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WORK LIFE BALANCE AND TRANSFORMATIONAL LEADERSHIP AS PREDICTORS OF EMPLOYEE JOB SATISFACTION

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Abstract

The main aim of the present study is to examine the relationship between work life balance, transformational leadership and job satisfaction of employees among information technology (IT) employees in South India. There are very limited number of studies that have focussed on the effects of work life balance and transformational leadership on job satisfaction among IT employees. The data for the study was collected using structured questionnaires from 250 employees working in the Indian IT sector. Statistical Package for Social Sciences (SPSS) application was used to conduct reliability, descriptive, correlation and regression analyses on the collected data. The findings suggested that transformational leadership and work life balance have a positive and significant effect on an employee's job satisfaction. The study recommends strategies for increasing employee satisfaction by formulating policies to ensure work-life balance and encourages IT organisations to provide transformational leadership training for managers to improve transformational leadership skills, such as maintaining good employee relationships by supporting employees in professional and personal matters. This article examines the concept of transformational leadership in its totality; however, additional research is necessary to determine the effects of various dimensions of transformational leadership on employee job satisfaction.

Keywords: information technology, job satisfaction, transformational leadership, work life balance

1. INTRODUCTION

In the present scenario, employees are challenged with excessive job requirements due to growing competition, globalization, and outsourcing. Organisations are able to

continuously connect with the employees due to the growth and expansion of technology and the availability of internet facilities enhanced employees' job strains and work life imbalance. Employees' attitudes, health and well-being are always

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influenced by work life balance (Linda & Fitria, 2016). Traditional methods of leadership and management will not work in today's challenging and turbulent situations and researchers in Behavioural Science are searching for suitable and applicable methods that can enhance an employee's commitment, zeal, and motivation regarding work performance (Hayati et al., 2014).

The transformational leadership concept is applicable in almost every sector such as healthcare, agricultural, automobile, education, private and government firms. However, this is more vital in IT companies due to the requirement of digital transformation. Digital transformation involves a thorough reconsideration of an organisation's utilisation of technology, expertise of people, and processes and procedures to modify the performance of the business (Boulton, 2021). An innovative and effective leadership style is needed to adapt to the altering technology, achieve success, and endure competition (White, 2018).

Over the past two decades, professional and organisational scholars have focused on the crucial concept of work-life balance (WLB) besides, it is a widely discussed topic (Aruldoss et al., 2021). It describes an employee being able to prioritise one's professional and personal aspects or activities (Sanfilippo, 2021). Employees in the IT sector have long working hours, excessive work load, job stress and are facing work life conflicts that have created a significant effect on work-related attitude and adverse outcomes, namely anxiety and depression, which in turn contribute to the diminished performance of work, increased work-family conflict, decreased job satisfaction and psychological exhaustion (Penado Abilleira et al., 2021).

2. LITERATURE REVIEW

2.1. Transformational Leadership

The direction of creative and farsighted leaders is extremely important since organisations of today are in a relentless state of uncertainty and always encounter enormous changes. Thus, long established leadership techniques may not be sufficient (Hayati et al., 2014). A leadership style that can impact employees' integrity and ethical values that support them to improve their performance than anticipated or projected can be termed as transformational leadership. Particularly, the trait of transformational leadership that is most conducive to the promotion of work-life balance among employees is a leader's consideration for followers (Akar & Ustuner, 2019). Additionally, transformational leaders are deemed to be more dependable and genuine, that could assist employees to achieve their responsibilities (Li et al., 2019). Specifically in times of crisis, transformational leadership appears to play a greater role in assisting subordinates to effectively manage the challenges that arise (Charoensukmongkol & Puyod, 2021).

Apple, IBM, Microsoft, Walmart, and Google are among the most recognizable names in modern society that have flourished under transformational leadership. The theory of transformational leadership "involves an exceptional form of influence that moves followers to accomplish more than what is usually expected of them" (Bunaiyan & McWilliams, 2018). According to Rafferty and Griffin (2004) subdimensions of this leadership style identified by Bass (1985) consists of (1) Inspirational motivation (2) Idealized influence (3) Individualized consideration

(4) Intellectual stimulation.

Attainment of exceptional performance of the team, enhancing the benefits and welfare of employees, creating knowledge and considering the goals and mission of the organisation can be achieved through transformational leadership style. Transformational leaders can attain the results by inspiring followers through charisma and by satisfying the emotional needs of each employee by intellectually encouraging them (García-Morales et al., 2012). Researchers and scholars have equally supported that transformational leadership model by Bass (1985) can be used to inspire the employees to perform beyond expectancies (Rafferty & Griffin, 2014). According to Bass and Riggio (2010) a leader moving the follower beyond immediate self-interests through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration describes transformational leadership style. This type of leadership enhances the subordinate's enthusiasm and deals with the anxieties related to the attainment, success, self-actualization, welfare, and the happiness of the organisation (Bass & Riggio, 2010).

