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Beyond Work-Life Conflict: How Positive Work-Life Enhancement Drives Employee Engagement in Bengaluru's IT sector

Dr. Anitha B^{1,*}, Ganesh R J², Gagan J N³.

¹ Associate Professor, School of Management, CMR University, Bengaluru.

^{2,3} PG Scholar, School of Management, CMR University, Bengaluru.

Email address*: anitha.b@cmr.ac.in

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Abstract: Information-technology work increasingly crosses temporal and spatial boundaries, making employee engagement dependent not only on reducing conflict but also on creating positive exchange between work and personal life. This study examines how work interference with personal life (WIPL), personal life interference with work (PLIW), and work-personal life enhancement (WPLE) predict employee engagement among IT professionals in Bengaluru. A cross-sectional questionnaire survey of 105 employees was analysed using descriptive statistics, Pearson correlations, multiple regression, one-way analysis of variance, and reliability analysis.

Respondents reported moderate WIPL (item means 2.94–3.22) and PLIW (3.01–3.02), comparatively strong WPLE (3.54–3.69), and moderate-to-high engagement. WPLE correlated most strongly with engagement ($r = .600$), followed by PLIW ($r = .357$) and WIPL ($r = .271$). The regression model explained 44.1% of engagement variance, $F(3, 101) = 26.559$, $p < .001$. WPLE was the dominant positive predictor ($\beta = .565$, $p < .001$); PLIW was also positive ($\beta = .294$, $p = .003$), whereas WIPL was nonsignificant ($\beta = -.012$, $p = .899$). Engagement did not differ significantly across the demographic groups tested. The 20-item instrument demonstrated good internal consistency ($\alpha = .870$).

The findings suggest that positive work-life enrichment may be more consequential for engagement than conflict reduction alone. IT firms should combine flexible work design with supportive leadership, workload discipline, recovery protection, and opportunities that allow resources gained in one life domain to strengthen the other.

Keywords: work-life balance. work-life enhancement, employee engagement, information technology, flexible work, Bengaluru.

1. Introduction

Bengaluru's IT workforce operates through global client schedules, rapid delivery cycles, hybrid work, and digitally mediated collaboration. These conditions create career opportunities but also blur work and nonwork boundaries. Extended availability, late meetings, workload peaks, and constant connectivity can displace family, recovery, and personal activities. At the same time, work can provide accomplishment, skills, confidence, and positive affect that enrich personal life, while supportive personal experiences can restore energy for work.

Work-life balance is therefore more than the absence of conflict. A conflict-only perspective asks how one domain consumes time or energy required by the other. An enrichment perspective asks whether resources, emotions, and capabilities

developed in one domain improve functioning in the other. This distinction matters for engagement, a positive state characterized by vigor, dedication, and absorption (Schaufeli *et al.*, 2002). Organizations that merely reduce interference may prevent harm without creating the resources that stimulate discretionary energy and commitment.

Employee engagement also depends on work design, leadership, knowledge exchange, and capability development. Evidence on employee learning shows that attitudes and the work environment condition whether learning translates into behaviour (Subbarayudu *et al.*, 2021), while knowledge sharing and collective intelligence strengthen team innovation (N. *et al.*, 2025). These mechanisms are especially relevant in IT settings where expertise, collaboration, and continuous development are central to performance.

This study investigates three dimensions of the work-life interface among IT professionals in Bengaluru: WIPL, PLIW, and WPLE. It contributes by comparing the predictive importance of conflict and enhancement, examining demographic differences, and translating the results into practical work-design recommendations.

2. Literature Review and Hypothesis Development

2.1. Work-life conflict and boundary permeability

WIPL occurs when job demands impede personal or family responsibilities; PLIW occurs when personal demands reduce concentration, energy, or performance at work. Boundary theory suggests that individuals differ in how they segment or integrate roles. When boundaries are highly permeable, demands can cross domains easily, producing strain but also allowing flexibility. The direction and consequence of boundary crossing therefore depend on control, resources, timing, and organizational norms.

