

**ROLE OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE  
ENGAGEMENT, WORK-LIFE BALANCE AND PERFORMANCE IN IT  
EMPLOYEES**

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**Masters of Philosophy in Psychology**

**Supervisor**

Dr. Haziq Mehmood

**Submitted by:**

Fareeha Jabeen

S2023238005

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Psychology Department

School of Professional Psychology

University of Management and Technology

**ROLE OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE  
ENGAGEMENT, WORK-LIFE BALANCE AND PERFORMANCE IN IT  
EMPLOYEES**

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Submitted to University of Management and Technology Lahore in partial  
fulfillment of the requirements for the award of degree of Master of Philosophy in  
Psychology

**MPhil**

**PSCYHOLOGY**

**By: FAREEHA JABEEN**

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**Supervised by: Dr. Haziq Mehmood**

**Session: 2023- 2025**

**Department of Applied Psychology**

**School of Professional Psychology**

**University of Management & Technology, Lahore**

## **DECLARATION**

I, Ms. Fareeha Jabeen, ID: S2023238005, Student of MPhil Psychology in the subject of Applied Psychology; Session 2023 – 2025, hereby declare that the matter printed in the thesis title “Role of Transformational Leadership on Employee Engagement, Work-life Balance and Performance in IT employees” is my own work and has not been printed, published and submitted as research work dissertation or publication in any form in any university, research institution etc. in Pakistan or abroad.

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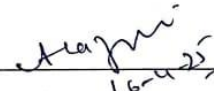
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I solemnly declare the research work presented in the dissertation titled “**Role of Transformational Leadership on Employee Engagement, Work-Life Balance and Performance in IT employees**” is solely my research work with no significant contribution from any other person. Small contribution or help wherever taken has been duly acknowledged and the complete dissertation has been written by me.

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## **Abstract**

This study investigates the role of transformational leadership in enhancing employee engagement and work-life balance, with performance examined as a mediating factor in IT employees in Pakistan. A correlational, quantitative study approach was used to evaluate this relationship. Data were collected through purposive sampling, and target sample consist of 322 employees, using standardized questionnaires distributed to IT professionals across various organization. SPSS was used to analyze the data in order to evaluate both direct and mediated correlations. The findings reveal the influence of transformational leadership on employee engagement is positive and significant and have not direct significant effect on work-life balance. Furthermore, performance was found to partially mediate the relationship between transformational leadership and employee engagement, and fully mediate the relationship between transformational leadership and work-life balance. The findings suggesting the transformational leaders enhance employee engagement and not direct effect on work-life balance but also improved through performance. The study to the expanding body of research on leadership in the South Asia IT context and offer practical implications for organizations seeking to fosters a motivated and well-balanced workforce through effective leadership practice.

*Keywords:* transformational leadership, employee engagement, work-life balance, performance

## **DEDICATION**

I would like to dedicate this work to my husband, who has been and continued to be the source of light in the darkest and toughest days of my life. I am deeply grateful for this unwavering support, love and the lessons of determination, honesty, and compassion he shares with me, helping me grow every step of the way. His love is a quiet force that uplifts me, his faith in me has never wavered, even in moments when I doubted myself. I am endlessly grateful for his patience, his understanding, and the countless sacrifices he has made to support my journey. This achievement is not mine alone, it is a reflection of the love, encouragement, and inspiration he has given me every single day.

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**Fareeha Jabeen**

*MPhil (Scholar)*

Department of Applied Psychology

University of Management and Technology, Lahore

## Table of Content

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DECLARATION.....	ii
RESEARCH COMPLETION CERTIFICATE.....	iii
PLAGRISM UNDERTAKING.....	iv
SIMLIARITY REPORT.....	v
CERTIFICATE BY SUPERVISOR.....	vi
ABSTRACT .....	vii
DEDICATION.....	viii
ACKNOELEDGMENT .....	ix
LIST OF TABLES .....	xv
LIST OF FIGURES .....	xvi
LIST OF APPENDIXES.....	xvii

### **Chapter I**

<b>Introduction.....</b>	<b>1</b>
<b>1.1 Definition and Concept of Leadership.....</b>	<b>3</b>
<b>1.2 Leadership Styles .....</b>	<b>5</b>
<i>1.2.1 Transformational Leadership Style.....</i>	<i>5</i>
1.2.1.1 Element of Transformational Leadership.....	7
<i>1.2.1.1 Idealized Influence.....</i>	<i>7</i>
<i>1.2.1.2 Inspirational Motivation.....</i>	<i>7</i>
<i>1.2.1.3 Intellectual Stimulation.....</i>	<i>8</i>
<i>1.2.1.4 Personalized Attention.....</i>	<i>8</i>
<b>1.3 Employee Engagement.....</b>	<b>8</b>

---

---

<i>1.3.1 Factor</i> .....	9
1.3.1.1 Social Interaction.....	9
1.3.1.2 Intellectual Engagement.....	9
1.3.1.3 Engagement on an Emotional Level.....	9
<b>1.4 Work Life Balance</b> .....	<b>10</b>
<i>1.4.1. Factors</i> .....	11
1.4.1.1 Individual.....	11
1.4.1.2 Family.....	11
1.4.1.3. Work and Structure .....	11
1.4.1.4 The Social World .....	12
<b>1.5 Performance</b> .....	<b>12</b>
<i>1.5.1 Factors that Influence Employee Performance</i> .....	13
<i>1.5.2 Internal Factor</i> .....	14
1.5.2.1 Commitment of Emotional Level.....	15
1.5.3 External Factors.....	15
1.5.3.1 Basic Compensation and Benefits .....	15
1.5.3.2 Management of Organization.....	15
1.5.3.3 Commitment to the Organization.....	16
1.5.3.4 Design of Work.....	16
<b>1.6 Theoretical Frame Work</b> .....	<b>16</b>
<i>1.6.1 Social Exchange Theory</i> .....	16
<i>1.6.2 Path-goal Theory</i> .....	17
<i>1.6.3 Herzberg Motivation Theory</i> .....	17

---

---

Chapter II	
<b>Literature Review</b> .....	<b>19</b>
2.1 Transformational Leadership.....	19
2.2 Employee Engagement.....	23
2.3 Work-Life Balance .....	27
2.4 Performance .....	32
<b>2.5 Rationale .....</b>	<b>36</b>
<b>2.6 Objective .....</b>	<b>38</b>
<b>2.7 Hypothesis .....</b>	<b>39</b>
<b>Chapter III</b>	
<b>Methodology</b> .....	<b>40</b>
3.1 Research Design .....	40
3.2 Sampling Strategy and Participants .....	40
3.2.1 <i>Inclusion Criteria</i> .....	40
3.2.2 <i>Exclusion Criteria</i> .....	40
3.3 Pilot Study.....	40
3.4 Instruments .....	42
3.4.1 <i>Transformational Leadership Scale</i> .....	42
3.4.2 <i>Employee Engagement Scale</i> .....	43
3.4.3 <i>Work-life Balance</i> .....	43
3.4.3 <i>Performance</i> .....	43
3.5 Procedure .....	43

---

---

3.6 Statistical Analysis .....	44
3.7 Ethical Consideration.....	44
<b>Chapter IV</b>	
<b>Results.....</b>	<b>45</b>
<b>Phase I.....</b>	<b>45</b>
<b>4.1 Pilot Study .....</b>	<b>45</b>
<i>4.1.1 Descriptive Analysis .....</i>	<i>45</i>
<i>4.1.2 Reliability Analysis .....</i>	<i>46</i>
<i>4.1.3 Correlation Analysis .....</i>	<i>47</i>
<b>Phase II .....</b>	<b>47</b>
<b>4.2 Main Study.....</b>	<b>47</b>
<i>4.2.1 Reliability Analysis.....</i>	<i>48</i>
<i>4.2.2 Correlation Analysis .....</i>	<i>49</i>
<i>4.2.3 Regression Analysis .....</i>	<i>50</i>
<i>4.2.4 Mediating Analysis .....</i>	<i>51</i>
<i>4.2.5 Independent sample t-test .....</i>	<i>54</i>
<b>Chapter V</b>	
<b>Discussion .....</b>	<b>56</b>
5.1 Conclusion .....	61
5.2 Implications .....	61
5.3 Limitation and Suggestions.....	62
<b>References</b>	
<b>Appendix's</b>	

