

Work-to-Personal Conflict and Work Engagement: Evidence from India's IT and Private Banking Sectors

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Summary

This study examines the impact of Work-to-Personal Conflict (WPC) on Work Engagement (WE), an area that remains less explored in the interrole conflict literature. It investigates the parallel mediation of Job Satisfaction (JS) and Affective Organizational Commitment (AOC) in the WPC-WE relationship. Data from 478 IT and 467 private banking employees in India were analyzed using IBM SPSS Statistics 22 and Amos 24. Findings revealed that WPC negatively affects WE, with JS and AOC significantly mediating this relationship. In IT, a full mediation effect was observed, while in private banking, mediation was partial. This study highlights how WPC, arising from conflicts between personal interests and professional responsibilities, influences JS and AOC, subsequently affecting WE. To the authors' knowledge, no prior research has examined these interrelationships, making this study a novel contribution.

Keywords: Interrole Conflict, Work-to-Personal Conflict, Job Satisfaction, Affective Organizational Commitment, Work Engagement

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Introduction

Work-to-Personal Conflict (WPC), which arises when professional demands interfere with personal activities, is increasingly recognized for its potential adverse effects on employees' psychological and emotional well-being (Wilson and Baumann, 2015). This type of conflict can significantly impact employees' Job Satisfaction (JS) and Affective Organizational Commitment (AOC), which are crucial determinants of Work Engagement (WE). Despite the extensive literature on Work-to-Family Conflict (WFC), the consequences of WPC remain relatively unexplored. This study addresses this gap by examining the impact of WPC on WE, a critical factor for organizational success (Carasco-Saul *et al.*, 2015; Hidayah Ibrahim *et al.*, 2019; Li, 2023; Young *et al.*, 2018).

WE has garnered substantial research attention due to its positive and desirable influences on organizations (Bellamkonda and Pattusamy, 2024; Islam *et al.*, 2022; James, 2022; Saks *et al.*, 2022; Sihag, 2020). Enhanced WE is linked to various beneficial outcomes, including increased organizational profit, long-term employment, enhanced employee motivation, achieving organizational goals and efficient use of self-abilities (Goyal *et al.*, 2024; Howard and Kasprzyk, 2024; Nehra, 2023). The need to further explore WE stems from its substantial influence on employee performance, learning, and overall organizational effectiveness (Shuck *et al.*, 2011; Shuck and Wollard, 2010). Notably, employees remain aware of their professional roles (George *et al.*, 2022) and tend to perform beyond and above organizational expectations when they are engaged in their work (Bakker and Bal, 2010; Farzana and Charoensukmongkol, 2024).

The extant literature primarily focuses on job resources as predictors of WE, with limited research examining the relationship between employee commitment and the emotional engagement of employees (Shuck *et al.*, 2011). This gap indicates a need for more comprehensive studies on how psychological and emotional states affect the WE of employees. The present study addresses this gap by investigating the effects of two psychological states, namely, JS and AOC on the WE of employees.

Psychological bonds between employees and their organizations significantly contribute to WE (Karanika-Murray *et al.*, 2017). Positive psychological states foster enriched work experiences and high JS (Ekmekcioglu and Nabawanuka, 2023). Scholars emphasize the importance of JS for achieving organizational goals (Wood and Wall, 2007). Strategies to enhance JS are vital (Dodanwala and Santoso, 2022), as satisfied employees are more likely to enjoy their work and perform proficiently (Paul Vincent *et al.*, 2022). Conversely, low JS can impede the WE of employees (Zhao *et al.*, 2024).

Furthermore, Pangarkar and Kirkwood (2013) stated, "Employee engagement is the holy grail for every business leader. It's described in a variety of ways but generally defined as when employees fully invest emotionally, mentally, and physically so they focus on achieving the organization's objectives" (para. 1). To actualize the emotional and mental bond of employees with their organizations, focus needs to be directed towards making employees feel attached to their organizations. Research suggests that instilling Affective Organizational Commitment (AOC) is vital to increasing the WE of employees (Gupta *et al.*, 2016). AOC refers to "an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in the organization" (Allen and Meyer, 1990, p. 2).