The Job Demands-Resources model explains how workload, time pressure, and emotional demands consume energy, while autonomy, support, feedback, and flexibility protect motivation (Bakker & Demerouti, 2007). Conservation of Resources theory similarly predicts that continuing resource loss can create strain spirals, whereas resource gains can accumulate and protect wellbeing (Hobfoll, 1989). On this basis, H1 proposes that WIPL negatively affects employee engagement, and H2 proposes that PLIW negatively affects employee engagement.

2.2. Positive work-personal life enhancement

WPLE represents positive spillover between domains. Work accomplishment may improve mood and confidence at home; supportive personal relationships may restore energy and perspective for work. Unlike policies that simply limit demands, enhancement creates reciprocal resources. The concept aligns with the JD-R motivational pathway: resources encourage learning, persistence, and engagement.

Positive spillover is also compatible with evidence that employee competence and work readiness develop through supportive institutional and instructional conditions (Nagaraju & Subbarayudu, 2022). In IT teams, resource exchange through knowledge sharing and collective intelligence can further turn personal and professional capability into innovative contribution (N. et al., 2025). H3 therefore proposes that WPLE positively affects employee engagement.

2.3. Demographic differences

Work-life experiences may differ by age, gender, experience, role, and marital status because caregiving demands, career stage, authority, and schedule control are unevenly distributed. However, organizational culture and project conditions may

also produce broadly shared engagement. H4 proposes that employee engagement differs across demographic groups.

Table 1: Research hypotheses

Hypothesis	Relationship	Expected result
H1	WIPL → employee engagement	Negative
H2	PLIW → employee engagement	Negative
H3	WPLE → employee engagement	Positive
H4	Demographic groups → employee engagement	Significant differences

Note. WIPL = work interference with personal life; PLIW = personal

life interference with work; WPLE = work-personal life enhancement.

3. Materials and Methods

3.1. Research design and sample

A quantitative, cross-sectional, descriptive-explanatory design was used. The target population comprised employees of IT organizations in Bengaluru, including Indian private firms and multinational companies. The report states that stratified sampling was applied across relevant employee categories. The final sample consisted of 105 respondents, a size suitable for exploratory regression with three predictors but insufficient for broad population generalization.

3.2. Instrument

A structured Google Forms questionnaire measured demographics, WIPL, PLIW, WPLE, and employee engagement. Items used a five-point agreement scale. WIPL included four indicators of personal sacrifice and missed activities caused by work. PLIW contained three indicators of energy, concentration, and performance disruption. WPLE contained four indicators of reciprocal accomplishment, mood, energy, and effectiveness. Engagement items captured vigor, pride, enthusiasm, dedication, and absorption. The full instrument contained 20 scale items.

3.3. Analysis

Item means and standard deviations summarized the response profile. Pearson correlations assessed bivariate relationships. Multiple regression estimated the unique effects of WIPL, PLIW, and WPLE on engagement. One-way ANOVA tested engagement differences across age, gender, work experience, job role, and marital status. Cronbach's alpha assessed overall internal consistency. The analysis is exploratory because all measures were self-reported and collected at one time.

4. Results

4.1. Descriptive evidence

WIPL item means ranged from 2.94 to 3.22. Missing important personal or family activities because of work received the highest mean ($M = 3.22$), indicating that time-based interference was the most visible conflict. PLIW means were tightly clustered

between 3.01 and 3.02, suggesting moderate personal-to-work interference.

WPLE was more strongly endorsed. Personal life making the respondent a more effective employee received the highest mean ($M = 3.69$), followed by personal life providing energy for work ($M = 3.62$). Work accomplishment supporting personal

life ($M = 3.54$) and work improving mood at home ($M = 3.55$) were also positive. Engagement ranged from moderate to high, with pride in work ($M = 3.89$), enthusiasm ($M = 3.80$), and absorption reflected in time passing quickly ($M = 3.78$) among the strongest items.

