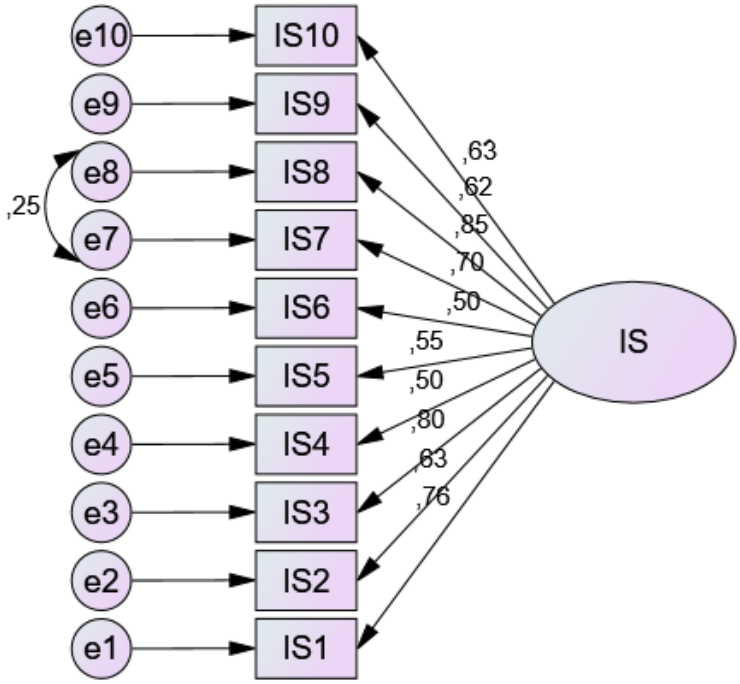

Figure 4. Job Stress Scale (IS) Confirmatory factor analysis dimension structure

In the confirmatory factor analysis, the model fit values were (P<0.05), x2 (96,662), x2/df (2,843), indicating that the confirmatory factor analysis was significant. Since the model's fit index values GFI (.934) and CFI (.956), SRMR (.05217), RMSEA (.061) are within acceptable limits, it is seen that the structural validity of the scale is ensured for the research sample.

Standard factor loadings and significance values obtained from confirmatory factor analysis are presented in Table 6.

Table 6. Confirmatory factor analysis parameter table for Job Stress Scale

Dimension		Item	Estimate	Std. estimate.	Z	P
IS	→	IS1	1,000	,758		
IS	→	IS2	,888	,632	12,852	***
IS	→	IS3	,976	,800	16,632	***
IS	→	IS4	,559	,497	9,932	***
IS	→	IS5	,721	,554	11,367	***
IS	→	IS6	,513	,503	10,057	***
IS	→	IS7	,916	,696	14,056	***
IS	→	IS8	1,062	,847	17,637	***
IS	→	IS9	,767	,619	12,560	***
IS	→	IS10	,837	,634	13,116	***

****p<0,005 **p<0,05 , Estimate: factor loading estimate, std. Estimate: factor loading standard, Z: test table value*

The standard factor loadings of the remaining items in the analysis were higher than (0.50) and significant (p<0.05). According to the results obtained, it can be said that the Job Stress Scale (IS) is valid for the sample.

5. FINDINGS AND DISCUSSION

In this section of the study, in addition to the characteristic statistics, tables based on the results of the regression model and the interpretation of these tables are presented.

Table 7. Percentage distribution of demographic characteristics of the sample

		n	%
Gender	Male	148	45,9%
	Female	174	54,0%
Age Groups	18-25	27	8,3%
	26-29	38	11,8%
	30-35	94	29,1%
	36-45	125	38,8%
	45+	38	11,8%
Marital Status	Married	215	66,7%
	Single	108	33,5%
Education	Middle School	1	0,3%
	High School	20	6,2%
	Associate Degree	38	11,8%
	Bachelor	225	69,8%
	Master's Degree	37	11,4%
	PhD	2	0,6%

The gender distribution of the participants is balanced with 54% women and 45,9% men. While 66.7% of our participants are married, 33.5% are single. In the age groups, the proportion of 18-25 group is 8.3%, 26-29 group is 11.8%, 30-35 group is 29.1%, 36-45 group is 38.8% and 45 and over group is 11.8%. The educational status of the participants was represented in the sample as primary education 6.5%, associate degree 11.8%, bachelor's degree 69.7%, master's degree 11.4% and doctoral degree 0.6%.

Table 8. Distribution of occupational characteristics of the individuals in the sample

		n	%
Experience	0-5 Years	45	13,9%
	5 - 10 Years	64	19,8%
	10 - 15 Years	95	29,5%
	More than 15 Years	118	36,6%
Years of seniority	0 - 1 Year	17	5,2%
	1 - 3 Years	37	11,4%
	3 - 5 Years	24	7,4%
	5 - 10 Years	72	22,3%
	More than 10 Years	172	53,4%
Status	Assistant	114	35,4%
	Officer	107	33,2%
	Executive	101	31,3%

In the sample, years of experience groups were 0-5 years 13,9%, 5-10 years 19.8%, 10-15 years 29.5%, 15 years and over 36.6%. The seniority year groups were 0-1 years 5.2%, 1-3 years 11.4%, 3-5 years 7.4%, 5-10 years 22.3% and more than 10 years 53.4%. It is understood that 35.4% of the participants were assistants, 33.2% were authorized and 31.3% were managers.