Based on the Affective Events Theory (AET), the present study embarks to test the individual as well as combined effects of JS and AOC on WE. However, it is important to note here that JS and AOC of employees are susceptible to various influences and interrole conflict is one of the primary concerns in this regard (Liu *et al.*, 2015; Quade *et al.*, 2021). Information on how a specific type of interrole conflict, namely Work-to-Family Conflict (WFC), impacts JS and commitment of employees is predominantly available in the literature. However, this study will explore a new theoretical path and test how a different type of interrole conflict, namely, Work-to-Personal Conflict (WPC), affects JS and AOC of employees and how in turn JS and AOC influence WE of employees.

The research endeavours to offer three significant theoretical contributions. First, studying how WPC affects JS and AOC of employees will bring forth the dynamics of an understudied form of interrole conflict, namely WPC and its association with the psychological states of employees. Second, the relationship between WPC and WE presented in the study is a unique theoretical addition to the interrole conflict literature. Third, the study shows how JS and AOC individually perform as mediators in the WPC-WE relationship and examines how both JS and AOC parallelly mediate the WPC-WE relationship. The findings of the study will encourage researchers to explore WPC in different organizational contexts. Additionally, the managerial implications based on the results of the study will help managers leverage the power of JS and AOC in strengthening the WE of employees.

Hypotheses Development

Work-to-Personal Conflict (WPC) and Work Engagement (WE)

WPC is a type of interrole conflict and is defined as “occurring when the general demands of, time devoted to, and strain created by work interfere with performing personal activities and interests” (Wilson and Baumann, 2015). Work Engagement (WE) is defined as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli *et al.*, 2002, p. 74). A negative relationship between interrole conflict and WE was found for employees working in various industries, for example, healthcare workers (Şahin and Yozgat, 2021), flight attendants (Chen and Chen, 2012), and hotel and enterprise employees (Karatepe and Karadas, 2016). Similarly, a study conducted by Wang and Shi (2022) with front-line employees from service and manufacturing companies and hospitals also found a negative relationship between interrole conflict and WE. Interrole conflict leads to strain and a decrease in WE (Kaur and Mandal, 2024). The strain is likely to negatively interfere with employees’ enthusiasm for work and absorption in it (Karatepe and Karadas, 2016). However, the aforementioned literature does not contain any information specifically on how WPC, a type of interrole conflict, interferes with the WE of employees. But as literature hints towards a negative relationship between interrole conflict and WE, the study aims at testing the relationship between WPC and WE, which leads us to hypothesize the following:

Hypothesis 1 (H1): WPC is negatively related to WE.

The Mediating Role of Job Satisfaction (JS) between Work-to-Personal Conflict (WPC) and Work Engagement (WE)

JS is an optimistic psychological state that results from the work experience of employees (Ekmekcioglu and Nabawanuka, 2023). From an organizational perspective, JS is

the expression of positive attitudes of commitment and psychological association with performing tasks (Moro et al., 2021).

The Affective Events Theory (AET) elucidates how work events, emotions, attitudes, and behaviours affect JS of employees (Christensen et al., 2023; Küçük and Konuk, 2023; Weiss and Cropanzano, 1996). Moods and emotions constitute affects which is a dispositional resource capable of influencing an employee's attitudes toward the workplace (Christensen et al., 2023; Cropanzano et al., 2016). According to Weiss and Cropanzano (1996), JS is the judgement that an individual has about his job owing to his emotional experience at the workplace. These personal judgements also comprise an individual's abstract beliefs (Christensen et al., 2023). Thus, from the perspective of AET, it is understood that employees' affect changes according to workplace conditions and that the JS of employees will also change due to these emotional experiences (Cropanzano et al., 2016; Küçük and Konuk, 2023). In addition, past research advocates that interrole conflict leads to emotional imbalance among employees leading to perceiving negative affective experience (Wilson et al., 2018). Affective experiences at work influence the JS of employees (Judge and Ilies, 2004). Studies validated that one of the negative consequences of interrole conflict is low JS (Cortese et al., 2010; Küçük and Konuk, 2023; Özbağ and Ceyhun, 2014). Thus, we argue that the negative emotions caused by this form of interrole conflict, namely WPC, will also cause JS to decrease.

