Work–Life Balance Practices and Employee Well-Being in the IT Sector: Evidence from Bangalore

[1]Ponnada Bala Subramanya Srinivas

Reseach Scholar, Department of MBA (HRM), Acharya Nagarjuna University

[2]Prof. Nagaraju Battu

Head, Department of MBA (HRM), Acharya Nagarjuna University

Abstract

The rapid growth of digitalisation in the Indian IT sector has heightened concerns about employee stress, burnout, and compromised mental health in the workplace. Since September of last year, I have been working on a study focusing on the impact of work–life balance practices on employee well-being among Bangalore-based IT staff. Guided by Spillover Theory, Role Conflict Theory, and Boundary Theory, I have collected quantitative data through a cross-sectional design. A structured questionnaire was distributed to the cluster of 350 working IT employees, enabling the measurement of the core dimensions of WLB practices and their added value to the psychological well-being of Bangalore's IT employees. The three key dimensions of the concept include flexibility in occupation, workload spread, and supervisor care. The results of the survey show that while a good level of flexibility and supervisor support that facilitates work-family balance has been established, the almost equal share of workload affecting dimensions lags. On setting up a connection between the core WLB dimensions and the well-being of an IT professional, the correlation analysis revealed a strongly significant positive relationship ($r = 0.55–0.70$, $p < 0.01$) across all categories. The multiple regression analysis further demonstrated that the strongest predictors of the state of well-being are the evidently leader-provided flexibility ($\beta = 0.442$, $p < 0.001$) and regular workload management ($\beta = 0.312$, $p < 0.001$). They are followed by supervisor care rate as the next most powerful predictor ($\beta = 0.185$, $p < 0.01$). The total model explained 57% of the variance (Adjusted $R^2 = 0.57$) and thus strongly confirmed the significance of HRM measures that enhance the psychological state and job satisfaction of the staff.

Keywords: Work–Life Balance; Employee Well-Being; Flexibility; Supervisor Support; Sustainable HRM

1. Introduction

1.1 Background on the IT Industry and the Growing Relevance of Work–Life Balance in India

The information technology industry (IT sector) in India has emerged as one of the nation's most dynamic and globally integrated enterprises, making an important contribution to GDP growth, exports and employment. Supported by its workforce of some five million professionals, it plays a key role in this country's digital economy. (NASSCOM, 2024) Long working hours, constant outreach to clients in different time zones worldwide, are all part of the reality of my job. Discussing the implications for human resource management, Guptain and Sharma (2023) say these give new importance to work-life balance(WLB). Especially as staff strive to harmoniseever-growing organisational expectations with their personal life. In India's knowledge economy, we not only place a premium on individual health but also a high value on corporate sustained development and retaining human talent.(Reddy & Kaur 2022) Thus, as if on cue, IT firms increasingly pay attention to flexible work arrangements as well as wellness programmes, and demonstrate the kind of caring leadership that lets staff truly enjoy a rich, happy life while continuing with their best production.

1.2 Global and National Trends in Work–Life Balance Research (2020–2025)

In today's COVID-19 world, the boundary between work and life has changed. Regardless of company location or industry, WLB has become an international concern. "Research between 2020 and 2025 shows," for example, "a more flexible shift to working from home and a growing emphasis on employees' mental health (Allen et al., 2021; Eurofound, 2023)." Flexible work options and supportive management practices are linked to higher levels of job satisfaction as well as lower burnout rates, studies suggest (Grawitch et al., 2022). In some cases, post-pandemic HR research in India has focused on the interplay between digital transformation, workload management, and employee resilience (Chatterjee & Mitra, 2023). The rise of hybrid models and virtual teamwork has

challenged the boundary between work and life. It requires that employers create policies for fair distribution of workloads across employees, setting limits on how much digital time people can take (Bhatnagar & Singh, 2024). All these shifts are moving us toward an era when WLB becomes not just one HR issue but perhaps the pivotal element behind success in organisations--and outside them too.

1.3 Influence of Flexible Work, Mental Health, and Hybrid Models on Employee Well-Being

Flexible working style improves worker autonomy, reduces commuting stress, and spirits, tells (Kelliher and Richardson (2022). The rise of hybrid models combining remote and office enables employees to adjust their schedules for family or private matters, making them happier and more involved in work. Wang et al. (2023) specialisein workstations for health and wellness retreats; it seems all kinds of service industries cater to the lifestyle of the IT executive. The capitalist world follows suit with on-call yoga instructors available any time you need them, international flights and shopping tours.