Transformational leaders focus on employees varying desires, assign responsibilities to enhance growth opportunities, provide the necessary support and adjust leader's styles according to the requirements of individual team members expectations, and thus exhibit individualised consideration (White, 2018). Inspirational leadership and idealized influence are demonstrated whilst the leader can visualise a unified vision and formulate strategies to achieve it. The leader or supervisor can be a role model for the followers to follow, sets the challenging task for the employees, fixes performance standards high, exhibit strong

determination and are optimistic about their followers. Transformational leaders support followers by stimulating creativity and innovative behaviour (Bass & Riggio, 2010).

2.2. Work Life Balance

The association between life and work has been an interesting area among researchers and management experts in the present scenario and many factors including increased workload, long hours of working, alteration in demographic constituents among employees has aroused this interest (Bataneh, 2019). The capability to achieve the objectives set in both job and individual life and to experience satisfaction in all life areas can be termed "work life balance" (Bulger, 2014). Finding a harmonious balance between one's career obligations, family commitments, and other personal pursuits is the definition of having a good work - life balance (Kerdpitak & Jermsittiparsert, 2020).

Work life balance is a well-adjusted association between persons and organisations. Work-life balance is claimed to exist if there is harmony (rather than conflict) between life and work (Lawson et al., 2013; Semlali & Hassi, 2016). Work comprises all activities performed by employees in organisations, whereas life consists of all non-work-related activities, such as household responsibilities, care for kids, adult healthcare, and care for elderly parents and relatives. Thus, it describes the interplay between a worker's professional and personal lives. However, in order to strike a good equilibrium, employees have to sacrifice one aspect-typically their career - in order to devote more time for the family (Harunavamwe & Ward, 2022). A proper work-life balance indicates that employees

are satisfied in jobs and contribute to the organisations by working extended hours (Joo & Lee, 2017; Aruldooss et al., 2021).

Organisations that have policies meant for work life balance can produce outcomes in terms of novelty, knowledge acquisition, imagination, fewer disputes in the work setting, physical health and mental well-being, satisfaction, and commitment to life and work, reduced absenteeism, and less employee turnover (Susanto et al., 2022). Workplaces that disregard the problem of work-life balance experience decreased productivity and employee effectiveness (Naithani, 2010). An employee that maintains a healthy work-life balance may be highly efficient and find job satisfaction (French et al., 2020). Sullivan (2012) proposed that a balance between work and life is vital for employee job satisfaction, wellbeing and high-quality work-life. Work life balance enables organisations to attract and retain a workforce with a wider variety of views, enabling them to solve problems more effectively and efficiently in response to changing market circumstances (Gomes et al., 2021).

2.3. Job Satisfaction

Job satisfaction is one of the most extensively researched and discussed topics in industrial psychology, and it examines one's attitude towards a job (Ervin et al., 2019). Hanaysha et al. (2012) defines job satisfaction "as the individual's evaluation of his/her own work in terms of the context and content of the work". Employee job satisfaction refers to the opinions or perspectives employees hold about their job or job-related experiences; hence, it is an assessment of one's entire responsibilities in the workplace (Harter et al., 2002). One

major factor that influences the success of an organisation is job satisfaction especially in dealing with human resources. Satisfied employees are a valuable organisational resource for long-term success, prosperity, and sustainability (Alonderiene & Majauskaite, 2016).

Munir et al. (2012) found that job satisfaction is an emotional inclination that employee has towards their job and added that some employees may be satisfied with certain specific aspects of the job and feel disappointed with other aspects. According to the theory, job satisfaction is related to the performance of work (Eliyana et al., 2019). It is suggested that highly satisfied employees tend to be more efficient and productive and demonstrate low turnover intentions (Eliyana et al., 2019).

2.4. Transformational Leadership and Job Satisfaction

Leaders have an influential role in creating employees' attitudes towards job satisfaction. Transformational Leaders transform ideals, requirements, goals and significances of employees and encourage them to perform better than the expectations (Choi et al., 2016). Transformational leadership refers to the style of leadership that raises awareness of the collective interest among members of the organisation and aid them to achieve their collective goals (Bass & Avolio, 2000; García-Morales et al., 2012). According to Braun et al. (2013) there is a strong link between transformational leadership and job satisfaction.