Table 2: Descriptive profile of principal constructs

Construct	Items	Reported mean range	Reported SD range	Summary
WIPL	4	2.94–3.22	1.108–1.177	Moderate interference
PLIW	3	3.01–3.02	1.173–1.240	Moderate interference
WPLE	4	3.54–3.69	.955–1.083	Positive enhancement
Employee engagement	Reported scale	3.37–3.89	Not consolidated	Moderate to high

Note. $N = 105$. The source report provides item-level rather than construct-level means.

4.2. Correlations

WIPL and PLIW were strongly related ($r = .645$), showing that interference often operates reciprocally. WPLE had the strongest bivariate association with engagement ($r = .600$). PLIW correlated with engagement at $r = .357$, while WIPL correlated at $r = .271$. WPLE was weakly related to both conflict dimensions ($r = .165$ with WIPL; $r = .126$ with PLIW), suggesting that positive enhancement is empirically distinguishable from the simple absence of interference.

Table 3: Pearson correlation matrix

Variable	WIPL	PLIW	WPLE	EE
WIPL	1.000	.645	.165	.271
PLIW	.645	1.000	.126	.357
WPLE	.165	.126	1.000	.600
EE	.271	.357	.600	1.000

Note. The source marks WIPL-PLIW, WIPL-EE, PLIW-EE, and WPLE-EE as statistically significant. Exact p values are not reproduced for every cell.

4.3. Regression results

The regression model was significant and explained 44.1% of the variance in engagement, $R = .664$, R -squared = .441, adjusted R -squared = .424, $F(3, 101) = 26.559$, $p < .001$. WPLE was the strongest predictor ($\beta = .565$), indicating that positive resource exchange between domains was more consequential than interference. PLIW also showed a positive coefficient ($\beta = .294$), contrary to H2. WIPL was nonsignificant ($\beta = -.012$), so H1 was not supported.

Table 4: Multiple regression predicting employee engagement

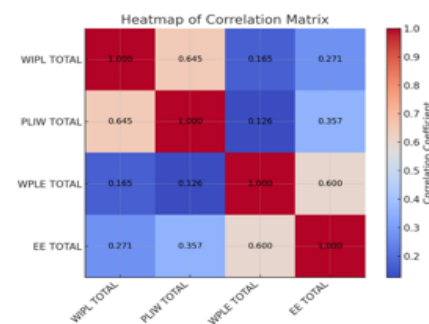
Predictor	B	SE	Beta	t	p	Decision
Constant	1.097	.302		3.630	< .001	-
WIPL	-.010	.080	-.012	-.128	.899	H1 not supported
PLIW	.198	.066	.294	3.019	.003	H2 not supported; direction reversed
WPLE	.545	.073	.565	7.490	< .001	H3 supported

Table 5: Instrument reliability

Measure	Cronbach's alpha	Items	Assessment
Combined questionnaire scale	.870	20	Good internal consistency

Note. Construct-specific alpha or omega values were not reported; overall alpha does not establish the reliability of each subscale.

The positive PLIW coefficient should not be interpreted as evidence that personal conflict improves engagement. Because PLIW is correlated with WIPL and the design is cross-sectional, the coefficient may reflect suppression, coding, omitted variables, or adaptive boundary management. Replication and measurement validation are necessary.



Note. Reproduced from the source report. EE = employee engagement.

Figure 1: Correlation heatmap of work-life dimensions and employee engagement

4.4. Demographic comparisons and reliability

The report concludes that engagement did not differ significantly by age, gender, work experience, job role, or marital status. H4 was therefore not supported. This pattern suggests that perceived work-life resources may be more important than demographic membership in the sampled organizations, although the small subgroup sizes limit power.

5. Discussion

5.1. Enhancement is more important than conflict reduction

The central result is the dominant role of WPLE. Employees appear more engaged when achievement at work improves personal life and when personal life restores energy and effectiveness at work. This supports a resource-gain interpretation: engagement is energized by reciprocal benefits, not merely protected by lower conflict. The finding extends conventional work-life policy from accommodation toward enrichment.