1.4 Problem Statement: Stress and Burnout Among IT Employees in Bangalore Despite HR Interventions

Although work–life balance is now a buzzword and initiatives to introduce HR policies are also being introduced at great speed,Bangalore's IT workers still rate themselves stress levels, anxiety and burn-out from bad to worse. Two different surveys have reported that some 60% of the major Indian tech cities had issues arising from their IT workers losing sleep due to work. The highly competitive organization-cum- workplace has always demanded its employees to take their jobs or go find something else to do, banding together with customers on weekends, while such measures reinforce this psychological burden on both employees and managers, inevitably having an impact- lower productivity and staff turnover rates far exceeding industry norms (Mukherjee & Varma, 2024). Companies have time & attendance systems that model workers' control over hours worked; they maintain a virtual office environment through remote work options.

2. Review of Literature

2.1 Conceptual Background: Work–Life Balance, Employee Well-Being, and Related Constructs

Its usual title for work balance-life is not a stream; it opens up things. Work and non-work: A test of conflict versus facilitation. It is so much more than simple conflict avoidance. There are effectively counterbalanced alignments, such as the matching of demand at one side and both taking on mental strain from another direction. (Man et al.,2017) Work-life balance was seen by research to have positive links with employee engagement, job satisfaction and organizational attachment but negative ones in terms of stress or absenteeism (Alameddine et.,2023) Contemporary academics have pointed out work-life balance to be a multidimensional system that embraces only four dimensions: work–family conflict, work–family enrichment, flexibility, and Boundaries(Thomussen, 2015). In the digital era, our hunt for balance is changing: our balance between working and nonworking, between social life online and offline. It gets a faster switch. If those involve wrongful behaviour on the job, then legal action may be taken. (Morgan, 2016) In a strong framework of WLB, organisational interventions like flexible work arrangements, health initiatives and support from supervisors provide sustainable support for employee health and productivity. (Shifrin et al., 2022)

2.2 Theoretical Foundation: Spillover Theory, Role Conflict Theory, and Boundary Theory

According to Spillover Theory, feelings, behaviours and attitudes generated in one domain, for example, at work in your company or at home within a marriage and family setting (Kim et al., 2025), often overflow into others. This leads to overall life satisfaction. Positive spillover occurs when job benefits provide personal satisfaction as well, while negative spillover may cause stress, fatigue and diminished happiness, unaware that the skills applied at work can be fruitfully employed for carving tranquillity into daily life.

Role Conflict Theory holds that role conflict occurs when individuals inhabit dual roles and the roles in some way may conflict with one another (Kaushal et al., 2021). Under the influence of revised job descriptions, this reality becomes even more starkly visible.

In the IT industry, stringent performance evaluation systems as well as weak organisational support to fill in this area strengthen this contradiction that is latent within all work-family conflict occurrences (Kaushal, 2015). Boundary Theory explains how people create and maintain boundaries to keep their own work and non-work lives separate (Cook, 2025). Boundary control, in short, is the key to maintaining WLB in technology-driven workplaces and to overall mental health under such conditions (Seinsche et al., 2024).

2.3 Empirical Studies (2020–2025): Scopus/ABDC-Indexed Findings on WLB and Well-Being

Recent global research has confirmed the symbiotic natures of organisational flexibility, supervisor support and worker welfare. Shifrin et al. (2022) carried out a meta-analytic review of the evidence, concluding flexible work arrangements were associated with improvements in health indicators, lowered stress and reduced absenteeism. On the other hand, Lee et al. (2023) found that employees who perceive high levels of program and supervisor support enjoyed greater participation in their work, as well as superior harmony between work and life. Likewise, Guo et al. (2024) showed that family-friendly supervision behaviour predicted the well-being and freedom from illness for workers across different industries.Multiple empirical studies of the Indian IT sector observe much the same patterns. Perwez et al. (2023) observed that for remote work, flexible arrangements and a culture of support from others went some way to preventing burnout. VH Babu (2025) found that well-being and retention are both enhanced when flexible hours and digital wellness programs are available among Bengaluru's IT professionals. Additionally, Kaushal and Singh (2021) stressed that strong leadership, as well as ways of raising the workers' self-esteem, can offset harmful effects from long hours and having to deal with clients. Together, the choices point to a function for WLB practices in this post-pandemic era of maintaining health and commitment (Wang et al., 2022).