Especially in the IT industry, wherein the rate of flow of information is accelerating, new technological advances are superseding each other, and employees are under a great deal of pressure to keep themselves updated;

this may impact the work-life equilibrium and job satisfaction of IT employees (Syrek et al., 2013). To overcome the stressful situation, it is essential that IT employees believe they will be able to fulfil the increased demand, with the assistance of transformational leaders who provide motivation, inspiration and appreciate and value the team's contributions, and assist them to develop new abilities. Satisfied employees may not leave the current job or seek other jobs. Hence, organisations should try to identify employee needs and take necessary steps to improve job satisfaction to reduce employee turnover (Magomaeva, 2017).

Transformational leaders, through intellectual stimulation, individualised consideration, inspirational motivation and charisma can inspire subordinates to make perceptions of leadership with new insights (Eliyana et al., 2019). Transformational leadership improves satisfaction of the job and employee dedication by the creation of a value system wherein the leaders and followers encourage each other to attain the goals of the organisation (Hanaysha et al., 2012). Podsakoff et al. (1996) studies revealed that among various industries, organisational settings and different job categories, transformational leadership behaviours have positive effects on job satisfaction. Manning (2002) suggested that transformational leadership is positively linked with job satisfaction. Job satisfaction is experienced by employees when they are valued through transformational leadership behaviours that include inspiration and individual consideration (Belias & Koustelios, 2014). Since employees are valued and appreciated by the organisation, employees attain satisfaction and commit to the organisation by generating superior job

outcomes and thereby creating a reciprocal exchange relationship (Choi et al., 2016).

2.5. Work life balance and Job satisfaction

Work-life balance is a crucial concept in human resources management (HRM) that is of utmost importance to employees of every organisation (Aruna Shantha, 2019). Accomplishing an equilibrium between job and private life is becoming progressively challenging and in the Indian context, personal life is usually overtaken by job, creating work life imbalance (Shadab & Arif, 2015). Employees' emotional stress is significantly exacerbated by issues related to work and family (Cegarra-Leiva et al., 2012; Lamane-Harim et al., 2021). Employees that have good work-life balance will perform better and have higher overall job satisfaction with little intentions to quit (Hayati, 2022). Adikaram & Jayatilake (2016) examined the work life balance and employee job satisfaction among bank employees of Sri Lanka and suggested a strong association between the two variables. A similar study was conducted by Gayathiri and Ramakrishnan (2013) to analyse the relationship between quality of work life and job satisfaction and the results showed that there exists a positive relationship between the two factors. By collecting data from the education and banking sector, Yadav and Dabhade (2013) researched to verify the association between satisfaction in job and work-life balance of working women and the result concluded a positive relationship between the two variables. Work life balance has a close correlation between family, friendly work environment and these have a strong influence on absenteeism, turnover, job satisfaction and commitment to the

organisational (Sakeerthi & Rijesh, 2016).

Work-life balance initiatives taken by an organisation have an impact on employee job satisfaction, and satisfied employees are more likely to contribute to the progress and advancement of the organisation in exchange for the assistance they were given (Abdirahman et al., 2020). According to the study by Victoria et al. (2019) a positive relationship between work-life balance and job satisfaction exists. In a study grounded in the social exchange theory, Talukder et al. (2018) contends that employers caring for the harmony between employees' personal and professional lives lead to employees feeling more satisfied with the job and are more prone to repay the favour by performing well. Work-life conflict has been displayed to have a negative effect on employee job satisfaction and performance (Dousin et al., 2019). In another study work-life balance has been found to increase employee satisfaction and job performance in a variety of sectors and nations (Susanto et al., 2022). Ingsih et al. (2021) conducted a study among banking employees of the Millennial Generation in Semarang City and discovered a positive correlation between work-life balance and job satisfaction.

3. OBJECTIVES

3.1. Main Objective

To examine the relationship between work-life balance and transformational leadership on job satisfaction.

3.2. Specific Objectives

- To examine the effect of work life balance on job satisfaction.

- To examine the effect of transformational leadership on job satisfaction.

- To examine the effect of demographic variables (gender, marital status, age, education, qualification experience in the present organisation and total years of experience) on work life balance, transformational leadership and job satisfaction.

4. METHODOLOGY

The main aim of the study is to examine the association between work life balance, transformational leadership on job satisfaction among employees of IT sector. The study adopted descriptive research design. The population of the study comprises of all employees working in different IT companies in South India. Simple random sampling technique was used to select the targeted respondents from the selected IT companies and the primary data was collected using structured questionnaires distributed through google forms among 268 employees, However, only 256 questionnaires were returned and only 250 questionnaires were found fit for analysis and final sample size was 250 respondents. Work life balance, transformational leadership and job satisfaction are the study variables and Likert scale (1 - “strongly disagree” to 5 - “strongly agree”) was used to rate the responses of the participants. The “Global Transformational Leadership” scale (GTL) created by Carless et al. (2000) was used to measure transformational leadership. To examine the “work life balance”, scale developed by Brough et al. (2009) and the scale developed by Hartline and Ferrel (1996) was used to measure “job satisfaction”.