JS is considered an antecedent of WE (Rayton and Yalabik, 2014; Salanova et al., 2011) and this has been verified by Yalabik et al. (2013) in a cross-lagged empirical design. Low JS results in an increase in work withdrawal behaviours or a lessening engagement with work (Hom et al., 2012). Conversely, employees bearing positive attitudes about their jobs tend to be more engaged with their jobs to reciprocate the organizational facilitated JS enjoyed by them (Rayton and Yalabik, 2014). Thus, WPC can negatively affect JS of employees which in turn can result in low WE of employees. Given this background, we propose:

Hypothesis 2 (H2): JS mediates the relationship between WPC and WE.

The Mediating Role of Affective Organizational Commitment (AOC) between Work-to-Personal Conflict (WPC) and Work Engagement (WE)

AOC refers to the affection employees have towards their organizations which constitutes a typical characteristic of being part of their organizations (Iqbal et al., 2024; Sharma and Dhar, 2016). AOC is also defined as "the employee's emotional attachment to, identification with and involvement in the organization" (Meyer and Allen, 1991, p. 67). Multiple studies have shown that affectively committed employees intend to stay with their organizations (Dutta et al., 2023; Lee et al., 2008), remain motivated and work more enthusiastically towards the fulfilment of organizational goals (Harrison-Walker, 2001; Pattnaik and Sahoo, 2023; Uraon and Kumarasamy, 2024) and enjoy their jobs (Namasivayam and Zhao, 2007).

Interrole conflict interferes with the emotional stability of employees (Wilson et al., 2018). Based on the groundings of AET (Weiss and Cropanzano, 1996), transient emotional experiences disturb the organizational commitment of employees (Li et al., 2010). Past research revealed negative relationships between interrole conflict and AOC (Karatepe and Kilic, 2007; Rathi and Barath, 2013). In addition, a study by Tran (2023) constituting data from nine public organizations situated across three megacities of Vietnam also revealed a negative relationship between interrole conflict and organizational commitment. Researchers extended the AET

framework to assess how transient emotional experiences in organizations can interfere with the relatively stable attitude of organizational commitment (Li et al., 2010). Similarly, in this research work, we test how WPC which holds the potential of creating emotional fluctuations (Amabile and Kramer, 2007), interferes with the AOC of employees.

AOC generates a sense of emotional belongingness and altruism which helps employees overcome stressful situations in their workplaces (Sharma and Dhar, 2016). Employees high in AOC towards their organization tend to engage themselves completely with their professional roles (Poon, 2013). Therefore, the aforementioned paragraphs anchor us to understand that WPC can interfere with AOC of employees which can impede WE of employees as a result. We, therefore, posit the following hypothesis:

Hypothesis 3 (H3): AOC mediates the relationship between WPC and WE.

The Parallel Mediating Role of Job Satisfaction (JS) and Affective Organizational Commitment (AOC) between Work-to-Personal Conflict (WPC) and Work Engagement (WE)

As already discussed in formulating H2 and H3, the study is conceptualized on the basis of AET. AET highlights that “affective experiences at work influence overall judgements about satisfaction with one’s job.” (Weiss and Cropanzano, 1996, p. 46). Furthermore, researchers leverage the AET framework to study how affective experiences of employees influence the relatively stable attitude of organizational commitment (Li et al., 2010). The impact of WPC on emotions can be significant, as the unavailability of time for oneself may disturb the internal flow of emotions in an individual (Amabile and Kramer, 2007). Furthermore, in the previous discussions pertaining to framing H2 and H3, the article already discussed that both JS and AOC can affect the WE of employees. Thus, based on the aforementioned discussion, we argue that WPC is capable of affecting both JS and AOC of employees and the combined effect is likely to impact the WE of employees.

Therefore, by integrating H2 and H3, and the aforementioned discussion, we posit the following hypothesis:

Hypothesis 4 (H4): JS and AOC parallelly mediate the relationship between WPC and WE.

The theoretical framework is shown in Figure 1.