---

## List of Table

---

Table 1	Main Study Demographic Data	41
Table 2	Pilot Study Descriptive Statistic	45
Table 3	Psychometric Properties of study variables	46
Table 4	Correlation Between Study Variable	47
Table 5	Psychometric Properties of Study Measure	48
Table 6	Relationship between study variables	49
Table 7	Regression Coefficient of Transformational Leadership on Employee Engagement and Performance	50
Table 8	Direct and Indirect path of in-role performance through transformational leadership and employee engagement in IT employee	51
Table 9	Direct and Indirect path of in-role performance through transformational leadership and employee engagement in IT employee	52
Table 10	Education level across study variables	54
Table 11	Job Categories between Transformational leadership, Employee Engagement, Work-life Balance and Performance	55

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## List of Figure

---

Figure 1	Conceptual Framework	39
Figure 2	Mediating Model of Transformational leadership, In-role Performance and Employee Engagement.	51
Figure 3	Mediating Model of Transformational Leadership, In-role Performance and Work-life Balance	55

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## LIST OF APPENDIXES

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<b>Appendix A</b>	Inform Consent
<b>Appendix B</b>	Demographic
<b>Appendix F</b>	Transformational Leadership Scale
<b>Appendix D</b>	Employee Engagement Scale
<b>Appendix E</b>	Work-Life Balance Scale
<b>Appendix F</b>	Performance Scale
<b>Appendix E</b>	Authors Permission

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## Chapter I

### Introduction

Organizations have several difficulties in the modern world due to globalization, the rapid advancement of technology, and changing demands from stakeholders including customs and employees. Therefore, in order to quickly adapt to these changes in the market, companies need to maintain their agility and flexibility (Holbeche, 2023; Balog, 2020). The Informational Technology (IT) industry is characterized by rapid technology advancement, shifting consumer expectation and fierce rivalry in the market (Wang, 2023). Information technology is crucial to an organization's ability to generate revenue and keep a competitive edge.

The development, manufacturing, distribution, acquisition, and retailing of IT parts, accessories, and products are all part of the informational technology sector. The IT sector is creating new technologies and products that are revolutionizing how we live and conduct business, improving communication and productivity at work. The software industry works in a dynamic environment characterized by rapid technologies innovation and evolving consumer needs. Effective leadership is essential in this dynamic environment, not only for setting organizational direction but also for fostering an atmosphere that valued flexibility and innovation (Ellahi et al., 2022).

Informational technology will continue to grow and develop, but by fostering an organizational culture of transformative leadership, answerability, workplace freedom, and workplace freedom, employee will be encouraged to contain conversion. By establishing a standard at the leadership level, leaders that practice transformational leadership encourage other

to make changes and supports the company's sustained prosperity has a strong comprehension of workplace independence, work rights, and organizational culture (White, 2020).

One type of leadership is transformation approach where the head motivated, inspire subordinates reach outstanding performance by crafting a compelling, vision, setting ambitious goals and encouraging people to put the organizations or society's overall welfare ahead of their own interests (Collins, 2014). By encouraging creativity and individual growth, transformational leadership seeks to alter both individuals and organizations.

Effective leaders motivate employees to reach establish goals, assist in decision-making problem solving, and foster environments conducive to innovation and growth. In Pakistan informational technology organization is also characterized by long working hours, high levels of pressure and unrelenting innovation. These circumstances may make it difficult to maintain their engagement and balance, your personal and professional lives, both of which are essential for sustained productivity and job satisfaction, productivity and overall, achievement.

The term "emotional engagement" describes an employee's connection to the company and its objective, motivating them to genuinely care about their work and the organization's success (Hesti & Rahmawati 2023). Balance between work and life is increasingly acknowledged to be a key factor in employees' health and organizational success. The effects of leadership on balance between work and life has not been fully explored. There is still a limited understanding the way transformational leadership styles impact the worker engagement, productivity and commitment at team of work-life balance (Saba et al., 2024).

As mediating factors performance is a crucial indicator of productivity for both employee and organizations. Performance is an important parameter that measures the productivity of both

employee and organizations. It has multifariously perceived by several authors as measurable actions, behavior, and outcomes workers employ to achieve organizational goals (Handrick, 2023). In Pakistan IT, sectors performance is crucial as the quality and efficiency of work can directly impact organizational success. Employees in the informational technology industry suffer form long workdays, heavy workloads, job-related stress, and work-life conflicts that have a substantial impact on their attitude toward their jobs and negative outcomes, such as depression and anxiousness. These factors, in turn, lead to decreased engagement, psychological exhaustion, increased work-family conflict, and poorer work performance (Umer et al., 2021).

In conclusion, work-life harmony and staff involvement could be greatly impacted by transformational leadership. The mediating factors performance in this relationship emphasized how crucial it is to match leadership practices with employee needs and organizational goals, transformational leaders can improve employee well-being and performance by creating a supportive, engaging, and inspiring work environment. The current study aims to explore the relationship between research variables across informational technology industries by comprehending and address the needs of their employees.

### **1.1 Definition and Concept of Leadership**

As defines by Hersey and Blanchard (1982), leading refers to the competence to establish goals what require work along with the ability in influence others to execute them in spite of challenges. According to Northouse (1997) shares this opinion when the characterized leading as a method through which people persuade teams to accomplish common objectives or results. Originally, Bass (1997) and Bass and Riggio (2006) divides the concept of leadership pattern into four dimensions: intellectual stimulation, idealizing impact inspiring encouragement, and individual think about it. A major finding of the leadership survey, according to Choo (2007),

showed that there were perceived significant disparities in leadership abilities, including inspiring and encouraging others, recognizing accomplishments, and offering feedback. Three leadership philosophies, including laissez-faire, democratic, and autocratic, that concentrated on strengths are used by employees all the way up to the managerial level.

Furthermore, leadership is the most prevalent factor affecting worker's attitude and actions, especially organizational commitment (Clark et al., 2009). Silva (2016) asserts that leadership is a personal quality that has the power to affect workers. A person who has a group of followers and is in charge of leadership inside an organization is referred to as a leader. An individual who is a leader also sets goal, builds a company's vision and objective, cultivates a thriving culture, and motivates followers. Leaders also have an impact on their followers by leading by example and giving their best effort.

Northouse (2018) asserts that leadership is the procedure of motivating and guiding others in the direction of achieving a same goal or vision, simply stated, leadership is the ability to motivate, encourage, and facilitate collaboration and performance among individuals or organizations effectively. Nizarudin (2017) defines, effective leader engages a variety of skills, traits, and actions like empathy, communication, and thinking analytically, decision-making, and setting a vision is essential for any leader. Additionally, leaders are able to establish objectives and carry them out with the assistance of their followers. The success of the organization thus rests on the leadership of a leader. Moreover, leadership is a role or a method of persuading followers to support the achievement of objectives. Various definition has been proposed by previous researchers.

Leadership is the ability to guide a group of people toward a common goal that would not have been achieved without a leader (Graham, 1997; Val & Kemp, 2012). Numerous domains,

including performance evaluation, motivation, training and development procedures, and management strategic planning, exhibit the influence of leadership.

## **1.2 Leadership Styles**

According to Swamy et al., (2014), leadership styles are attributed to a leader's consistent attitude pattern. Leadership is sometimes determined by the traits and status of the leader. The leadership styles of various leaders vary. It occurs when an organization's leadership changes. The hiring or selection of a new leader, such as a new manager, chairman of the board, or president, is referred to as a leadership shift. The leadership philosophies may differ from those of the former leaders. The leadership style demonstrates a leader's conduct in guiding followers since it exhibits a unique manner of acting.

As per Iqbal et al., (2015), a number of concerns pertain to performance phenomena and the ways in which they impact or influence many variables, including leadership and the sort of leadership style. This study focuses on the transformational leadership style introduced by Bass in 1985. Leadership styles can be divided into several categories, including charismatic leadership, visionary leadership, culture-based leader (Haris, 2007).