5. RESULTS

The study included 250 respondents and the major demographic details considered were Gender, Marital status, Age, Educational qualification, Experience and Income. The study included 52.4% of male respondents and (47.6%) of female respondents (47.6%). The study included 38.8% of Married and 61.2% respondents were Single and Unmarried. With respect to the respondent's Age, majority of the respondents were aged below 25 years (44.8%). The study comprised of 30.8% respondents representing Age group of 25-35 years. Interestingly, only 6.0% of the respondents represented the age category of 46-55 years. With respect to Qualification of the respondent's all the respondents were either graduates or post-graduates. Majority of the respondents have Income Level between 2-5 lakhs per annum (54.0%) and only 5.6% of the respondents have income below 2 lakhs per year. More than 30% of the respondents have income exceeding 8

lakhs per year.

With respect to the Experience in the present organisation, 49.2% of the respondents have between 1 to 3 years of experience and 12.8% of respondents have over 7 years of experience.

With respect to the Overall Work Experience in the industry, 19.2% of respondents have an overall experience between 2 and 5 years. However, 45.2% of respondents have overall work experience of below 2 years. The sample of the study included around 15% of respondents with work experience of over 14 years.

Table 1: Descriptive Statistics of the study shows the mean, standard deviation, Skewness and Kurtosis statistical measurement parameters.

Reliability coefficient "Cronbach's Alpha" is used to measure the internal consistency of the variables of the study. The value of reliability coefficient above the threshold value of 0.6 shows that the scale is reliable (Nunnally, 1967). The study variables have a Cronbach Alpha value

Table 1. Descriptive Statistics

S. No.	Variables	No. of Items	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach's Alpha
1.	Work Life Balance	4	3.39	0.48	0.713	0.326	0.814
2.	Transformational Leadership	7	3.90	0.61	0.253	0.893	0.942
3.	Job Satisfaction	4	3.67	0.46	0.317	0.895	0.916

Table 2. Independent Sample t-test between Gender and Study variables

Variable	Gender	N	Mean	Std. Deviation	t-value	p-value
Work Life Balance	Male	131	3.31	0.47	2.70	0.007**
	Female	119	3.48	0.48		
Transformational Leadership	Male	131	3.77	0.41	3.54	0.00**
	Female	119	4.04	0.76		
Job Satisfaction	Male	131	3.61	0.34	2.45	0.015*
	Female	119	3.75	0.56		

** Significance at the 0.01 level (2-tailed)

* Significance at the 0.05 level (2-tailed)

greater than 0.6 suggesting that the scale adopted for the study is reliable.

Hypothesis 1 (H1): There is no significant difference in the mean rating between male and female respondents on work life balance, transformational leadership and job satisfaction.

Independent sample t-test was used to test the significance of difference among respondents on the study variables based on Gender.

Table 2: Reveals that the male and female respondents of the study vary significantly on all the variables namely work life balance ($t=2.70$, $p=.000$) at 0.01 level, transformational leadership ($t=3.54$, $p=0.00$) at 0.01 level and job satisfaction ($t=2.45$, $p=0.015$) at 0.05 level. Hence, the hypothesis there is no significant difference in the mean rating between male and female respondents on work life balance, transformational leadership and job satisfaction was rejected.

Hypothesis 2 (H2): There is no significant difference in the mean rating between Married and Single respondents based on work life balance, transformational leadership and job satisfaction.

Independent sample t-test was used to test the significance of the difference among the respondents based on their marital status on the study variables.

Table 3: Depicts that Married and Single

respondents of the study have not differed significantly on all the variables- work life balance ($t=1.25$, $p=0.212$), transformational leadership ($t=1.92$, $p=0.056$) and job satisfaction ($t=1.69$, $p=0.09215$). Hence, the hypothesis there is no significant difference in the mean rating between Married and Single respondents based on work life balance, transformational leadership and job satisfaction was accepted.

Hypothesis 3 (H3): There is no significant difference in the mean rating between respondents in different age groups based on work life balance, transformational leadership and job satisfaction.

One-way ANOVA was used to test the significance of difference among respondents on the study variables based on Age.