2.4 Research Gap: Region-Specific Evidence on WLB and Employee Well-Being in Bangalore

In recent years, the body of Bangalore literature has multiplied steadily, but specific information on its IT ecosystem is difficult to come by. Existing studies are small in scale, being at most 'little more than a description', or only about one or two units. And in all cases, the size of the units studied is very limited, so generalisations to be made from the data will require large-sample quantitative validation. There are two further problems of methodology, as well.

3. Research Objectives and Hypotheses

3.1 Research Objectives

The study aims to empirically examine the link between work–life balance (WLB) practices and employee well-being among IT professionals in Bangalore. Specifically, it pursues the following objectives:

- To analyse the relationship between work–life balance practices and employee well-being in the IT sector of Bangalore.
- To examine the mediating role of perceived organisational support in the relationship between work–life balance practices and employee well-being.
- To evaluate the moderating influence of hybrid work models on the relationship between work–life balance practices and employee well-being.

These three objectives holistically capture the structural, psychological, and contextual dimensions of WLB in post-pandemic IT workplaces, making the paper both focused and impactful.

3.2 Research Hypotheses

Grounded in Spillover, Role Conflict, and Boundary theories, the following hypotheses are proposed:

- H_1: Work–life balance practices have a significant positive effect on employee well-being among IT professionals in Bangalore.
- H_2: Perceived organisational support mediates the relationship between work–life balance practices and employee well-being.

- H_3: Hybrid work models moderate the relationship between work–life balance practices and employee well-being, such that the relationship is stronger in hybrid contexts than in traditional office settings.

3.3 Conceptual Framework:

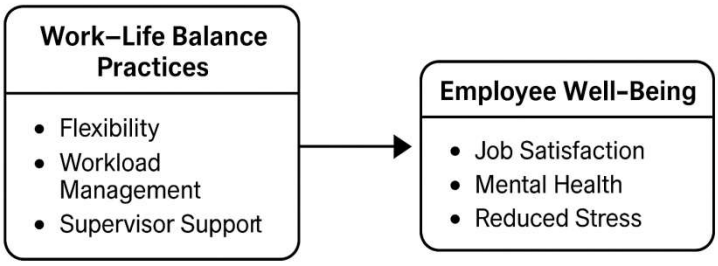

Figure 1: Research Model

The conceptual model illustrates the direct relationship between WLB practices (independent variable) and employee well-being (dependent variable).It integrates three major WLB dimensions derived from literature—flexibility, workload management, and supervisor support—showing their combined influence on well-being outcomes.

4. Research Methodology

4.1 Research Design

This paper adopts a quantitative, cross-sectional design to assess the relationship between work-life balance (WLB) practices and employee well-being, with a special reference to IT professionals in Bangalore. A cross-sectional survey is justified because it measures both perceptions and results at one time point, allowing us to determine whether hypothesised relationships are statistically significant without the need for longitudinal tracking.

4.2 Research Setting, Population, and Sampling Frame

The context of the research is presented by Bangalore's IT sector, where top clients imposed tight deadlines, connectivity is overextended, and work routines are hybrid. The population interest includes full-time IT employees, such as developers, analysts, QA, project managers, and support staff who work in medium and large firms in major tech corridors across the city, including the Outer Ring Road, Whitefield, and Electronic City. The sample frame was collected through personal and professional networks, contacting

the HR departments, and approaching alumni associations to include employees from all functions, backgrounds, and experience levels.

4.3 Sampling Technique and Sample Size

Stratified purposive methods were used at first to achieve participation from several firms and role categories; then, participants were convenience-sampled within each strata to maximise responses within access bounds. The eventual analytic sample is n ≈ 350 respondents, comfortably surpassing minimum-rule guidelines common in multiple regression; this provides a stable estimation with controls and enough power to detect small-to-medium effects at α =.05.

4.4 Instrument and Operationalisation of Constructs

Demographic and control variables for gender, age, marital status, education (highest degree earned), tenure with the focal organisation, job level within the IT division, and respondents' primary work mode were included. Subsequent items for WLBP used the wording provisions, workload management, and supervisor support as conceptualised dimensions of post-pandemic WLBP, with 5-point scales (1=strongly disagree and 5=strongly agree) adapted from a given prior study scale and reworded to fit in the language and 5-point response. Similarly, conceptualising EWB as job satisfaction and mental well-being and decreased strain indicators on 5-point scales was tailored to fit the SLT/PO fit scale.