### ***1.2.1 Transformational Leadership Style***

One leadership approach known as transformational leadership raises employees' awareness of the significance of carrying out business responsibilities, which in turn prompts them to pursue higher-level goals as outlined in Maslow's hierarchy of needs (Wang & Hu, 2017). The style of transformational leadership is currently gaining a lot of attention from researches, particularly in the field of leadership, as research and leadership theory indicate that it is more likely to sustain organizational success. Particularly for organizations that are dealing

with external variables that fluctuate as quickly as they do currently (Tampubolon, 2020; Khan et al., 2020).

Burns (1978) created the idea, and Bass et al., (2003) expanded on it. The underlying premise of the approach is that followers a leader who can inspire and motivate them. The leader inspires and motivates their team by establishing a clear and compelling vision, promoting it effectively, and prioritizing the development of strong relationship with followers through roles such a teacher, coach, and mentor (Bass & Riggio, 2006). Transformational leaders are more concerned with their staff members' personal needs and growth. The transformative leader's character inspires and motivates the staff, who are likewise impressed. Employee performance has also improved, which is a result of transformational leaders' skills and personalities (Hampson & Jowett, 2012).

Transformational leadership has become a crucial pillar for leading organizational toward success and excellence in this dynamic and quickly evolving environment. In addition to comprehending change, transformational leadership has the capacity to motivate and create a flexible and creative corporate culture (Pratama, 2023). In an organization, executive and employees share some ideals and trust, and they work together to accomplish the organization's objective. According to Budur and Poturak (2021), transformational leadership is an intriguing phenomenon that manifest as both an exceptional leader and a person with varying levels of excellence in all group and organization.

Transformational leadership set high expectation and encourage followers to take on obstacles and other issues; as a results, they can generate exceptional organizational and personnel performance (Sanda, 2022). Many studies show that idealized impact, intellectual stimulation, inspirational motivation, idealized effect behavior, and employee consideration are

all factors that they have used to grade transformational leadership (Aunjum et al, 2017; Slehr & Kueny 2017; Suifa & Al-Janini, 2017).

### **1.2.1.1 Elements of transformational leadership**

According to Avolio, and Jung (1997), transformational leadership consists of these elements.

**1.2.1.1.1 Idealized Power.** The actions of transformative leaders allow them to serve as role models for their followers. The leaders are revered, respected, and trusted. Followers identify with leaders and want to be like them because they believe that leaders are exceptional in their abilities, tenacity, and resolve.

**1.2.1.1.2 Motivation and Inspiring.** By providing purpose and challenges to their followers' work, encouraging teamwork, zeal, and optimism, transformational leaders inspire and encourage their followers. They also set clear expectation, show dedication to shared goals, and help followers envisage a bright future. (Avolio, & Bass, 1993a; House, 1997).

**1.2.1.1.3 Intellectual Stimulation.** By challenging presumptions, rephrasing challenges, and approaching well-known situations from a new perspective, transformational leaders encourage their citizens to strive for innovation & creativity. Being creative is encouraged, some members don't publicly critique their mistakes. The followers are asked for fresh concepts and innovative approached to challenges, and they are involved in the problem-solving process.

**1.2.1.1.4 Personalized Attention.** Transformational leaders offer close consideration to each follower in their role as coaches or mentors, need for growth and prosperity. The potential of followers and colleagues is elevated to ever-higher levels. While fresh individualized consideration is used when learning opportunities and a supportive environment are established.

Everyone has various needs and wants, and this is accepted. The way the leaders act shows that they enhance individual difference, such as giving some workers more, autonomy, some more encouragement, some stricter rules, and still other more task structure.

### **1.3 Employee Engagement**

As an essential component of success, the majority of business are working to create an atmosphere that encourage employee engagement. The emotional relationship or connection that employee have with a firm and how they react to helping the organization success are referred to as employee engagement. It exhibits enthusiasm, teamwork, and a laser-like focus on output and outcomes (Allen, 2014). The term “engagement” which was first used in the late 1990s, became very popular in the business press. Definition of employee engagement have been offered by many authors. Kahn (1990) defined engagement as more than just physically completing professional activities; it also refers to being completely present and psychologically involved.

When workers are passionate about what they do and use their skills and abilities to create innovation and contribute to the success of the company, employee engagement occurs. Due to its beneficial implications has gained significant attention and is now considered a critical component of organizational success. Job satisfaction has been demonstrated to be enhanced by employee involvement, dedication, performance, effectiveness as well as profitability (Kisi, 2023). Employee engagement’s complexity and wide-ranging effects underscore its significance as a research topic. Research has shown that a number of factors, including work-family balance, business culture, perceived organizational support, and corporate social responsibility, affect engagement (Rasticova & Hinzmann, 2024).

Employee engagement is indicated by the study; employees make tremendous effort (55%), give favorable feedback about their organization (59%), and desire to be members (60%). But as the experience; rather, it is the outcome of a series of choice and actions that are ingrained in the organization's culture. Global trends in employee engagement are provided by the consulting in its yearly report on "Trends in International Employee Engagement." Over the previous five years, the percentage of global participant rose from 56% to 62%. Organization with high employee engagement scores having a turnover rate that was 40% lower than those with low engagement, 59% of engaged workers stated that their job inspires their most creative ideas, and organizations in the top quartile of employee engagement scores were 18% more productive (Gallup, 2019).

### ***1.3.1 Factors***

Several key elements or approached that improve worker's involvement in the company. The 2010 Acas policy discussion paper highlights a few aspects of employee engagement.

**1.3.1.1 Social Interaction.** The degree of communication exhibited by an employee discussing various work-related changes and enhancements with teammates and other coworkers.

**1.3.1.2 Intellectual Engagement.** The degrees of engagement that results in improved output and the application of intelligence to enhance work-related competencies.

**1.3.1.3 Engagement on an Emotional Level.** In which someone is emotionally associated with the workplace and its culture.

## 1.4 Work-Life Balance

Family and work are the two most important areas of a person's life. Because they are worried about the line between their job and no-work lives employees are finding it increasingly challenging to strike a balance between job and family. Workplace setting-life balance refers to an individual's ability to carry out their duties to their families, their jobs, and other personal commitments and activates. Furthermore, over the past few decades, technological development and better living conditions have caused significant changes in work and family life in societies all over the world. These developments and changes frequently result in interference, friction, and conflicting demands between requirement at home and expectations at work. Scholar have characterized work-life balance in a variety of ways. We'll provide a few definitions to help us see thing more broadly. According to Greenhaus (2003), work-life balance is the ability to perform well both with minimal role conflict both at work and at home.

As stated by Felstead et al., (2002), work-life balance is the relationship between the culture and institutional periods and spaces of employment and leisure in countries where labor markets serve as the main source of generating along with dispersing wealth. Lewis et al., (2007) work-life balance offers a fulfilling, healthy, and fruitful existence that incorporates work, play and love; integrates a variety of daily activities with consideration for oneself, as well as for one's spiritual and personal development; and reflect one's own desires, interests and values. Achieving a balance between personal responsibilities and professional roles or between career goals and personal and family life is known as work-life balance (Hasan et al., 2021; Blumberga & Berga 2022).

Balance between work and life, includes time management, personal commitment support and flexible work arrangement, according to Qi et al., (2024). Flexible work

arrangements give workers autonomy over their schedules so they can fulfill their responsibilities and obligation. With time management, the business gives workers the guidance and training they need to do their jobs. According to Malhotra (2021), how does work-life balance operate differently in an era where workers are always connected to their jobs and can work whenever and whenever they choose? Additionally, he stated that flexible work schedules. Work-life is determined by a variety of factors in life, here are the topics from the literature that have the strongest connections to work-life balance.

#### ***1.4.1 Factors***

**1.4.1.1 Individual.** Individuals are the most important factor affecting work-life balance. two personality types were distinguished by American cardiologist Rosenman and Friedman based on behavior and cardiac problems. People who are more energetic, work-oriented personality may have a detrimental effect on their work-life balance.

**1.4.1.2 Family.** The responsibilities that one faces in family life and that impact one's ability to manage their life can be categorized as the demand on time and workload, expectation for roles in the family as assistance for the spouse. The literature suggests that life events like marriage, raising children, and caring for elderly relative's impact work-life balance by increasing family responsibilities.