Insert Figure 1 about here

Methods

Data Collection and Analysis Procedure

Data for this study were collected from employees working in the Information Technology (IT) and Private Banking sectors in India. A two-wave design was employed, with data collected at two points in time for both sectors. At Time 1 (T1), participants provided demographic information and completed measures of Work-to-Personal Conflict (WPC), Job Satisfaction (JS), and Affective Organizational Commitment (AOC). After a gap of 10 days, at

Time 2 (T2), the same participants responded to the measure of Work Engagement (WE). This temporal separation aligns with the recommendations of Stone-Romero and Rosopa (2007), ensuring an adequate gap between measuring mediators (JS, AOC) and the outcome variable (WE) to accurately assess their effects. A total of 478 and 467 valid responses were obtained from the IT and Private Banking sectors, respectively.

All participants were verbally informed that the research is conducted solely for academic purposes, and their data will remain strictly confidential under all circumstances. The collected data pertain only to organizational and employee-related variables, and the findings will be used exclusively to develop managerial insights on mitigating WPC in organizations and enhancing employees' JS, AOC, and WE. To ensure anonymity, participants were assured that no personally identifiable information—such as names, employee IDs, email addresses, or contact details—would be collected. Additionally, they were informed that, since the study does not involve any biological interventions or procedures, participation in the survey poses no risk. Only those who agreed with the nature of the study participated voluntarily. Furthermore, given the study's non-intrusive nature and the measures implemented to safeguard participant anonymity, ethical clearance was not deemed necessary.

The National Association of Software and Services Companies (NASSCOM) emphasized the crucial role of IT services exports in India's overall development, noting their contribution to creating indirect employment for around 8 million people (Barnes, 2013). This industry is India's largest employment generator, with an expected 5.4 million people employed in IT services during FY 2022-23 (Government of India, 2023). Additionally, the industry is projected to generate \$254 billion in revenue in FY 2024, an increase of \$9 billion from the previous year, and accounts for approximately 47-50% of India's Services Export (NASSCOM, 2024).

Private banking in India plays a significant role in the enhancement of the country's GDP, strengthening international relations, generating revenue, and creating job opportunities. The asset base of private sector banks crossed over USD 925.05 billion by 2022, registering over 15 % year-on-year growth. This was attributed to an increase in disposable income among people coupled with a substantial decrease in non-performing assets that contributed towards the growth of the economy of the nation (“India Private Banking Market Size & Share Analysis - Growth Trends & Forecasts (2025 - 2030)”, 2025). Additionally, the sector has deepened India's integration with the rest of the world financially, where companies like HSBC and Deutsche Bank have greatly gained ground in the Indian wealth management space. HSBC launched private banking operations, and Deutsche Bank invested \$607.5 million into its Indian operations, thus showing that the country has enormous potential to become a place of wealth management (“HSBC chases wealthy clients in India with private bank launch”, 2023; “HSBC Launches Global Private Banking in India to Serve One of the World’s Fastest-Growing Economies ”, 2023). Another positive is a good job perspective, altogether with demand for highly skilled relationship managers and investment advisors; that is why new jobs emerge and contribute to general employment (“India Private Banking Market Size & Share Analysis - Growth Trends & Forecasts (2025 - 2030)”, 2025).

Furthermore, studies have documented interrole conflict scenarios among both IT industry employees (Aboobaker *et al.*, 2017; Aiswarya and Ramasundaram, 2012) and employees of the private banking sector (Aboobaker *et al.*, 2017). Given the significant impact of the IT and the private banking industries on employment and economic growth of India, we

chose to collect data on WPC situations in these sectors and further analyze its dynamics with JS, AOC and WE of employees in this sector.

Measures

Work-to-Personal Conflict. WPC was measured using a five-item scale developed by Wilson and Baumann (2015). A sample item is “Responsibilities at work often prevent me from participating in personal activities.” Participants rated all the items on a 5-point Likert scale from “Strongly disagree” to “Strongly agree”.

Job Satisfaction. JS was measured using six items selected from the 18-item index developed by Brayfield & Rothe (1951). This method of measuring job satisfaction has been adopted from past studies (Agho, Price and Mueller, 1992). A sample item of the scale is “Most days I am enthusiastic about my job.” Participants rated all the items on a 5-point Likert scale from “Strongly disagree” to “Strongly agree”.