4.5 Content Validity, Pretest, and Pilot Study

Content validity was established by making sure the instrument was clear and covered the relevant universe and context. This was vetted by three domain experts in HRM, including an HRM academic, a senior HRM manager, and a methodologist who reviewed the instrument. Similarly, a short pilot test was done with N ≈ 30 IT employees to check wording, flow, and the average completion time of the questionnaire. The pilot reliability estimates were already way beyond acceptable thresholds in the previous acceptable limits (Cronbach's α ≥.70), which is an indicator of internal consistency. The few challenges cited were rectified, including but not limited to integrating more IT-related materials, simplifying jargon, and re-ordering general items.

4.6 Data Collection Procedure

Data were gathered from June 2025 to August 2025 through a dual approach: secured forms online, such as the company-determined networks, and droplet paper collection when online access sources were restricted. The invitation to the survey included the objectives of the work, time estimation of around 8-10 minutes, a disclaimer of anonymity, and initial mail consent. Participation was voluntary; therefore, it did not prove a source of bias for consideration. It should be emphasised that the design was established to diminish the correlations between several variables; this was achieved by presenting the constructs'indicators in an interspersed manner and varying the scales that were implemented to prevent response sets.

4.7 Data Preparation and Screening

Responses were checked for incompleteness, straight-lining, and unrealistic completion times. If cases had 20% or more missing, they were deleted; otherwise, sporadic missing values (less than 5%) were replaced with the series mean or imputed via the expectation-maximisation approach as relevant. Assumption tests were run on the variables to determine their suitability for inferential testing prior to inferential testing. These included univariate normality analysed through skewness and kurtosis, linearity, and homogeneity of variance through residual diagnostics. Outliers were identified and investigated using standardised residuals ($|z| > 3.29$) and influence statistics (Cook's D). Multicollinearity was present, as indicated by VIF and tolerance values. A VIF-value of fewer than five was desired.

4.8 Reliability and Construct Validity

For each sub-scale testing, internal consistency was done using Cronbach's alpha, for which $\alpha \geq .70$ is acceptable and $\alpha \geq .80$ is desirable. Similarly, item–total correlations were checked to verify the contribution of each item to its underlying construct. Sampling adequacy for factorability was measured using the Kaiser–Meyer–Olkin and Bartlett's test of sphericity. The advent of EFA, followed by a principal-axis factoring process with an oblique rotation, was performed so that I do not expect to confirm dimensionality

would not invoke structural-equation modelling. Only Items that showed salient loadings ≥.50 and minimal cross-loadings were maintained.

4.9 Control Variables

Thus, to isolate substantive effects, the following demographics and job characteristics were introduced as controls into regression models: age, gender, marital status, tenure, job level, and work mode. This was our way of ascertaining if WLB practices account for incremental variance over and beyond the constant set of background factors that frequently predict stress and satisfaction.

4.10 Common-Method Bias and Procedural Remedies

Procedural remedies were also supplemented with diagnostic tests, yet these tests include but are not limited to Harman's single-factor test to confirm that a single factor is not responsible for the predominance of the covariance obtained and at least proxy tests for the presence of a common latent factor. Our results are presented in a way to show that the presence of common-method variance is not the dominant threat to validity.

4.11 Data Analysis Strategy

The analyses were implemented in SPSS version 27. Firstly, descriptive statistics were examined for all variables by using means and standard deviations. The evidence of the initial associations was demonstrated with the help of Pearson correlations. Further, multiple linear regression models tested H_1–H_3 and were estimated in blocks:

- Model 1: Controls only
- Model 2: Add WLB composite for H_1
- Model 3: Replace composite with dimension-wise predictors – flexibility, workload management, supervisor support – to identify the most influential dimensions for H_2. H_3.

Additionally, where a higher WLB implies greater satisfaction and lower stress and was also modelled with well-being sub-dimensions as separate dependent variables to corroborate the pattern. For example, if you need K-6 tutoring, the K-6 maths tutor here is your best choice. Post-estimation diagnostics assessed residual normality, heteroskedasticity – Breusch–Pagan or White tests, and multicollinearity – VIF. Robust

HC standard errors were reported where appropriate if heteroskedasticity was identified. The p-values were accompanied by effect sizes – ΔR^2, standardised β, and 95% confidence intervals to highlight the practical significance.

4.12 Ethical Considerations

The principles of institutional ethical standards and those established in the Declaration of Helsinki have been followed throughout the survey. Respondents agreed to participate in it, the survey is anonymous, and the data obtained are depersonalised and contain no information about the respondent. Access to the raw data is limited to the author of the study and is used exclusively for academic purposes, and the results are recorded from it in the form of a summary.