**1.4.1.3 Work and Structure.** The work environment has a greater impact on work-life imbalance than the family environment. A person's job and workplace demand significant time, effort, and mental energy. To enhance organizational efficiency, managers often focus on increasing employee loyalty, which is one of their key priorities.

**1.4.1.4 The Social World.** Another element that affects work-life balance is the social setting. An individual has responsibilities to the group he is part of, especially in countries that are known for their collectivist cultural characteristics.

## **1.5 Performance**

Performance is a crucial tool that management uses to explain performance standards and goal and to inspire and to inspire future individual performance for the organization's sustainability (Mohd et al., 2016). A leader's capacity to influence and actively involve his subordinated in accomplishing goals through a suitable leadership is a crucial component of any endeavor to enhance employee performance. Performance describes in a variety of ways as quantifiable acts, behavior, and results that individual bring about in order to accomplish corporate objectives (Viswesvaran & Ones, 2000). While researchers have distinguished between employee in role performance and extra role performance as factors of participant performance (Demerouti, et al., 2008; Williams & Anderson 1991), performance will be the focus of this study.

According to Vigoda (2000), an employee's in-role performance includes the task and obligations he performs as part of his job assignment. The term "in-role performance" described task that are associated with workers' official role requirements (Bornman & Motowidlo, 1997). Janssen and Van (2004), define in-role performance is the phrase used to characterize the actions that are prescribed, evaluated, and rewarded by the employee organization as a result of an employee's job description. Employee performance is used on their capacity to use organizational resource creatively in order to achieve the specified goals (Johari et al., 2018). According to Dabuke et al., (2023), employee in-role performance is measured by how well a

person completed a task within a given time limit in relation to preestablished benchmarks, objective, or mutually agreed-upon criteria.

Every organization must build up the required framework guarantee that its employee satisfies predetermined goals in order to do that. Employee performance has been hindered over time, and organizations are struggling to get the outcomes they want. Many elements, including as conflict organizational civic behavior, dedication, and culture, might affect performance (Fitrio et al., 2020). Performance is the outcomes or overall degree of success of an individual over specific time period in completing task in comparison to different possibilities, such as standard work results, target or goal, and predetermined criteria that previously been mutually agreed upon, according to Rivai and Basri (2017). An organization must be able to analyze and comprehend employee performance factors in addition to efforts to develop these employees, as Khtatbeh et al., (2020), stated that employee performance is the primary outcome that can determined that an employee has contributed to their productivity.

### **1.5.1 Factors that influence Employee Performance**

Aguenza and Som (2018) describe employee performance as the ability of workers to be productive and efficient at work while producing worthwhile results for the company. Employee performance analysis is typically predicated on how well workers carry out their job responsibilities. Employee performance has an impact on the organization's success, various researches determine the factors that influencing worker performance. Employee's personal abilities and emotional commitment are example of internal factors that affect personal performance. External factors include basic welfare and compensation, organizational management, and organizational commitment. Individual's and organization's behavior,

outcomes, and performance are all influenced by the internal and external environment (Chen, 2023).

### ***1.5.2 Internal Factors***

**1.5.2.1 Individual Proficiency.** Individual proficiency refers to the value or benefits an individual contributes to a task or activity. In this content, personal ability primarily encompasses the work performance of employees, which reflects the value or benefits they generate for their organizations or team during work. Employees typically receive the compensation or other reward in return, which may encourage them to demonstrate and enhance their skills (Eli & Jol, 2019). Chen (2022) said that worker will enhance their individual work skills that meet the requirements of the desired job during process based on the pursuit of economic interests. Because a strong work ability increases the likelihood that an employee will perform well, and when an employee's knowledge and abilities align more with their job duties, the difficulty of their work will be somewhat decreased, and they will also believe that their work ability is appropriate for the position.

**1.5.2.1 Commitment of Emotional Level.** Emotional commitment described how members of an organization are emotionally dependent on the organization, which is another way of saying how much a member of the organization is involved and identifies with it. When employees experience high emotional commitment, they tend to rely more on the organization and maintain a more positive look. This deeper involvement in the organization's activities reduces the likelihood of employee leaving. Additionally, this emotional attachment and positive mindset can enhance employee performance and their overall contribution to the organization (Indra et al., 2018).

### ***1.5.3 External Factors***

**1.5.3.1 Basic Compensation and Benefits.** Basic compensation and benefits are essential in enterprise management, in fluency both company and profits and employee performance. They motivate employees by rewarding their hard work, boosting enthusiasm, and encouraging better performance and work quality to earn higher pay. Wang (2024) emphasized how crucial pay plans are for resolving employee diversity. He points out problems in state-owned business and suggest fixes, like rearranging ranking, streamlining pay scales, and introducing unique pay incentives to boost productivity on an individual and organizational level.

**Management of Organization.** An essential component of environment influences is organizational management. In the domain of organizational supervisors, workers performance is influenced by a number of elements, including pay structure, work evaluation, hours worked, attitude toward work (Zhu et al., 2022). A technology develops, competitive incentives are becoming less effective, particularly in regions with antiquated technology, and old payment models like fixed pay are becoming obsolete.

**Commitment to the Organization.** By rewarding accomplishments, organizational commitment increases worker happiness and performance. It increases employee loyalty and encourages more effort on the part of the company (Li, 2021). According to Tang et al., (2021), companies should provide flexible work arrangements, creativity, and autonomy in order to provide competitive pay, prospects for advancement, and job satisfaction. Employee mobility is increased by the growing economic cooperation paradigm.

**1.5.3.4 Design of Work.** The primary element influencing the quality of work produced by employee are their sensitivity to effort, the difficulty of the task itself, the shape of the work, and its associated attraction, in conventional management of employee performance. In order to generate a strong sense of internal drive and form superior performance at work good work design can ensure that employee find significance and worth in the actual work, allow them to understand the importance of their work and their own accountability, and promptly comprehend the results of work.

## **1.6 Theoretical Frame Work**

### ***1.6.1 Social Exchange Theory***

A number of scholars have contended that the social exchange theory (SET) and the work demands resources model play a part in transformational leadership by fostering a casual interaction between the leader and subordinate in order to foster mutual harmony (Cho et al., 2019; Katou et al., 2021). Support for transformational leadership and their suggestions to improve job performance are correlated with employee engagement and the degree of their affective organizational commitment (Sungu et al., 2019). The beneficial relationship between transformative leadership and employee performance and attitude has been demonstrated by previous research (Cho et al., 2019). The use of transformational leadership is essential for increasing employee engagement and performance.

### ***1.6.2 Path-goal Theory***

The fundamental idea of path-goal theory is that leaders should act in a way that aids of facilitates followers in successfully achieving their objective and provides them with guidance and support they need to meet their own as well as the objectives of the organization (House 1971). The motivation, dedication, contentment, and performance of subordinated are all positively impacted by preferred leadership behavior. The original path-goal theory was significantly expanded upon by House (1996), who also proposed connections between leadership styles and path-goal theory that reflected different boundary conditions between employee outcomes and leadership action. In other words, as outlines in *proposition 5* of his revised path-goal theory, House (1996) proposed that the effectiveness of specific leadership behaviors would vary based on an individual's preference for independence and sel-direction.

### ***1.6.3 Herzberg Motivation Theory***

Theory Herzberg Two Factor's Theory of Motivation (1959) created a two-dimensional paradigm regarding factor influencing people's attitude toward work: motivation and hygiene. The difference between the two factor is where the influences come form; if a factor motivation comes form within (intrinsic), then factor hygiene comes from outside (extrinsic). Factor motivation includes accomplishment, acknowledgment, the self-working accountability and possibilities for expansion. Factor hygiene encompasses the administration and policies of the company relationship, circumstances of employee and salaries. In this theory explains the second factor, hygiene.

One of the points of this theory is the relationship between supervisors and policies, which is related to the leadership style of transformation. Being a leader is crucial because

employee performance depends on how a leader directs his subordinated to achieve common goals, (Fitri Septyandini, 2021). First factor of this namely motivation: engagement of employees includes the degree to which workers feel engaged, dedicated, and contribute to the work and organization where they work. Employees who are engaged tend to enjoy work, are active in carrying out tasks, and are loyal to their work, which will reduce their desire to leave work. Second factor of this theory namely hygiene, one of the points is company policy, which is related to balance between work and life. Balancing work and life are a concept of effort to improve employee engagement and performance, which makes various efforts to balance and personal life.