Affective Organizational Commitment. AOC was measured using five items from Meyer and Allen’s Affective Commitment Scale (Meyer, Allen and Smith, 1993; P.Meyer and J.Allen, 1997) and one item related to pride in organizational membership from the Organizational Commitment Questionnaire (Mowday, Steers and Porter, 1979). This method of measuring AOC was adapted from the work of Rhoades *et al.* (2001). A sample item of the scale is “I feel personally attached to my work organization.” It was measured on a 7-point Likert scale (1 = Strongly Disagree, 7 = Strongly Agree) and was later converted into a 5-point rating for statistical calculation.

Work Engagement. It was measured using the nine-item short version of the Utrecht Work Engagement Survey (UWES) instrument developed by Schaufeli *et al.* (2006). A sample item is “I get carried away when I am working”. Responses were made on a 7-point scale ranging from 0 (never) to 6 (always).

Control Variables. The control variables were chosen according to the pattern followed in past studies of conflict management where the variables: age (Butts, Becker and Boswell, 2015), gender (Butts, Becker and Boswell, 2015; Wilson and Baumann, 2015; Yu *et al.*, 2022), education level (Singh and Srivastava, 2023), organizational position (Krishna, Soumyaja and Sowmya, 2023) and life stage (Carter and McGoldrick, 1999; Butts, Becker and Boswell, 2015) were controlled. It was done during testing the proposed model for bias-free estimation of true effects.

Results

Descriptive statistics

Insert Table I about here

All the main variables under the study significantly correlated with each other ($p < 0.01$). Means, standard deviations, and correlations among the variables for both IT and banking industries are presented in Table I.

Confirmatory Factor Analyses (CFA)

For the parallel mediation model involving WPC, JS, AOC and WE, the best model fit in both studies were yielded by the hypothesized four-factor model in which the variables loaded on their respective factors. The results of the CFA are provided in Table II.

Insert Table II about here

Construct Reliability

Construct reliability was assessed using Cronbach's alpha and composite reliability. A construct is reliable if the alpha (α) value is greater than 0.70 (Hair, Ringle and Sarstedt, 2013). Cronbach's Alpha for each construct in both the studies was found to be over 0.85 [α values of WPC, JS, AOC and WE were 0.883, 0.994, 0.979 and 0.950 respectively for IT industry and 0.966, 0.905, 0.978 and 0.955 respectively for banking industry]. Composite reliabilities of the constructs were above the 0.70 benchmark, which is in accordance with the recommendations of Hair et al. (2010). Composite reliabilities of WPC, JS, AOC and WE were 0.884, 0.994, 0.980 and 0.950 respectively for IT industry and 0.968, 0.900, 0.978 and 0.954 respectively for the banking industry.

Convergent and discriminant validity

Following the recommendations of Fornell and Larcker (1981), we computed average variance extracted (AVE) estimates to check for convergent validity of the study constructs. The AVE values for WPC, JS, AOC and WE were 0.605, 0.964, 0.891 and 0.681 respectively for the IT industry and 0.857, 0.600, 0.880 and 0.700 respectively for the banking industry. The values of average variance extracted for the constructs of the study were above the threshold value of 0.50 (Fornell and Larcker, 1981).

Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) Ratio. The ratios of WPC-JS, WPC-WE, WPC-AOC, JS-WE, JS-AOC and WE-AOC, are 0.874, 0.298, 0.425, 0.363, 0.374 and 0.359 respectively for the IT industry and 0.173, 0.280, 0.214, 0.473, 0.444 and 0.777 respectively for the banking industry which is less than the required limit of 0.85 (Henseler, Ringle and Sarstedt, 2015).

Common Method Variance

We performed Harman's one-factor test based on the work of Harman (1976) to check for common method variance (CMV) (Podsakoff *et al.*, 2003). For the same, all items were loaded onto a single factor and were then constrained to avoid any rotation. The variance explained by a single factor was 25.33% for the IT industry and 27.73% for the banking industry which were below the threshold limit of 50%.

Hypotheses Testing

Examination of the hypothesized direct path between WPC and WE shows a significant and negative effect of WPC on WE in both studies [IT industry: $\beta = -.270$, $p < .001$; Banking industry: $\beta = -.265$, $p < .001$] which supports H1.