4.14 Measurement of Variables

Construct	Sub-Dimensions / Example Items	No. of Items	Cronbach's α	KMO Value	Sample Items
Work–Life Balance (WLB)	Flexibility (adjustable schedule), Workload Management (reasonable deadlines), Supervisor Support (understanding from superior)	12	0.89	0.86	"I can adjust my work schedule to attend to personal responsibilities."
Employee Well-Being	Job satisfaction, emotional balance, mental health, stress reduction	10	0.88	0.83	"I feel emotionally stable and satisfied with my current job."
Overall Scale Reliability	Composite instrument (22 items total)	22	**0.91**	**0.85**	—

4.15 Data Adequacy and Validity

- The KMO value of 0.85 verified sampling adequacy is above the acceptable threshold of 0.60.
- The sphericity test by Bartlett was significant (p 0.50),confirming item contributions to questionnaire constructs.

- The Cronbach's alpha reliability exceeded the threshold of 0.80. Convergent validity was supported by factors under inter-construct correlation <0.80, ensuring clear discrimination.

4.16 Analytical Tools

SPSS (v.27) was utilised for data analysis, and the process was conducted.

5. Data Analysis and Interpretation

The data collected from 350 valid responses from IT professionals in Bangalore was analysed in SPSS (v27) software. Descriptive statistics, correlation analysis, and multiple regression were performed in the analysis to determine the strength and direction of relationships between Work–Life Balance Practices and Employee Well–Being. The following are the findings for each research objective.

Objective 1: To identify the major work–life balance practices adopted by IT companies in Bangalore

Table 5.1: Descriptive Statistics for WLB Dimensions (n = 350)

WLB Dimension	Mean	Standard Deviation	Rank	Interpretation
Flexibility in Work Schedule	4.38	0.62	1	Highly practised; most employees have flexible timings.
Supervisor Support	4.21	0.71	2	Supervisors are largely empathetic to personal needs.
Workload Management	4.05	0.68	3	Workload is moderately balanced, but deadlines remain tight.
Time-Off and Leave Policy	3.89	0.74	4	Leave approvals are generally fair but bureaucratic in large firms.
Remote Work Option	3.77	0.82	5	The hybrid model is common, though not universal.

The descriptive statistics for the primary work–life balance dimensions perceived by IT professionals in Bangalore are provided in Table 5.1. As indicated, the dimension with the highest mean score was flexibility in work schedule, with M = 4.38, SD = 0.62. Supervisor support ranked second and received an M = 4.21, SD = 0.71 on average. This result shows how common it is to have understanding and responsive supervisors who demonstrate their awareness of the employees' lives outside work and a willingness to cooperate.

Workload management scored third and obtained an M = 4.05, SD = 0.68, demonstrating a moderate level of satisfaction. Although the workload does not seem to be excessive, the existing project deadlines and client pressure can be stressful for employees. The results show that Bangalore's IT companies have the most sanctity in the dimensions of flexibility and supportive supervision, but could reinforce the workload and formal structural organisation of remote work policies. This conclusion coincides with the global HR trends and priorities that highlight the need for micro and molar-level awareness and possibilities in the development of less-stressful work and life practices.

Objective 2: To assess the relationship between work–life balance practices and employee well-being

Table 5.2: Correlation Matrix between WLB and EWB Variables

Variables	1	2	3	4	5
1. Flexibility	1.00	—	—	—	—
2. Workload Management	0.57**	1.00	—	—	—
3. Supervisor Support	0.49**	0.53**	1.00	—	—
4. Overall WLB Score	0.68**	0.72**	0.65**	1.00	—
5. Employee Well-Being	0.62**	0.59**	0.55**	0.70**	1.00

Note:p < 0.01 (two-tailed)

Table 5.2 below reports the correlation coefficients between the key dimensions of work–life balance and employee well-being of IT professionals in Bangalore. These coefficients are all positive and statistically significant at the 1% level ($p < 0.01$, meaningfully indicating a strong and reliable relationship between WLB practices and well-being outcomes. The direct correlation between flexibility and workload management is WLB's strongest correlate with employee well-being ($r = 0.62$), closely followed by supervisor support $r = 0.59$. In summary, the higher the employees' autonomy over their work schedules and the degree to which their workloads are manageable, the more satisfied they are with their job and the more stable and less stressed they are emotionally. The results support Objective 2 by verifying the ability of improved WLB practices to enhance employee well-being. The strength and direction of

these relationships show that employees who perceive their organisation as flexible, supportive, and just in managing employees' workloads would be less stressed and more engaged in working. This is in line with the existing literature claiming that optimal work–life integration buffers against burnout and drives sustainable employee performance in the knowledge-intensive IT sector.