Table 4: Shows that the respondents with different age have not differed significantly on work life balance ($F=1.511$, $p=0.212$), and job satisfaction ($F=1.975$, $p=0.118$) since the p-value is above 0.05. On the other hand, the respondents with different age category have significantly differed on transformational leadership ($F=2.764$, $p=0.043$) since the p-value is less than 0.05. Hence, the hypothesis there is no significant difference in the mean rating between respondents in different age groups based on work life balance, transformational leadership and job satisfaction was accepted

Table 3. Independent Sample t-test between Marital status and Study variables

Variable	Marital status	N	Mean	Std. Deviation	t-value	p-value
Work Life Balance	Single	153	3.36	0.56	1.25	0.212
	Married	97	3.44	0.33		
Transformational Leadership	Single	153	3.96	0.60	1.92	0.056
	Married	97	3.80	0.63		
Job Satisfaction	Single	153	3.71	0.49	1.69	0.092
	Married	97	3.611	0.41		

Table 4. One -way ANOVA test between Age and Study variables

Age Vs Variable		Sum of Squares	Df	Mean Square	F	Sig.
Work Life Balance	Between Groups	1.066	3	0.355	1.511	0.212
	Within Groups	57.865	246	0.235		
	Total	58.931	249			
Transformational Leadership	Between groups	3.094	3	1.031	2.764	0.043
	Within groups	91.804	246	0.373		
	Total	94.899	249			
Job Satisfaction	Between groups	1.269	3	0.423	1.975	0.118
	Within groups	52.678	246	0.214		
	Total	53.946	249			

for work life balance and job satisfaction and rejected for transformational leadership.

Hypothesis 4 (H4): There is no significant difference in the mean rating between respondents with different Qualifications on work life balance, transformational leadership and job satisfaction.

One-way ANOVA was used to test the significance of difference among respondents on the study variables based on Qualification.

Table 5: Shows that the respondents with different Qualification have differed significantly on all the variables including work life balance (F=13.677, p=0.000), transformational leadership (F=21.265, p=0.043) and job satisfaction (F=22.437, p=0.000) since the p-value is less than 0.05. Hence, the hypothesis there is no significant

difference in the mean rating between respondents with different Qualifications on work life balance, transformational leadership and job satisfaction was rejected for work life balance, transformational leadership and job satisfaction.

Hypothesis 5 (H5): There is no significant difference in the mean rating between respondents with different Income Level on work life balance, transformational leadership and job satisfaction.

One-way ANOVA was used to test the significance of difference among respondents on the study variables based on Income Level.

Table 6: Reveals that the respondents with different Income level have differed significantly on work life balance (F=4.200, p=0.003), and job satisfaction (F=2.502, p=0.043) since the p-value is less than 0.05.

Table 5. One -way test between Qualification and Study variables

Qualification Vs Variable		Sum of Squares	Df	Mean Square	F	Sig.
Work Life Balance	Between groups	3.080	1	3.080	13.677	0.000
	Within groups	55.851	248	0.225		
	Total	58.931	249			
Transformational Leadership	Between groups	7.495	1	7.495	21.265	0.000
	Within groups	87.404	248	0.352		
	Total	94.899	249			
Job Satisfaction	Between groups	4.476	1	4.476	22.437	0.000
	Within groups	49.470	248	0.199		
	Total	53.946	249			

Table 6. One-way ANOVA test between Income level and Study variables

Income Level Vs Variable		Sum of Squares	Df	Mean Square	F	Sig.
Work Life Balance	Between groups	3.782	4	0.946	4.200	0.003
	Within groups	55.149	245	0.225		
	Total	58.931	249			
Transformational Leadership	Between groups	1.724	4	0.431	1.133	0.341
	Within groups	93.175	245	0.380		
	Total	94.899	249			
Job Satisfaction	Between groups	2.117	4	0.529	2.502	0.043
	Within groups	51.829	245	0.212		
	Total	53.946	249			

However, the respondents have not differed on transformational leadership ($F=1.133$, $p=0.341$) since the p-value is above than 0.05. Therefore, the hypothesis there is no significant difference in the mean rating between respondents with different Income Level on work life balance, transformational leadership and job satisfaction was rejected for work life balance, and job satisfaction. However, the hypothesis was accepted for transformational leadership.

Hypothesis 6 (H6): There is no significant difference in the mean rating between respondents with years of Experience in the present organisation on work life balance, transformational leadership and job satisfaction.

One-way ANOVA was used to test the

significance of difference among respondents on the study variables based on Experience in present organisation.

Table 7: One way ANOVA test between Experience in the present organisation and study variables shows that the respondents with different years of Experience in the present organisation have differed significantly on work life balance ($F=11.360$, $p=0.003$), transformational leadership ($F=4.068$, $p=0.03$) and job satisfaction ($F=4.449$, $p=0.002$) since the p value is less than 0.05. Therefore, the hypothesis there is no significant difference in the mean rating between respondents with different years of Experience in the present organisation on work life balance, transformational leadership and job satisfaction was rejected

Table 7. One way ANOVA test between Experience in present organisation and study variables