## Chapter II

### Literature Review

Previously several international and indigenous studies have been conducted regarding transformational leadership, work-life balance, employee engagement and performance that the following are as well.

#### 2.1 Transformational Leadership

Rojak et al., (2024) investigate how corporate culture and transformative leadership affected worker performance. A sample of 120 staff members were to be included. Results showed, organizational culture and leadership that transforms have a major impact on workers' success at universities. Staff performance is directly impacted by transformational leadership capacity to inspire, give clear direction, and motivate employees. Strong corporate cultures that promote employee involvement, a happy work environment, and a wealth of positive values are another example of this. The performance of employee is higher education is significantly impacted by these two factors taken together.

Adan and Gatobu (2024), studied the impact that transformative leadership has on Kenyan employees' performance. The social exchange theory provided insight into the relationships between the variables under investigation. A sample size consists of 331 employees. Results indicate, staff performance is positively and significantly impacted by inspiring motivation. The study finds that personalized attention has a favorable and noteworthy impact on worker performance. Employee experience a sense of purpose that extends beyond their daily responsibilities when leaders present a compelling and distinct future vision.

A study by Balwat et al. (2020) examines the relationship between employee engagement and transformative leadership as a moderator job resources in service sector. It also looks at the relative significance of each job resource dimension concerning employee engagement.

Conveniently sample consisted on 187 employees answered a survey that was used to gather quantitative data. The findings showed the relationship between transformational leadership and worker resources was weakened positively correlated with employee engagement, however, because supervisor support was inversely correlated with employee involvement.

Harsono et al. (2024) investigate transformative leadership impacts and knowledge management on innovation execution. A cross-sectional approach is employed in this research, as well as the sample size is 280 respondents. Results showed, transformative leadership has two roles: it surprisingly lowers innovation performance while also greatly increasing innovation capabilities. On the other hand, knowledge management improves performance and innovation capacity, importantly innovation capability acts as a key moderator, enhancing the impact of transformative leadership and knowledge management on innovation performance.

Another research was conducted by Park et al., (2022), which examine structural relationship between work performance, affective organizational commitment, and transformative leadership. Using data from 600 employees of Korean private businesses. The finding shows transformational leadership significantly influenced worker's job performance and effective organizational commitment by acting as a mediator through involvement of employees. The findings also point to transformational leadership played a crucial role in promoting employee's task performance and successful organizational dedication across all employee involvement levels.

The impact of transformative leadership on work performance and effective organizational commitment is highlighted by Jiatong et al., (2022), with employee engagement serving as a mediating factor. A cross-sectional study was used and the sample size was 845 employees in China provided data for this study. The findings showed that emotional organizational dedication and effort performance are positively impacted by transformational leadership. Results also indicate employee engagement act as a partial mediator in the interaction between transformational leadership, affective organizational commitment, and job performance.

Diko and Saxena (2023) examines the employee involvement as mediating role the relationship between transformative leader and turnover intentions. The sample was 442 staff members was by using cross-sectional study design. The results showed, employee engagement is significantly improved by transformative leadership. Employee turnover intention is significantly impacted negatively by both engagement of employees and transformational leadership. Additionally, the study discovered that the association between transformative leadership and turnover intention is somewhat mediated by employee engagement.

Weerakkody et al. (2024) studied the impact of transformative leadership on employee job performance among educational setting. Out of the 54 papers that were initially referred, seven were methodically assessed as the study's sample after screening from 2018 to 2023. Results indicate, transformative leader possesses a major influence on job performance inside the educational setting. Conducting longitudinal research, using triangulation approaches, analyzing additional variables, expanding the size of sample, as well as expanding the focus to cover varied sectors and demographic groups are some of the gaps that were looked into.

Balassuriya and Perera (2024) asses the relationship between transformative leadership and worker performance within the framework of Sri Lankan business that produce porcelain.

This study also looks at how employee engagement functions as a mediator between worker performance and transformational leadership. This research used cross-sectional research methodology, and the sample consisted of 260 employees. Results showed, transformational leadership improves staff engagement and performance, and employee engagement positively affects performance of employees. Crucially, connection among transformational and performance of workforce is mediated by employee engagement.

Asad (2022) conducted study investigate transformational leadership's link with educational institutes culture. Transformative leader has been evaluated using a quantitative study design. A sample consists of 300 school teachers. The findings showed transformative leadership practices and school culture had a somewhat positive association, with statistically significant correlation. According to the demographic data, these schools had highly qualified and trained teachers. To gain a more profound comprehension the study clarifies transformational leadership techniques in the context of Pakistan secondary schools by examining the culture of educational organizations.

Leadership is about having the power to make a vision a reality. This study examines innovative behavior as a determining fact in Pakistan's IT sector using the transformational leadership framework (Farheen et al, 2023). The study also looks at the organizational identity and learning goal orientation of the two moderators, as well as knowledge sharing as a mediator. This cross-sectional study employed the convenience sample technique was used and the sample size was 391 employees. Results showed, sharing of knowledge acts as an intermediary between transformative leader and innovative behavior. However, the outcomes also revealed the sharing of knowledge helps lose gap between transformational leadership and innovative behavior from employee when they have a strong organizational identification and learning goal orientation.

Another study uses knowledge sharing to examine the dynamic relationship between higher education institutions, transformational leaders, and followers' outcomes (i.e., creative work behavior and task performance) in Pakistan (Saif, et al, 2024). Results showed, employees' innovation work practices and task performance are directly correlated with transformational leadership at the university. The results further suggest that sharing of information mediates the connection between employees' transformative leader and employee's performance in higher education institutions.

Anwar et al. (2023) assess the relationship between and the function of employee engagement as a mediator between transformative leadership and employee performance using a cross-sectional survey and sample was consisting of 457 employees. Results showed transformative leadership have a favorable impact on employee performance and commitment. The result also indicates employees' performance and commitment are positively impacted by transformational leadership. The findings highlight the banking sector's policy is implemented both theoretically and practically.

## **2.2 Employee Engagement**

Bao et al. (2022) the relation between employee work engagement and inclusive leadership by defining the employee felt accountable for their role as moderator and person job fit as mediator. 261 employees in China from various industries. Result showed employee work involvement and inclusive leadership positively correlate via job-person fit. Further the results showed that both employee sense of responsibility moderates the favorable direct relationship between inclusive leadership and person-job fit as well as the indirect relationship between inclusive leadership and work engagement through person-job fit.

Singh et al. (2022) examine the study to emphasize the function of psychological capital and resilient leadership in fostering engagement of employee in information technology sector. 265 Indian IT experts were included in the sample. Findings indicates that staff members with a higher degree of psychological capital positively effect to employee engagement during COVID-19 epidemic, and psychological capital and employee engagement are positively impacted by resilient leadership also mediate the connection between employee engagement and resilient leadership.

Gede and Huluka (2024) examines employee engagement's impact on organizational performance in Ethiopian public universities. This study also the relation between work engagement and these institutions overall productivity. Study's sample size consisted of 365 respondents. The results shows that vigor, dedicated, and absorption all has a significant positive impact on organizational productivity among higher education. Results also indicate the degree of staff engagement affects how well study institution functions.

Eseye and Debebe (2024) examine impact of employee engagement aspects on worker engagement among hospital. Data were gathered from 252 respondents. The results showed the higher levels of worker participation in the areas of vitality, absorption, dedication, which ought to have a favorable impact on job performance. In this sense, improving motivation in the morning and creating a sense of professional challenge would further maximize engagement and output.

Laras et al., (2024) examines the relationship between transformative leadership and knowledge management on productivity as mediated by employee engagement. A study sample of 160 employees were included. The results showed employee engagement is positively impacted by knowledge management and productivity; transformational leadership significantly

impact on employee engagement and productivity; worker engagement has significant effect on productivity; worker engagement can mediate the relations between knowledge management, transformative leader productivity.

Andini and Ekhsan (2024) assess impact of knowledge management in performance of employee as mediate effect employee's engagement. There were 420 employees in the study's population. The results showed that employee performance and engagement are influenced by knowledge management. Results also demonstrated that employee engagement mediated between employee performance and knowledge managements. The research comes to conclusion that information management can boost employee engagement and performance.