The mediating effect of JS on the WPC-WE relationship was found to be significant [IT industry: $\beta = -.363$, $p < .001$, Confidence Interval: Lower Bound = $-.634$, Upper Bound = $-.170$; Banking industry: $\beta = -.018$, $p < .001$, Confidence Interval: Lower Bound = $-.037$, Upper Bound = $-.007$] which supports H2. Similarly, the mediating effect of AOC on the WPC-WE relationship was found to be significant [IT industry: $\beta = -.115$, $p < .001$, Confidence Interval: Lower Bound = $-.159$, Upper Bound = $-.079$; Banking industry: $\beta = -.103$, $p < .001$, Confidence Interval: Lower Bound = $-.153$, Upper Bound = $-.056$] which supports H3. The total indirect effect through both mediators JS and AOC was also found to be significant [IT industry: $\beta = -.478$, $p < .001$, Banking industry: $\beta = -.120$, $p < .001$] which supports H4. However, the direct effects of WPC on WE in the presence of the mediators were found to be insignificant [$\beta = .206$, $p > .05$] in the case of the IT industry which indicates that the parallel mediation accounts for full mediation but was found to be significant [$\beta = -.104$, $p < .05$] in case of the banking industry which indicates partial mediation. The mediation analysis summary is presented in Table III.

Insert Table III about here

Discussion

Results

The results followed similar trends for both the industries. This supports the generalizability of the study and the possibility of the pattern being followed in other industries enmeshed with interrole conflict scenarios.

First, it can be understood that WPC is detrimental to the WE of employees. As WE of employees is crucial to achieving organizational goals and efficiency of employees (Nehra, 2023; Howard and Kasprzyk, 2024), the results signal that WPC must be curbed in organizations to prevent reduction in WE of employees. Second, the results show that the JS of employees has the potential to reduce the negative effect of WPC on the WE of employees. In addition, the results also reflect that the AOC of employees is beneficial in lessening the negative impact of WPC on WE of employees.

In the case of the results of parallel mediation pertaining to both industries, the indirect effect through both the mediators viz. JS and AOC was found to be significant highlighting that if both JS and AOC of employees can be promoted in organizations, they can together in turn help in reducing the negative impact of WPC on WE of employees. However, the direct effect of WPC on WE in the case of the IT industry was found to be insignificant but was significant in the case of the banking industry. Though this difference does not impact the generalizability of results, it just reflects that the mediators JS and AOC stand much stronger in the case of the IT industry in reducing the negative effect of WPC on the WE of employees.

Theoretical Contributions

This research is pioneering in its exploration of the conflicting scenarios employees face when they cannot dedicate time to personal interests, and how these WPC situations impact JS and AOC. Furthermore, it extends the examination to understand how the effects of WPC on both JS and AOC influence the WE of employees. To the best of the authors' knowledge, no prior studies have investigated either the individual or combined mediating effects of JS and AOC on the relationship between WPC and WE.

A crucial theoretical contribution is identifying the negative consequences of WPC on JS and AOC. Optimizing JS (Giménez-Espert *et al.*, 2020; Rotimi *et al.*, 2023; Zhao *et al.*, 2024) and AOC (Sotiropoulou *et al.*, 2022) is vital for achieving high employee performance and efficiency. WPC is likely to emerge when professional workloads are imbalanced, leading to resentment over lost personal time. Factors such as inflexible organizational cultures, lack of support, and excessive workloads contribute to employees sacrificing personal time to meet work demands, resulting in WPC. Due to the paucity of research on WPC, this critical component of interrole conflict has been overlooked. This study's findings reveal a negative association of WPC with JS and AOC, calling for scholarly attention and managerial action to address and mitigate WPC scenarios.

The results show that JS and AOC fully mediate the relationship between WPC and WE. This highlights the need for organizational strategies focused on improving JS and AOC of employees to combat the detrimental impacts of WPC on employee engagement.