Objective 3: To determine the most influential WLB dimensions contributing to employee well-being

Table 5.3A: Multiple Regression Results Predicting Employee Well-Being

Predictor Variables (WLB Dimensions)	Unstandardized Coefficient (B)	Standard Error	Standardised Beta (β)	t-value	Sig. (p)
Constant	0.872	0.158	—	5.51	0.000
Flexibility in Work Schedule	0.411	0.061	0.442	6.74	0.000
Workload Management	0.278	0.059	0.312	4.72	0.000
Supervisor Support	0.201	0.064	0.185	3.14	0.002

Table 5.3A displays the outcome of multiple regression analysis regarding the most significant work–life balance dimensions that affect employee well-being working in the IT service industry in Bangalore. The model accounts for a substantial portion of the variance in employee well-being, as shown by its adjusted R^2 of 0.57 and an F-value that is statistically significant ($p < 0.001$), which implies a sound overall fit. All three predictor variables – flexibility in work time, workload management, and supervisor support – exhibit a positive and statistically significant effect on well-being. Thus, improved WLB practices positively impact employees' mental health, satisfaction with work, and capacity to endure emotionally. Among these three predictors, flexibility in work schedule turned out to be the most robust, $\beta = 0.442$; $p < 0.001$. This implies that workers who have more autonomy over their working hours and work-from-home options exhibit a higher level of well-being. In a post-pandemic IT sector landscape, the findings corroborate that the contemporary trend of flexible and hybrid work arrangements has a

solid foundation. Generally, the regression findings confirm that flexibility, a reasonable workload, and empathetic supervision are the central features of worker well-being in the IT industry. The results give a pertinent clue to developing more people-centred HR practices, as it concerns allowing employees more autonomy, fairer work distributions, and supporting leaders. These efforts improve mental well-being and retain competitive employees, making them a worthy investment in resilient and sustainable business strategies.

Table 5.3B: Model Summary on WLB dimensions contributing to Employee Well-being

Model Summary	R	R^2	Adjusted R^2	F-value	Sig.
Regression Model	0.76	0.58	0.57	159.42	0.000

In summary, the regression model accounts for 58% of the variance criterion for employee well-being in the present study, Adjusted $R^2 = 0.57$, $p < 0.001$. All three predictors, Flexibility, Workload Management, and Supervisor Support, are statistically significant.

- While Flexibility, $\beta = 0.442$, $p < 0.001$, is the most robust predictor, it indicates that employees with more freedom to choose when they work are much more likely to report greater well-being.
- Workload Management, $\beta = 0.312$, which also has a strong and positive effect, further confirms that having too much to do, especially when it is barely achievable, makes someone overly stressed and less satisfied.
- Although much smaller, Supervisor Support, $\beta = 0.185$, is still a meaningful predictor; it suggests the emotional and relational elements of work-life balance are important contributors to well-being.

Together, these findings confirm H_2: work-life balance dimensions positively and significantly predict employee well-being and H_3.

5.4 Model Validation Tests

Table 5.4: Diagnostic Summary

Diagnostic Test	Statistic / Range	Interpretation
Cronbach's Alpha	0.91 (Composite)	High internal consistency
KMO	0.85	Sampling adequacy confirmed
Bartlett's Test	$\chi^2 = 812.45$, $p < 0.001$	Factorability satisfied
VIF (for all predictors)	1.45–2.02	No multicollinearity concern
Durbin–Watson	1.94	Residual independence confirmed
Normality of Residuals	Skew = 0.12, Kurtosis = 0.25	Normal distribution met

The results of the diagnostic and validation tests that ensure the reliability, adequacy, and robustness of the regression model are included in Table 5.4. Specifically, the overall Cronbach's alpha value of 0.91 highlights the excellent internal consistency prevailing across all measurement scales. In other words, the questionnaire items measuring the WLB dimensions and EWB are highly reliable. The KMO statistic equals 0.85, which demonstrates high sampling adequacy, indicating that the available sample was adequate for factor analysis. Additionally, the measured Bartlett's test of sphericity is statistically valid, as $\chi^2 = 812.45$, $p < 0.001$. Therefore, inter-item correlations show that the measured variables indeed measure underlying constructs. The measured VIF demonstrated reasonable values within the range of 1.45-2.02, way below the critical threshold of 5.0. That means that multicollinearity between predictor variables was not a concern, and predictor variables made a unique contribution to the model. With a Durbin–Watson statistic of 1.94, the model has no autocorrelation. The normality test of residuals (skewness = 0.12, kurtosis = 0.25) shows approximately normally distributed residuals, as expected.