Kassim and Jusoh (2024) examine effect of worker engagement, on self-sufficiency, employee motivation, worker participation mediating role job demands in informational technology sectors in Malaysian. A sample size consists of 336 employees. Results indicate only employee motivation and self-efficacy significantly affect employee engagement. Results also showed job demand had no mediating effect between employee engagement and employee motivation. Job demand has significantly mediating effect in worker participation and engagement of employee.

Mansor et al., (2023) examine the relationship between organizational performance and employee engagement. The sample size consisted of 103 employees. Results demonstrated that employee engagement significantly effects on organizational productivity. Results determined that weak-level correlations exist between organizational performance, career development, and leadership. Both employee and workers need to plan for high employee engagement to improve the success of the company.

Hosen et al., (2024) assess effect of employee engagement, training as well as development in employee performance as mediate role of dedication to the organization among frontline workers in Bangladesh. Sample size consisted of 362 employees. Results showed organizational commitment, employee engagement and development, as well as training, have a significant influence on work performance. Result also demonstrated how employee involvement and training and development affect productivity is partially mediated by organizational commitment

Oloan (2022) examine the effect and association between transformational leadership and training and the involvement of employees on worker performance. There were 175 respondents in the sample used for this study. The study results indicate that while good training has a immediate effect on worker productivity, transformative leadership has no direct impact in worker performance. The results also showed, good engagement of employee has no directly affecting performance of employees.

Syahdi et al. (2024) investigate employee engagement as variable that intervenes this study examines a link between perceived organizational support and worker development with regard to work motivation. There were 164 employees in the research sample. The findings showed a favorable correlation exist in worker development and the impression of organizational backing influence on motivation at work. Employee development and viewed organizational assistance has been demonstrated to have a greater impact in job motivation when employees engaged.

Siddiqui (2024) studied impact of wellbeing on motivation at work on worker performance as mediating factor of employee engagement. There were 210 employees in the sample. Results showed worker output has been shown significant improved by motivation for

work and well-being. The association between performance and well-being was favorably mediated by employee engagement, but its direct impact was not statistically significant.

Khan et al (2025) assess the effect that staff engagement and transformative leadership have on teacher's performance 317 respondents were included in this study. Results showed strong relationship between employee engagement and transformational leadership and performance. Further teacher's performance was moderately impacted by employee involvement and transformational leadership; transformational leader had a stronger link and effect in teacher's performance than on employee engagement.

Majeed and Rasheed (2024) investigate impact of engagement, employee involvement on the worker performance. Data from 38 private sector employee was collected using a convenience sample. The results showed that employee involvement and engagement will improve performance of the employees within the private sectors. Results also showed engaged employees typically have absenteeism and turnover rated which can be costly for organization.

### **2.3 Work Life Balance**

Hasim et al., (2024) examines telecommuting's impact on work-life balance in the informational technology sector at Bank Rakyat. This research objective to investigate the function of telecommuting in mediate the attainment of employee work-life balance as well as the impact or workload work flexibility and core self-evaluation. 181 employees were included in this study. Results showed, working from home improve job flexibility and core self-evaluation, this consequently improves work-life balance. Results also demonstrated workload have not substantial influence on IT worker's work-life balance.

Purwanto et al., (2024) examine the connection between occupational stress and work-life balance work environment, employee productivity. There were 99 employees in the research sample. The findings showed that the work environment and work-life balance have a substantial impact in worker productivity. Industrial relocation lowers productivity by increasing job stress. This study emphasized the significance of stress management in order to preserve productivity during the relocation process.

Munda and Gache (2024) assessed high school teachers' levels of dedication, motivation, job contentment and equilibrium between work and life. A study sample consist of 262 teachers. The results showed that teachers were highly motivated and had high levels of balance between work and life, employment satisfaction, as well as employment commitment. Job contentment showed a reasonably significant positive between contentment at work whereas balance between work and life showed a very weak and negative correlation. Job commitment and motivation did not significantly correlate. Job commitment was significantly impacted only by work-life, job happiness, and motivation had no significant effects.

Duan et al., (2023) examines impact of digital improve performance on the job and work-life balance in organizations. 237 responses was a part of the research sample. Study results showed using digital technology greatly enhance interpersonal coordination and knowledge exchange, which promotes a better balance between work and life and improve job effectiveness. The study showed that utilization of digital tools that might improve communication and in digital employment, decision making has little bearing on job performance and work-life balance.

Demir and Budur (2023) investigate how work-life balance affected employee performance, job satisfaction and motivation in universities employees. Sample consists of 491

employees. Results showed that personal life interfering with work and work interfering with personal life have no significant and native impact on job satisfaction, and they had a significant impact on employee motivation. Lastly, whereas employee motivation did not have a major impact on employee performance and contentment at work.

Susanto et al., (2022) investigate effects of balance between work and life in employee performance, as well as moderating factor of supervisor practices that assist families and the mediating role employment satisfaction. 600 employees were included in study sample. Study results showed that balance between work and significantly influenced performance and employee job satisfaction. Results showed that the association between work-life balance and job performance is somewhat mediated by job satisfaction. The study suggest that family support supervisor behavior interacts the job satisfaction and job performance it's moderates the association between work life balance and job satisfaction.

Sopian et al., (2022) examines the relation between work family life balance, employee engagement and the performance of employee. There were 211 respondents in study's sample. The findings indicated that work-life balance had a positive effect on worker engagement and had no significantly and direct impact on the performance of employees. As mediator factor engagement of employee positive and significant correlation between employee performance and work-life balance had indirect effect on employee performance through engagement of employees.

Venesa et al., (2022) examines that effect of leadership styles on work involvement as impact of work-life balance as a mediator. 500 employees were incorporated into the research sample. Result showed leadership styles used in the organization to increased using work-life balance to increase employee engagement are servant leadership and transactional leadership.

Balance between work and life mediated the effects of servant leadership, transactional leadership, and transformative leadership in relation to employee engagement at work.

Amira et al., (2024) investigate as mediating role of employee commitment and work-life balance and transformative leadership's effects on employee's performance. Study sample size consists of 100 participants. Results demonstrated the beneficial effects of transformational leadership influenced worker performance and balance between work and family life had no impact on worker performance. Results also showed employee commitment had no mediating the relationship among employee performance, engagement and revolutionary leadership.

Ahmed et al., (2024) investigate the effect of training, development and work-life balance on employee job performance and employee engagement in Pakistan private banks. A study sample consists of 450 employees. The results showed development, training and work-life harmony positively impact on employee job performance and employee engagement. The study results also showed that via the mediating factor indirect effects of work-life balance, training, and development on employee engagement positively significant influenced employee performance in privates' banks.

Malik et al., (2022) examines the impact of worker involvement and work the culture on transformational leadership among secondar school teachers of Pakistan in terms of their work-life balance. 196 school teachers in Pakistan were included in the study sample. Results showed work culture and the involvement of employees had favorable and noteworthy correlation with transformational leadership. as mediated factor of balance between work and life a favorable and noteworthy correlation between worker engagement and work culture with transformational leadership.

Mehmood and Khan (2024) highlights the work-life balance's mediating function in examining the consequences of labor family conflicts on the welfare of employees. There are 395 participants in the convenience sample. Results emphasize the importance of work life balance in improving well-being and offer insights into how organization might lessen work-family friction and promote a healthier, more productive workforce. Results also showed conflict between job and family negatively impacts on workers wellbeing which can be mitigate by increased psychological capital and better work life balance.

Noorani and Shakir (2021) investigate impact of culture on achievement balance between work and life in Pakistani women. Study sample consists of 55 working women. Study results showed that Pakistani women lives are greatly influenced by their culture, which in turn affects their capacity to strike work-life harmony. In relation to Pakistan, the study also discovers that he social caste system is a powerful predictor of balance between work and life.

Shahid Khan (2024) identifies factors that Pakistani working women encountered in maintaining a positive work-life balance aimed the COVID-19 pandemic epidemic. 450 women was a part of the research sample. Study result showed COVID-19 epidemic had a major impact on Pakistani women's work life balance. Balance between work and life for working women during COVID-19 is strongly predicted by women level job related stress, job satisfaction, psychological ownership, and productivity. This emphasized the necessity for workplace support, flexibility, and work-life balance rules for employees.