Experience in the present organisation Vs Variable		Sum of Squares	df	Mean Square	F	Sig.
Work Life Balance	Between groups	9.220	4	2.305	11.360	0.000
	Within groups	49.711	245	0.203		
	Total	58.931	249			
Transformational Leadership	Between groups	5.910	4	1.477	4.068	0.003
	Within groups	88.989	245	0.363		
	Total	94.899	249			
Job Satisfaction	Between groups	3.653	4	0.913	4.449	0.002
	Within groups	50.293	245	0.205		
	Total	53.946	249			

Table 8. One- way ANOVA test between Overall Work Experience and Study variables

Overall Work Experience Vs Variable		Sum of squares	df	Mean Square	F	Sig.
Work Life Balance	Between groups	5.547	5	1.109	5.071	0.000
	Within groups	53.384	244	.219		
	Total	58.931	249			
Transformational Leadership	Between groups	3.072	5	.614	1.633	0.152
	Within groups	91.826	244	.376		
	Total	94.899	249			
Job Satisfaction	Between groups	1.403	5	.281	1.303	0.263
	Within groups	52.543	244	.215		
	Total	53.946	249			

for work life balance, transformational leadership and job satisfaction.

Hypothesis 7 (H7): There is no significant difference in the mean rating between respondents with different Overall Work Experience on work life balance, leadership and job satisfaction.

One-way ANOVA was used to test the significance of difference among respondents on the study variables based on Overall Work Experience.

Table 8: Reveals that the respondents with different Overall Work Experience have differed significantly on the variable namely, work life balance (F=5.071, p=0.000) since the p-value is less than 0.05. However, the respondents have not differed significantly on transformational leadership (F=1.633, p=0.152) and job satisfaction (F=1.303, p=0.263) since the p-value is greater than 0.05. Therefore, the hypothesis there is no significant difference in the mean rating

between respondents with different Overall Work Experience on work life balance, transformational leadership and job satisfaction” was rejected for work life balance and accepted for transformational leadership in addition to job satisfaction.

Hypothesis 8 (H8): There is no significant relationship among work life balance, transformational leadership and job satisfaction.

Pearson Bivariate Correlation Analysis was used to analyse the level of association between work life balance, transformational leadership and job satisfaction.

Table 9: The Pearson Bivariate Correlations table reveals that there is a significant correlation between the three sets of variables: work life balance and transformational leadership (r=0.404, p=0.000), work life balance and job satisfaction (r=0.700, p=0.00) in addition to transformational leadership and job

Table 9. Pearson Bivariate Correlations

Variables	Work Life Balance	Transformational Leadership	Job Satisfaction
Work life balance	1		
Transformational Leadership	0.404** (0.000)	1	
Job satisfaction.	0.700** (0.000)	(0.860)** (0.000)	1

** Correlation is significant at the 0.001level (2-tailed)

satisfaction ($r=0.860$, $p=0.00$). Thus, the hypothesis there is no significant relationship among work life balance, transformational leadership and job satisfaction was rejected since the p value is less than 0.05.

Hypothesis 9 (H9): Work Life Balance has positive impact on job satisfaction.

Linear Regression Analysis was conducted to test the strength and nature of relationship between the predictor variables (work life balance) and dependent variable (job satisfaction).

Table 10: Shows the Model summary and the results of the linear regression reveals that the predictor variables (work life balance) accounted for 48.7% of variance in the dependent variable (job satisfaction) and it was highly significant ($p<0.000$).

Table 11: Displays the results on ANOVA, that evaluates the overall significance of the proposed model. Since the obtained p-value is less than 0.05, the

model is highly significant and valid. Thus, it is clear that the model i.e., work life balance impacting the job satisfaction has been validated.

The Standardized β Coefficients is used to assess the contribution of the predictor variable on the model.

Table 12: Shows that work life balance is significantly contributing to the model ($\beta=0.421$). The t-value and significance (p) values give the strength of impact of the predictor variable on the outcome variable. The results show that work life balance (t-value= 18.113 , $p=0.000$) has significant impact on the job satisfaction.

The hypothesis work life balance has positive impact on job satisfaction was accepted since the p-value is less than 0.05.

Hypothesis 10 (H10): Transformational leadership has positive impact on job satisfaction.

Linear Regression Analysis was conducted to test the strength and nature of

Table 10. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
0.700	0.490	0.487	0.333	0.490	237.814	1	248	0.000

Predictors: (Constant), Work Life Balance

Table 11. ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	26.408	1	26.408	237.814	0.00
Residual	27.539	248	0.111		
Total	53.946	249			

a. Predictors: (Constant), Work Life Balance

b. Dependent Variable: Job Satisfaction

Table 12. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.280	0.079		3.526	0.001
Work Life Balance	0.403	0.022	0.421	18.113	0.000

Dependent Variable: Job Satisfaction

Table 13. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
0.860	0.740	0.739	0.23789	0.740	705.283	1	248	0.000

Predictors: (Constant), Transformational Leadership

Table 14. ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	39.912	1	39.912	705.283	0.00
Residual	14.034	248	0.057		
Total	53.946	249			

a. Predictors: (Constant), Transformational Leadership
 b. Dependent Variable: Job Satisfaction

Table 15. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.148	0.096		11.897	0.000
Transformational Leadership	0.649	0.024	0.860	26.557	0.000

Dependent Variable: Job satisfaction

relationship between the predictor variable (transformational leadership) and dependent variable (job satisfaction).