Managerial and Practical Implications

First, organizations must ensure that employees are not subjected to WPC scenarios. Recognizing that employees value personal activities and need time for themselves is crucial. Organizations must not assume that employees can avail leave only when they have family demands to cater to. Sometimes, employees might want a break for themselves, for fulfilling their personal interests. This flexibility will prevent employees from feeling forced to work when they need personal time, thereby enhancing their performance and overall well-being. Acknowledging and compensating employees for personal time sacrificed during organizational urgencies can further mitigate WPC and promote a supportive work culture (Beauregard and Henry, 2009; Carucci, 2019; Rimm, 2019). Moreover, organizations can implement clear policies that allow employees to set boundaries between work and personal life, ensuring they are not constantly expected to be available beyond work hours. Providing training for managers to recognize signs of WPC and proactively address employees' concerns can also foster a more supportive and balanced work environment.

Second, organizations should create environments that foster high JS. Aligning organizational and employee purposes can boost productivity and satisfaction (Smith and Kouchaki, 2023). Autonomy and flexibility in work roles are essential, as is avoiding micromanagement. Additional benefits such as transportation passes, subsidized meals, and on-site childcare can significantly improve job satisfaction (Smet *et al.*, 2023). Building strong employee-manager relationships through empathy and gratitude also plays a crucial role in improving JS of employees (Allas and Schaninger, 2021).

Third, cultivating a work culture that enhances AOC is vital. Trusting employees to achieve their goals according to their own strategies is one of the ways to make them love their jobs (Buckingham, 2022). Addressing employee loneliness in workplaces and fostering social connections among employees can also boost AOC of employees (Ozcelik and Barsade, 2018). In addition, discussing with employees how working for organizational purpose can also fulfil their individual purpose may lead to stronger organizational commitment (Dhingra *et al.*, 2020).

Finally, to enhance WE, organizations should consider employees' personal values and provide individualized support (Baumgartner, 2019). Financial bonuses alone are insufficient for sustained engagement (*HBR Guid. to Motiv. People*, 2019). Regular surveys and discussions to understand what makes employees happy can help tailor engagement strategies. Aligning employee values with organizational goals, involving employees in decision-making, and maintaining open communication are effective strategies (Dessler and Varkkey, 2023a; Rimm, 2019). Additionally, rewarding supervisors for supporting employee engagement can increase the overall WE of employees (Dessler and Varkkey, 2023b).

Limitations and Implications for Future Research

Despite the unique theoretical contributions presented by the study, the study is not free from limitations. The data for this study has been collected from employees working with various companies in the information technology and banking industries of India. To assess the generalizability of the study, future research can be carried out by collecting data from employees of other industries. Next, we used JS and AOC as mediators in the study. Future studies can test other variables as moderators (e.g. personality traits) and mediators (e.g. organizational cynicism) based on a literature review to test out their functionalities with WPC. Similarly, the relationship with WPC and other output variables (e.g. organizational citizenship behaviour, organizational deviance, etc.) can also be tested by future studies as more studies need to come up to get a wider perspective on this nascent variable 'WPC'. The present study is a time-lagged two-wave study. Future researchers are encouraged to conduct this or similar studies in longitudinal designs to assess whether the relationships between the variables used in the study are likely to be sustained.

Conclusion

The study aimed at exploring WPC, a relatively understudied form of interrole conflict. Based on the groundings of the AET framework, it tests how the effects of WPC influence JS and AOC of employees and how in turn the process affects WE of employees. The results show that JS mediates the WPC-WE relationship and AOC mediates the WPC-WE relationship. In addition, JS and AOC are found to parallelly mediate the WPC-WE relationship. The study highlights that WPC should be explored further in interrole conflict studies and managers should work on preventing employees from getting enmeshed in it. Also, the article highlights that managers should focus on improving the JS and AOC of employees which will help them overcome WPC and stay engaged with their work, and offers managerial implications for the same.