## 2.4 Performance

Susanto et al., (2024) examines the impact of leader-member interaction on employee performance mediating impact of empowerment in Dekransda. There are 303 participants in the study sample. Results showed leader member exchange is directly and significantly impacted on employee performance. Results also showed empowerment has a positive impact on employee performance, but does not as mediating role between leader member exchange and employee performance.

Nurain et al., (2024) investigate the employee performance and digital behavior. There are 149 employees in the study sample. The study results identify three dimensions or sub-variables of digital behavior: adoption of digital technology innovation, availability of digital technology, as well as digital knowledge, abilities. These three factors have a favorable impact on worker performance. The outcomes show if leadership support it, technology is available, and employee learn from one another, they can acquire digital behavior in the workplace.

Awoitau et al., (2024) investigates the impact of motivation, training and pay based on worker performance. A sample of 56 employees were included in this study. The findings revealed that compensation, training, and motivation possess a favorable significantly impact on employee performance on both individual and group. Results demonstrate the possibility of a notable enhancement in worker performance. By encouraging a positive work atmosphere and employee engagement, motivation improves performance.

Mustaqim et l., (2024) examines the connection between competence and worker performance in financial institutions as well as the connection between goal orientation toward competence and employee engagement. The study sample consist of 275 employees. Results

showed that employee performance and competence significantly impacted by employee involvement. Competence has a positively impact on employee performance and goal orientation has no effect on competence. Results also showed competence had a significant mediating effect between the employee involvement goal orientation as well as worker performance.

Kher et al., (2024) investigate transformational leadership's impact on employee performance, as well as moderating impact of the organization citizenship behavior. 190 employees were incorporated into the research sample. Results showed, transformational leaders and job performance including individual consideration, inspirational motivation, and job success, are only slightly moderated by organizational citizenship behavior.

Yao et al., (2024) examines the relation between in-role performance in K12 training and transformational leadership that is focused on teams' institutions. The study also demonstrated the impact of Guanxi practice as a moderating factor and the mediating role of team atmosphere. There were 402 respondents were incorporated into this research sample. Results show that team-oriented transformational leadership favorably and substantially impact in-role performance. Study result also shows positive team dynamics encourage cooperation, trust, and support among team members, which greatly improves in-role performance. Guanxi practices reduces the beneficial mediation effects on in-role performance by considerably moderating the connection between team-oriented transformative leader and team climate.

Roodbol and Stynen (2023) investigate the relationship between both in and out of role performance and job insecurity. In this relationship autonomous work motivation is examined as a mediator and leader-member exchange as moderator examines between job insecurity and autonomous work motivation. 206 employees were included in the study sample. Results showed in-role and extra-role performance were both negatively correlated with job insecurity. Results

also showed as mediating factor autonomous work motivation negative correlation between job insecurity as well as both extras and in-role performance. The leader-member exchange was not moderate non-significant correlation lint unstable employment and autonomous work motivation.

Jufrizen et al., (2023) assess the connection between work-life balance and, work involvement, in-role performance, moderate role of self-efficacy. This study comprised 40 employees as a sample. Study results showed, balance between work and life has positive impact on in-role job performance and employee engagement, as well as mediating positive and significantly correlate relationship in-role performance and work-life balance. The study highlights as moderated self-efficacy has a favorable and noteworthy impact between in-role performance and work-life balance.

Nasir (2021) examines the effect of Islamic work values regarding occupational satisfaction, engagement, organizational dedication and internal role performance among Muslim employees. 283 employees were included in the study sample. Results highlights Islamic work values have a favorable and noteworthy impact on worker engagement and satisfaction of job, but have a negative correlation with in-role performance and organizational dedication. The four endogenous variables engagement, work satisfaction, dedication to the organization and performance in the function have a significant and positive interrelationship.

Redelinghuys (2021) investigate by the relationship between good behaviors, organizational citizenship, in-role performance, and turnover intention behavior. The research sample consisted of 258 school teachers in a cross-sectional survey. Results showed a negative association between turnover intention and constructive practices, and in-role performance, positive practices and the two types of organizational citizenship behavior in this study shown to have a positive correlation.

Ahmad et al., (2024) examines the relationship between nurses' job performance, duty overload, and occupational stress in the healthcare industry. 310 participants included in the study sample. The results showed, role overload decreased performance on the task and in context and increased stress, in addition to positively associated with unproductive labor practices. Higher levels of the stresses were associated with greater unproductive work behavior, less teamwork and worse task performance.

Luqman et al., (2021) investigate the impact of role clarity on physical education instructors' work performance working in higher secondary schools. A sample size consisted of 141 school teachers. The findings indicated a favorable relationship between job success along with role clarity. The study also concludes instructors' physical education job performance was based on how well-informed they were about their work. The performance of instructors on the job might be greatly enhances if they have a clear vision for it.

Zulqarnain et al., (2024) asses the effects of ethical leadership, emotional intelligence, employee creativity on performance both in and out of roles in workplace environment. 240 employees were included in the study sample. Results showed, ethical leadership have a major effect on employee output and contentment at work. When it comes explore the connection between performance and good leadership, team creativity was really helpful. The result also showed emotional intelligence modifies the way that ethical leadership influences employee creativity. Higher level of this factor showed strong relation.

Siddiqi et al., (2024) examines the connection between employee and transformative leadership performance and structured learning culture in Pakistan Higher Education Institutes. Conveniently sample strategy was used in this study and sample size consists of 400 school faculty members. Finding shows transformational leadership have a favorable and noteworthy

effect on worker performance as a result of organizational learning's mediating function culture positively and significantly correlate between leadership that transforms and employee performance.

Rubbani et al., (2024) investigated how transformative leadership affects performance of employee as mediator factor of organizational commitment and public service motivation as moderator factor in Pakistan railways. 150 the study sample consisted of respondents. According to the study result transformational leadership and organizational commitment particularly influence worker performance, public service motivation positively correlated relationship between employee performance and transformational leadership.

## **2.5 Rationale**

One of the few industries in Pakistan that has recently shown consistent growth and expansion is the informational technology (IT) sector (Hassan et al., 2018). IT sectors in Pakistan have quickly become a major contributor to economic growth, driven by rapid innovation, long working hours, and demanding job expectations. These factors have introduced new challenges for maintaining employee engagement and work life balance especially as work arrangements have become more flexible and remote. Transformational leadership which focuses on motivating, support and developing employees, is particularly effective in managing these challenges by creating a nurturing and adaptable work environment. According to a meta-analysis, transformational leadership is well known for improving employee engagement and promoting dedication, motivation and job satisfaction (Li et al., 2021). Nevertheless, little research has been done on how transformational leader affects worker outcomes with in Pakistan's distinct culture and organizational context, where hierarchical structures and group dynamics are prominent. Furthermore, the mediating role if in-role performance in these

variables has not been thoroughly investigated. In-role performance is vital as it assesses how effectively employees meet their job responsibilities directly influence organizational success (Geldenhuis et al., 2021). In the IT sector, where technical skills are critical, strong in-role performance is associated with success project outcomes and operational efficiency. Recent research emphasizes the importance of transformative leader is boosting performance of employee and adaptability in the information technology organization (Avolio et al., 2022). This style promotes continuous learning and tech adaptability, vital for competitiveness. Employee engagement is equally crucial, driving productivity and job satisfaction; engaged IT employees show higher performance and commitment (Schaufeli et al., 2002; Deng et al., 2023). Additionally, work-life balance is essential for reducing stress and burnout, enhancing well-being and productivity (Greenhaus & Allen, 2011), while also improving employee satisfaction of job and reducing resignation (Wang et al., 2022). Promoting balance supports a sustainable work environment and overall performance, a study emphasizes the effects of specific leadership philosophies on workers motivation within Pakistan IT sector; by in order to comprehend these dynamics, the research seeks to offer perspectives that can improve worker engagement, overall performance of the organization in industry (Adnan et al., 2015). Future direction of this research exploring a wider range of leadership styles and motivational factors would enhance understanding of employee engagement in the IT industry.