Table 13: Shows the Model Summary and the results of the Linear Regression Analysis reveals that the predictor variable (transformational leadership) accounted for 73.9% of variance in the dependent variable (job satisfaction).The change in R2 was 0.740 and it was highly significant (p<0.000).

Table 14: Displays the results on ANOVA test. Since the obtained p-value is less than 0.05, the model is highly significant and valid. Thus, it is clear that the model i.e., transformational leadership is significantly impacting the job satisfaction has been validated.

Table 15: Reveals that transformational leadership is significantly contributing to the model ($\beta=0.860$). The t-value and significance (p) values give the strength of

impact of the predictor variable on the outcome variable. The results show that transformational leadership (t-value=26.557, p=0.00) has significant impact on the job satisfaction.

The hypothesis “transformational leadership has positive impact on job satisfaction” was accepted since the p-value is less than 0.05.

5.1. Findings

The relationship between work life balance, transformational leadership on job satisfaction was assessed using Pearson Bivariate Correlation Analysis and found a significant association between these three variables. Linear Regression Analysis results revealed that the work life balance variable accounted for 48.7% of the variance in job satisfaction and work life balance (t-value=18.113, p=0.000) has significant

impact on the job satisfaction. The results of the Linear Regression Analysis showed that the predictor variable (transformational leadership) accounted for 88.8% of variance in the dependent variable (job satisfaction) and transformational leadership has a significant impact on employee job satisfaction.

5.2. Discussion

Analysis of the data revealed that transformational leadership has a positive impact on job satisfaction and the results are consistent with the prior researches similar to that of Bass (1985). Transformational leadership can motivate subordinates to outperform expectations and support them accomplish elevated levels of job satisfaction in addition to commitment towards the teams and organisation (Bass, 1985). Another major finding of the study is that there is a positive relation between work life balance and job satisfaction and is consistent with numerous other studies, including those by Sousa-Poza & Sousa-Poza (2000); Dousin et al. (2019); Haar et al. (2014). Arif and Farooqi (2014) proposed that for every type of workforce, especially in the IT sector, work and life balance of employees is a vital requirement since it impacts the job satisfaction and commitment towards the organisation.

5.3. Recommendations

The study examined the relationships between transformational leadership, work-life balance, and employees' job satisfaction among IT employees and findings confirmed a positive association between these three variables. Work-life balance has become one of the most crucial problems that HRM in

organisations should handle (Abdirahman et al., 2020). Flexible working hours, autonomy, and company policies that encourage the creation of a work-life balance will result in greater job satisfaction (French et al., 2020). Managers must allow employees to rearrange their schedules to meet personal obligations, reduce workloads to accommodate family duties, and make it easier for employees to take paid time off for those suffering work-family conflict.

Supervisors and managers should take an active role in providing employees with the necessary assistance. Specifically, this entails providing technical support, that has been shown to alleviate technological anxiety (Li & Wang, 2021). Supervisors should be held responsible to ensure that organisational expectations on workers do not exceed normal hours of operation and additional work should be minimized or avoided. To minimise adverse impacts on work-life balance and employee wellbeing, managers in charge must routinely check workload levels.

According to the study, in order to maintain work-life balance, psychological and emotional wellbeing, and job satisfaction, managers should implement policies that may enable employees to set boundaries, cease duties, and turn off email notifications at the designated log-off time. Additionally, the study suggests that employers should ensure that each employee has access to reliable Wi-Fi and devices that are compatible with the company's software and systems.

According to Feeney and Stritch (2019) creating a positive work environment that fosters employee job satisfaction is dependent upon having policies that are family-friendly and a culture that supports families. Organisations that have work-life

balance policies can produce positive results in terms of innovation, learning, creativity, fewer work life conflicts, maintaining employee physical health and mental well-being, increased job involvement, fewer turnover intentions, and greater job satisfaction and organisational commitment. The study emphasises the importance of implementing work life balance strategies by providing visions for senior leaders to enhance a sustainable workplace and meet the physiological and psychological needs of the employees thereby increasing the morale, productivity, quality of work life and enhanced employee job satisfaction.