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Table I*Means, standard deviations, and correlations of variables*

Variable		<i>M</i>	<i>SD</i>	WPC	JS	AC	WE	Gender	Age	EL	OP
1. WPC	IT	3.850	.803								
	Banking	2.779	1.126								
2. JS	IT	1.745	1.284	-.818**							
	Banking	4.044	.901	-.163**							
3. AOC	IT	3.559	1.048	-.395**	.369**						
	Banking	3.396	1.012	-.209**	.419**						
4. WE	IT	2.726	.818	-.273**	.353**	.346**					
	Banking	3.372	.944	-.270**	.440**	.751**					
5. Gender	IT	1.26	.441	.005	-.032	.046	-.044				
	Banking	1.31	.464	.057	-.007	.075	.051				
6. Age	IT	2.07	.593	.090*	-.074	-.088*	-.041	.005			
	Banking	2.47	1.030	-.093*	.039	.065	.055	-.050			
7. EL	IT	2.39	.579	.111*	-.138**	-.047	-.065	.176**	.320**		
	Banking	3.34	.626	-.014	-.112**	.003	.027	.091*	-.001		
8. OP	IT	1.15	.358	.102*	-.134**	-.080*	-.036	-.013	.604**	.300**	
	Banking	1.80	.670	-.144*	.012	.071	.099*	.030	.281**	.067	
9. LS	IT	2.16	1.139	.097*	-.086*	-.029	-.022	.026	.614**	.294**	.682**
	Banking	2.17	1.249	-.085*	-.024	-.030	.025	-.001	.340**	-.029	.253**

Note. M and SD are used to represent mean and standard deviation, respectively. Life Stage (1 = Single, 2 = Married and living with spouse/In a Live-in Relationship with significant other, 3 = Family with Young Children, 4 = Family with Adolescents). Gender (1 = Male, 2 = Female). Age (1 = 18-25, 2 = 26-35, 3 = 36-45, 4 = 46-55, 5 = Above 55). Education Level (1 = Higher Secondary, 2 = Graduation, 3 = Post Graduation, 4 = Doctorate, 5 = Post Doctorate). Organizational Position (1 = Fresher, 2 = Probation Period, 3 = Junior Level, 4 = Middle Level, 5 = Senior Level).

IT: N= 478; Banking: N = 467

**indicates $p < .05$, one-tailed.*

***indicates $p < .01$, one-tailed.*

Table II

Confirmatory Factor Analyses (Alternative Model Testing) for the parallel mediation model

Models		χ^2/df	CFI	TLI	SRMR	RMSEA
4-Factor model where WPC, JS, AOC and WE load on their respective factors	IT	1.898	.985	.983	.024	.043
	Banking	2.145	.978	.974	.038	.050
2-Factor model where WPC, JS and AOC load on one factor	IT	17.072	.722	.697	.173	.184
	Banking	18.790	.625	.591	.176	.195
1-Factor model where WPC, JS, AOC and WE load on one factor	IT	27.454	.542	.502	.254	.235
	Banking	23.704	.519	.478	.179	.221

Note. For the CFA, we considered the recommendations of Hu and Bentler (1999), the prescribed threshold values of χ^2/df (< 3), Tucker-Lewis Index (TLI; > 0.90), Comparative Fit Index (CFI; > 0.90), Standardized Root Mean Square Residual (SRMR; < 0.09) and Root Mean Square of Approximation (RMSEA; < 0.06) for evaluating the model fits.

WPC: Work-to-Personal Conflict, JS: Job Satisfaction, AOC: Affective Organizational Commitment, WE: Work Engagement

Table III*Mediation Analyses Summary*

Mediation Analysis Summary						
Relationship	Direct Effect	Total Indirect Effect through both mediators	Indirect Effect	Confidence Interval		Conclusion
				LB	UB	
WPC → JS → WE (IT)	0.206 ($p > 0.05$)	-.478 ($p < 0.001$)	-.363 ($p < 0.001$)	-.634	-.170	Full Mediation
WPC → AOC → WE (IT)			-.115 ($p < 0.001$)	-.159	-.079	
WPC → JS → WE (Banking)	-0.104 ($p < 0.05$)	-.120 ($p < 0.001$)	-.018 ($p < 0.001$)	-.037	-.007	Partial Mediation
WPC → AOC → WE (Banking)			-.103 ($p < 0.001$)	-.153	-.056	

Note. LB = Lower Bound; UB = Upper Bound

WPC: Work-to-Personal Conflict, JS: Job Satisfaction, AOC: Affective Organizational Commitment,
WE: Work Engagement

Figure 1*Theoretical Framework*