5.2. Why WIPL was nonsignificant

WIPL showed a small positive bivariate correlation with engagement but no unique regression effect. IT professionals may remain enthusiastic despite personal sacrifice because of career growth, professional identity, team commitment, or short-term project intensity. WIPL may also share variance with PLIW, leaving little unique predictive contribution. The result should not be used to dismiss harmful workloads; interference can affect wellbeing, sleep, family functioning, and turnover even when current engagement remains high.

5.3. Interpreting the unexpected PLIW effect

The positive PLIW coefficient is theoretically counterintuitive. One explanation is that engaged employees carry multiple demanding roles and report both personal interference and high

commitment. Another is statistical suppression. A third is measurement ambiguity: respondents who actively integrate their domains may perceive boundary crossing without evaluating it entirely negatively. Future models should distinguish controllable integration, involuntary interference, caregiving demands, and resource exchange.

5.4. Theoretical contribution

The study supports a two-sided work-life framework. Conflict and enhancement are not opposite ends of one continuum; employees can report both. The weak correlations between WPLE and the interference dimensions reinforce this distinction. Engagement theory is strengthened by treating positive cross-domain resources as a motivational input alongside job resources. Evidence that the work environment shapes employee learning and behaviour further suggests that enrichment should be designed through leadership, norms, and work systems rather than assigned solely to individual coping (Subbarayudu et al., 2021).

6. Practical Implications

The objective should be a sustainable exchange of resources. Flexibility without workload control can simply relocate long hours into the home. Managers should therefore combine autonomy with realistic staffing, predictable client coverage, and protection of recovery. Learning and knowledge-sharing opportunities can also make work more enriching by strengthening competence, collective intelligence, and innovation (N. et al., 2025).

Table 6: Work-life enhancement agenda for IT organizations

Priority	Organizational action	Evaluation metric
Schedule control	Flexible start/end times, hybrid choice, predictable client rotations	After-hours work, schedule changes, recovery time
Boundary protection	Meeting windows, escalation rules, right-to-disconnect norms	Late meetings, weekend contacts, boundary violations
Resource enrichment	Learning, mentoring, recognition, meaningful project ownership	Skill growth, perceived accomplishment, engagement
Supportive leadership	Manager training, workload conversations, psychologically safe feedback	Support climate, workload fairness, speak-up behavior
Wellbeing infrastructure	Counselling, leave access, burnout screening, phased return support	Utilization, exhaustion, absence, retention
Inclusive support	Caregiving, childcare, parental leave, flexible re-entry	Access and outcomes by gender and life stage

Note. Measures should be monitored without compromising employee privacy.v

7. Limitations and Future Research

The study uses a small, cross-sectional, self-report sample from Bengaluru's IT sector. Causal direction cannot be established and common-method variance may inflate associations. Sampling implementation is insufficiently documented for probability claims. Construct-specific reliability, factor validity, multicollinearity diagnostics, residual assumptions, confidence intervals, and exact demographic ANOVA statistics are not reported.

Future studies should use larger stratified samples, validated multidimensional scales, and longitudinal designs. Separate alpha and omega estimates, exploratory and confirmatory factor analyses, and discriminant-validity tests are needed.

Moderators may include gender, caregiving, boundary preference, role seniority, remote-work intensity, leadership support, and schedule control. Engagement may also mediate the relationship between work-life enhancement and performance, innovation, or retention.

8. Conclusion

For the sampled IT professionals, positive work-personal life enhancement was the clearest predictor of employee engagement. Moderate conflict existed in both directions, but work interference did not uniquely predict engagement and the positive personal-interference coefficient requires cautious interpretation. The practical lesson is not that conflict is harmless; it is

that organizations should move beyond damage control. Flexible, supportive, and development-oriented work systems can help employees carry energy, accomplishment, and capability constructively across work and personal domains.

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