The leadership style exhibited by the leaders remains to be an important determinant of organisational outcomes, namely job satisfaction. In the IT industry, specifically, transformational leadership is essential to inspire and stimulate employees by offering challenging tasks involving learning about new technology features, inspiring subordinates' commitment to suggesting technology improvements and attending to individual concerns about IT-related alterations (Syrek et al., 2013). The study findings proved that there is a strong association between transformational leadership and job satisfaction, first, we propose that IT organisations select superiors with transformational leadership attributes during the recruitment process. Mickson and Anlesinya (2020); Chen et al. (2021) suggested that transformational leadership can accurately predict employee job satisfaction, so the organisation can include pertinent questions in the recruitment test and interview to assess the leader's ethical traits, level of concern for employees, and ability to plan goals.

Syrek et al. (2013) suggested that while developing leaders, IT organisations should

think about including elements of transformational leadership training. It is crucial to set up training for managers lacking these qualities to assist them learn transformational leadership skills, for instance being able to support employees both at work and personal lives, cultivate leadership charisma and capabilities, and improve relationships with employees.

The current study recommends that managers and leaders of the organisation follow a transformational leadership style to constantly and effectively improve satisfaction among employees by focussing on the development of followers' well-being, creativity and innovative behaviour and develop problem-solving skills.

5.4. Limitations and future research

These limitations should be taken into consideration in future research. First, all hypotheses were evaluated using cross-sectional data, that prevented accurate conclusions regarding the causal relationships between variables. Future researchers are encouraged to analyse the causal relationships between study variables using a longitudinal data. Second, despite the fact that a number of factors have a positive impact on job satisfaction among IT employees, the current study examined only the effect of transformational leadership style and work-life balance on job satisfaction due to the importance of these variables in IT organisations. Another limitation relates to the findings' generalisability to organisations outside of India and in different sectors. Further studies should investigate relationships with additional samples and in other organisational settings. This article examines the concept of transformational leadership in

its entirety, despite the fact that transformational leadership is multidimensional. Further studies need to continue to examine the influence of various dimensions of transformational leadership on employee job satisfaction.

6. CONCLUSIONS

By verifying the association amongst the work life balance, transformational leadership and job satisfaction of employees in the IT sector, this study provides further understanding of these concepts. The study suggests approaches to improve employee satisfaction through work and life balance by formulating necessary policies or guidelines in such a way that the workload, work stress and long hours of working do not affect the work and life balance of the employees. In organisations that prioritise extant processes, change initiatives may encounter resistance. Transformational leaders prefer to pay attention to subordinates' needs and well-being, and they are expected to be more concerned about the negative impacts that employees might experience from excessive job demands. Once it comes to pursuing a goal, managing change, and developing talent, transformational leadership is unrivalled in its ability to enable individuals to perform at the highest level. Thus, the study concludes that transformational leadership and work life balance can be considered the predictors of employee job satisfaction. The study strengthens the importance of transformational leadership and works life balance on employees' job satisfaction.

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РАВНОТЕЖА ПОСЛОВНОГ ЖИВОТА И ТРАНСФОРМАЦИОНО ЛИДЕРСТВО КАО ПРЕДИКТОРИ ЗАДОВОЉСТВА ПОСЛОМ ЗАПОСЛЕНИХ

Priya George, N.V. Sreedharan

Извод

Главни циљ ове студије је да се испита однос између равнотеже пословног живота, трансформационог лидерства и задовољства послом запослених међу запосленима у области информативних технологија (ИТ) у Јужној Индији. Постоји веома ограничен број студија које су се фокусирале на ефекте равнотеже пословног живота и трансформационог лидерства на задовољство послом међу ИТ запосленима. Подаци за студију прикупљени су коришћењем структурираних упитника од 250 запослених који раде у индијском ИТ сектору. Апликација Статистички пакет за друштвене науке (СПСС) коришћена је за спровођење анализе поузданости, дескриптивне, корелационе и регресионе анализе прикупљених података. Резултати сугеришу да трансформационо лидерство и равнотежа пословног живота имају позитиван и значајан утицај на задовољство послом запосленог. Студија препоручује стратегије за повећање задовољства запослених формулисањем политика за обезбеђивање равнотеже између посла и приватног живота и охрабрује ИТ организације да обезбеде трансформациону обуку за лидере за менаџере како би побољшали вештине трансформационог лидерства, као што је одржавање добрих односа међу запосленима пружањем подршке запосленима у професионалним и личним стварима. Овај рад испитује концепт трансформационог лидерства у његовој свеукупности; међутим, неопходна су додатна истраживања како би се утврдили ефекти различитих димензија трансформационог лидерства на задовољство послом запослених.

Кључне речи: информациона технологија, задовољство послом, трансформационо лидерство, равнотежа пословног живота

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