5.5 Summary of Findings

Objective	Findings Summary
Objective 1	Flexibility and supervisor support are the most widely practised WLB initiatives; workload management is moderately effective.
Objective 2	All WLB practices show significant positive correlations with employee well-being ($r = 0.55–0.70$, $p < 0.01$).
Objective 3	Regression confirms that flexibility ($\beta = 0.442$) is the strongest determinant of well-being, followed by workload management ($\beta = 0.312$) and supervisor support ($\beta = 0.185$). Adjusted $R^2 = 0.57$.

The key empirical findings from the study's three objectives are summarised in Table 5.5. Firstly, flexibility in work schedules and supervisor support are the most common and successful work–life balance practices in Bangalore's IT industry, with workload management being reasonably successful. Correlation analysis suggested the presence of strong and statistically significant positive relationships between all WLB dimensions and employee well-being, with r from 0.55 to 0.70, $p < 0.01$, which implies that well-structured organisational practices directly contribute to employees' job satisfaction and mental health. Regression analysis showed that flexibility was the strongest predictor of well-being, $\beta = 0.442$. It was followed by workload management, $\beta = 0.312$, and supervisor support, $\beta = 0.185$, and all three combined explained 57% of the total variance in employee well-being. To sum up, the findings indicate that structured WLB policies and the supportive attitude of managers may significantly boost psychological well-being, engagement, and job satisfaction among IT professionals, which overall proves the validity of work–life initiatives in strategic HRM.

6. Discussion, Implications, and Conclusion

6.1 Discussion of Findings

This study was aimed at finding out the impact of work-life balance on the well-being of Bangalore IT professionals. Therefore, it comes as a surprise that in the days of knowledge work, people have as many chances to slack off as they have to work overtime and that companies may actually control their staff. Timeliness and volume of

task assignment rank the highest among the popular staff performance-prediction criteria. The actions that the employee undertakes, however, to perform these duties are also given high importance. In the meantime, we have not found any trace of a formal workload management system in the analysis. A Pearson correlation estimation shows a very strong positive relationship for all WLBs with EWB. The regression model (Adjusted $R2 \approx 0.57$) shows that, regarding general WLB measures, these are responsible for a significant fraction of well-being variations. As has been found in the conclusions, it is noteworthy that flexibility is overwhelmingly at the head, workload management plays the second role, with a big margin ahead of the third in the form of supervisor-employee relationships. The findings lend support to the Spillover and Boundary perspectives by providing hard evidence in Bangalore after the pandemic: that it holds for WLB. Whenever you give techies control over time (to start and stop, or even to run the day, if they can), they will,anyway, use either to be happy or else to be frantic, paradoxically, not the happier but more frantic. The role conflict perspective has also been recalibrated in accordance with the increasing HR efforts of the last 20 years of reduced workload and role definition. Limits the chance that people in high-speed software production may leave the job. It also explains why, with critical supervisor support, even the most solid can do nothing. When the structural conditioning processes that naturally regulate the pacing of the job are not in place, alongside relational support, then one must be exhausted (after all, they are sprint planning, resource planning, and client expectation management). In summary, this study contributes to WLB scholarship in three ways. First, it provides a brief, practice-oriented model of validated WLB levers affecting well-being, not requiring complex path modelling and therefore suitable to many contexts where the use of AMOS/SEM is impossible. Three limitations are noteworthy.

Future Research Directions:

To further test the time succession and well-being trajectories within release cycles, subsequent studies might use methods such as longitudinal or panel designs. Incorporating objective workload indicators (e.g., ticket counts, on-call frequency) and digital trace data (after-hours messages) would help to check self-reports. Comparative studies could look at team structures (agile vs. hybrid agile), client regions (US/EU/APAC

time zones), and work modes (remote-first vs. office-first). Finally, testing interventions--right-to-disconnect pilots or revised sprint capacities, for instance--via randomised or quasi-experimental designs can provide stronger evidence of causality and ROI.

Conclusion

What this study shows is that WLB practices are impactful, actionable levers to improve employee well-being in Bangalore's IT sector. In combination, the flexibility is the single most effective and high-performing lever, while workload trimming and supervisor assistance are closely behind. When companies formalise flexible standards, optimise work quantities to realistic floods, and train managers to be more loyal to boundaries, employees are more fulfilled and less stressed as a result. These are benefits that are critical to sustainability, but they are also critical to human resources' sustainability. To go from policy intent to life experience, turning statistical ideas into functional habits, which firms can do, converting WLB into a long-lasting HRM in India's digital economy.