Table 9. Significance test of regression coefficients in the model

Independent		Dependent	Coefficient	S.coefficient	Z	P	Hypothesis
DD	→	IYD	-,191	-,063	-1,206	,227	Accepted
DD	→	IS	-,142	-,097	-2,250	,025*	Accepted
İYD	→	IS	-,490	-,510	-10,121	,00004**	Accepted

In Table 9, where the regression model is analyzed, the effect of the digital transformation variable on the Work-Life Balance variable (β=-,191;p>0.05) was found to be negative and significant. Accordingly, digital transformation directly affects the work-life balance variable.

The effect of digital transformation variable on Job Stress variable (β=-,142;p<0,05) was found to be negative and significant. According to this, digital transformation directly affects the work variable in a decreasing direction.

The effect of Work-Life Balance on Work Stress variable (β=--,490;p<0,05) was found to be negative and significant. Accordingly, the digital transformation variable has a direct decreasing effect on the work stress variable.

Table 10. Significance test of the mediator hypothesis in the model

	Coefficient	Min	Max	P	Hypothesis
DD→İYD→İS	**,090**	**-,161**	**-,023**	**,024***	**Accepted**

The indirect effect of the digital transformation variable on the work stress variable through the work-life balance variable (β=,090; p<0.05) was found to be positive and significant. Accordingly, work-life balance is a partial mediator in the effect of Digital transformation variable on Job stress variable. Here, Digital transformation indirectly affects the Job stress variable in an increasing direction.

CONCLUSION

This research aims to examine the mediating effect of work-life balance on the relationship between digital transformation and job stress. The reliability and validity of the measurement scales were assessed, and the significance of regression coefficients and mediation hypotheses were tested.

The results showed that all scales had high reliability, with Cronbach's alpha values above 0.80. The combined reliability values were also above 0.70, indicating good reliability. The average variance explained (AVE) values were above 0.50 for all variables, confirming convergent validity. The square root of AVE was higher than the correlation values, indicating discriminant validity.

The regression and significance model examined the direct and indirect effects of digital transformation on job stress. Model fit indices indicated a good fit, indicating that the model accurately represented the data. Regression coefficients revealed significant relationships between the variables.

The findings of the research lend insight into the complex interaction that exists between work-life balance, stress in the workplace, and digital transition, so providing confirmation of the initial hypothesis that was offered. The purpose of this study is to investigate the intricate dynamics of these variables and to offer valuable insights into the ways in which they jointly influence one another within the context of contemporary organizational settings.

The findings of the study provide credence to the hypothesis that balance between work and personal life, stress at work, and digital transformation are all interconnected. The intricate links that exist between these many features are brought to light, thereby expanding one's understanding of the myriad of qualities that characterize the modern workplace. The influence of digital transformation on maintaining a healthy work-life balance and reducing levels of occupational stress is readily apparent.

It is remarkable that the research provides a nuanced perspective by revealing that the shift brought about by digital technology does not have a direct negative impact. This finding runs counter to the conventional ideas that have been held about the potential negative effects that technological advancements could have on the health and happiness of workers. On the other hand, it encourages a more in-depth investigation of the secondary consequences and the complex manner in which digital transformation has an effect on the workplace.

In addition, the research indicates a major discovery regarding the indirect negative influence that digital transformation has on occupational stress. This shows that although the transformation brought about by digital technology might not directly cause stress, the transformational effects of this transformation have a significant influence on the reduction of stress. The use of cutting-edge technologies, streamlined procedures, and adaptable work arrangements are all components of digital transformation, which presents a viable answer for alleviating the pressures that are associated with employment commitments.

A critical mediator in the relationship between digital transformation and job stress is the recognition of the importance of maintaining a healthy work-life balance. This is the source of the problem. The findings suggest that attaining a state of perfect harmony between one's home life and one's professional life serves as a protective barrier, thereby decreasing the potential unfavorable impacts of digital transformation on stress related to one's place of employment. This underscores the necessity of organizational policies that give emphasis to the overall well-being of employees, ensuring that technological advancements have a positive impact on the environment in which employees perform their jobs.

Companies who are negotiating the environment of digital transformation should take these findings into consideration since they have important ramifications. The main challenge is not just to apply technological improvements in order to boost productivity, but also to consciously create strategies that support a work climate in which people have the opportunity to flourish in the ever-changing digital landscape. As businesses strive to reap the benefits of digital transformation while also protecting the mental and emotional well-being of their workforce, it is of the utmost significance that they place a strong emphasis on the maintenance of a healthy work-life balance.

In the end, the findings of the study significantly improve our understanding of the intricate relationships that exist between work-life balance, workplace stress, and digital transformation. The

findings, which are both nuanced and detailed, call into question previously held views and highlight the importance of taking a holistic perspective when projects are being undertaken by organizations. In this day and age of rapid technological advancement, it is of the utmost importance to establish working environments that strike a balance between the benefits of technological progress and the well-being of the individuals who are responsible for the accomplishments of businesses.

It can be recommended that banks should focus on implementing strategies that promote work-life balance to reduce employees' negative job stress and increase job satisfaction in the context of digital transformation.

The results of the research are expected to contribute to the business world, entrepreneurs, public sector and researchers by revealing the impact of digitalization on employees' job stress and work-life balance in the banking sector in Turkey.

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