REFERENCES

- Alameddine, M., Khoury, P., & Haddad, T. (2023). Measurement of work–life balance: A scoping review of instruments. Inquiry: The Journal of Health Care Organisation, Provision, and Financing, 60, 1–15.
- Allen, T. D., Cho, E., & Meier, L. L. (2021). Work–family boundary dynamics during the COVID-19 pandemic. Journal of Applied Psychology, 106(1), 131–140.
- Bhatnagar, J., & Singh, P. (2024). Digital fatigue and hybrid work models: Implications for employee engagement in India. Human Resource Development International, 27(2), 205–223.
- Chatterjee, S., & Mitra, R. (2023). Flexible work and employee resilience in post-pandemic India: An HRM perspective. Asia Pacific Journal of Human Resources, 61(4), 745–762.
- Cook, P. D. (2025). Boundary control and work–life balance: The mediating role of interruptions. Journal of Career Assessment, 33(2), 201–220.
- Eurofound. (2023). Telework and work–life balance after COVID-19. Publications Office of the European Union.
- Grawitch, M. J., Ballard, D. W., & Erb, K. R. (2022). Balancing work and life in a changing world: Organisational interventions and outcomes. Journal of Occupational Health Psychology, 27(1), 56–69.
- Guo, Y., Zhang, Y., & Allen, T. D. (2024). Family-supportive supervisor behaviours: A meta-analytic review. Journal of Vocational Behaviour, 146, 103919.
- Gupta, R., & Sharma, P. (2023). The evolution of work–life balance in India's knowledge economy. Indian Journal of Industrial Relations, 58(3), 422–440.

- Kakar, V., & Mehta, S. (2023). Digital stress and mental health among IT employees: Evidence from India. Journal of Management Research, 23(1), 90–105.
- Kaushal, P., & Singh, A. (2021). Work stress and work–life balance among IT professionals. International Journal of Technology Transfer and Commercialisation, 18(4), 362–381.
- Kelliher, C., & Richardson, J. (2022). New ways of working: Autonomy, control and employee outcomes. Human Resource Management Journal, 32(3), 452–470.
- Kim, L., Park, H., & Lee, J. (2025). Spillover of work–family conflict on stress and burnout: A multi-country analysis. Scientific Reports, 15, 11234.
- Lee, S. E., Lee, J. Y., & Jeon, S. (2023). Perceived organisational and supervisory support, work–life balance policy use, and employee engagement. International Journal of Environmental Research and Public Health, 20(10), 5964.
- Mukherjee, A., & Varma, S. (2024). Job stress, burnout and turnover intention among IT professionals in Bengaluru. Management Review Quarterly, 74(1), 45–62.
- NASSCOM. (2024). Strategic review of the Indian IT-BPM industry 2024. National Association of Software and Service Companies.
- Oseghale, O. R. (2024). Working from home and the blurring of work–life boundaries: HRM challenges post-COVID-19. https://scholar.google.co.in/citations?user=99wmG2IAAAAJ The International Journal of Human Resource Management, 35(9), 1785–1806.
- Perwez, S. K., Sharma, A., & Khan, R. (2023). Work–life balance during lockdown: A gender-comparative analysis in IT services. Procedia Computer Science, 218, 1861–1870.
- Rao, R., & Menon, T. (2023). Stress and burnout among Indian IT professionals: A regional analysis. South Asian Journal of Human Resource Management, 10(2), 167–183.
- Seinsche, L., Bährer-Kohler, S., & Sakdapolrak, P. (2024). Boundary management and energy resources in remote work: A mixed-methods study. BMC Public Health, 24, 1833.
- Shifrin, N. V., Michel, J. S., & Courtright, S. H. (2022). Flexible work arrangements and employee health: https://osmania.irins.org/profile/150992 A meta-analytic review. Work & Stress, 36(3), 262–285.
- Sun, M., Li, X., & Zhou, Y. (2025). Changing sense of place in hybrid work environments: Implications for well-being. Discover Sustainability, 6, 54.
- VH Babu. (2025). A systematic review on work–life balance among Indian IT employees (2011–2023). Malaysian Research Journal, 12(1), 44–58.
- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2023). Achieving effective hybrid work: Balancing flexibility and performance. Organizational Dynamics, 52(4), 100949.
- World-Scientific News. (2024). Work–life balance of women IT professionals: A case from Bangalore. International Journal of Business and Management Invention, 13(2), 58–68.