In the context of Pakistan, there is a lack of studies examining how transformational leadership specifically impacts employee engagement and work life balance within unique cultural and organizational environment (Ahmed et al., 2024). In-role performance as a mediating factor in these variables has not been thoroughly investigated (Weerakkody et al., 2024). Future more there is insufficient researches on how organizational culture in IT firms

interacts with these variables in Pakistan. Another study has addressed changes in work dynamics and leadership challenges within the IT sector (Khan & Ali 2023). However, they do not fully explore how these factors interact with the specific cultural and hierarchical characteristics of Pakistan's IT industry. A recent study examines the knowledge sharing and creative behavior among IT professional in Pakistan under transformational leadership. Despite providing useful information, it highlights the lack of researches in informational technology sectors and recommends further research into other employee outcome like engagement, commitment, and performance (Ahmad et al., (2023).

This gap underscores the importance of further research into how leadership practices can enhance both performance and employee well-being in this context. Understanding these dynamics is necessary for creating successful plans that complement the cultural organizational structures present in Pakistan, ultimately fostering a more adaptive and supportive workplace. This study looks to fulfill these literature gaps through exploring how transformational leadership affects employee engagement and work life balance among Pakistan IT sectors with mediating factor in-role performance.

## **2.6 Objectives**

- To examine the effect of transformative leadership on employee engagement in IT employees.
- To evaluate transformational leadership's influence on the balance between work and life in Pakistan IT sectors.
- Analyze the impact of mediation of performance in the relationship between employee engagement and transformational leadership, and work-life balance.

## 2.7 Hypotheses

**H<sub>1</sub>** Transformational leadership and employee engagement will be positively correlated.

**H<sub>2</sub>** Transformational leadership and work-life balance are probably positively correlated.

**H<sub>3</sub>** Transformational leadership will be positive correlated with performance.

**H<sub>4</sub>** Transformative leadership will predict employee engagement.

**H<sub>5</sub>** Transformational leadership will predict work-life balance.

**H<sub>6</sub>** Transformational leadership will direct predict performance.

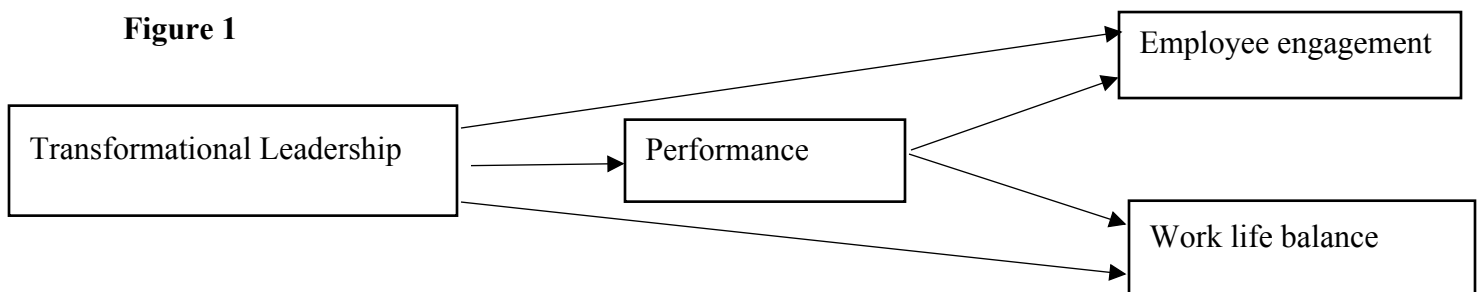
**H<sub>7</sub>** Performance will mediate the relation between transformative leadership and employee's engagement.

**H<sub>8</sub>** Performance will mediate the relation between transformative leadership and work-life balance.

**H<sub>9</sub>** Transformational leadership, employee engagement and work-life balance will all differ significantly across different demographic factors, including educational level and job categories.

## 2.8 Conceptual Framework

**Figure 1**



## Chapter III

### Methodology

#### 3.1 Research Design

In the study, a quantitative design of research to examine the association between transformational leadership, employee engagement, work-life balance and employee performance in IT employees. A correlation design was employees to evaluate how the research variables related to one another.

#### 3.2 Sampling Strategy and Participants

The current study used the purposive sampling technique. Participant included 322 IT employees from difference Pakistan information technology sectors. Data was collected through different questionnaire.

##### 3.2.1 Inclusion Criteria

- Participants must be working as full-time. Part-time IT professionals.
- Participants must be working in the informational technology sector.
- Participant must have at least six months of experience in their present role
- Participant must voluntarily agree to take part in the research and give their informed consent.

##### 3.2.2 Exclusion criteria

- Inactive individual in daily routines were excluded.
- Participants with low physical or social activity were not included.
- Those limited by health, mental issues were excluded.

**Table 1****Demographics****Respondent Demographic Data (n=322)**

<b>Variable</b>	<b>f (%)</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Age</b>		.81	.72
Below 25	112(34.8)		
26-30	167(51.9)		
31-35	34(10.6)		
36-to onward	9(2.8)		
<b>Gender</b>		.22	.41
Male	249(77.3)		
Female	73(22.7)		
<b>Marital Status</b>		.35	.49
Single	209(64.9)		
Married	111(34.5)		
Divorced	2(.6)		
<b>Education</b>		.31	.46
Bachelor	220(68.3)		
MPhil/PH.D.	102(31.7)		
<b>Experience</b>		1.07	.70
Less than 1 years	69(21.4)		
1-3 years	160(49.7)		
4 to onward	69(21.4)		
<b>Employment type</b>		.04	.21
Full-time	307(95.3)		
Part-time	5(1.6)		
<b>Work Schedule</b>		.54	.84
Standard hours (9-5)	222(68.9)		
Flexible hours	25(7.8)		
Shift based	71(22.0)		
<b>Income</b>		2.84	1.26
Less than 50,000	45(14.0)		
50,001-100,000	104(32.3)		
100,001-150,000	76(23.6)		
150,001-200,000	49(15.2)		
Above 200,000	48(14.9)		

**Note:** f= frequency, %= Percentage.

### **3.3 Pilot Study**

Before the main data collection, pilot research was carried out to analyze the research questionnaire viability, reliability and validity. It measured transformational leadership, employee engagement, in IT employees, and also measured performance and work-life balance. The main goals were to make sure the survey questions were clear, check for internal consistency, and spot any possible issues with the procedure for gathering data. In the pilot research, a small number of IT employees ( $n = 50$ ), and alpha values ( $\alpha$ ) were utilized to evaluate the reliability of the construct based on their responses. Strong internal consistency was demonstrated by all constructs meeting the acceptable reliability level of  $\alpha > 0.70$ . In order to make sure that the questionnaire appropriately captured the intended constructs, content validity was further evaluated through expert reviews. The pilot study also verified that the questionnaire could be finished in a fair amount of time.

### **3.4 Instruments**

Following the instruments were used to collect data.

#### ***3.4.1 Transformational Leadership Scale***

Carless et al. (2000) developed a seven-item scale to measure transformational leadership style which was used. On a Likert-scale of 5-point, with 1 representing “rarely or never” and 5 representing “very frequently,” participants were asked to score the frequency with which their supervisors engaged in the behavior that was described. The high scores indicate the higher perception of transformative leadership. The consistency of the transformational leadership scale was excellent ( $\alpha = 0.92$ ).

### ***3.4.2 Employee Engagement***

The twelve- items employee engagement scale that Thomas develop in (2007) was accustomed to evaluate the employees' level of job engagement. "Your job is a source of personal pride" is one example of an item on this scale. The internal consistency of this scale is ( $\alpha = 0.94$ ).

### ***3.4.3 Work-life Balance***

Fisher (2009) creates the work/No-work Interference and enhancement scale to measure balance between work and life. The two positive/negative interaction between the work and non-work domains are evaluated by this measure. It includes 17-items that show the impact of work on personal life and alternately addressing both aspects of enrichment and stress. A Likert scale with 5 points with 1 is "not at all" and 5 is "almost all of the time" was used to evaluate participant responses. The scale's reliability coefficient was  $\alpha=.90$ , indicating strong internal consistency.

### ***3.4.4 Performance***

Performance was measured using a 7-item scale developed by William and Anderson (1991). This measure's reliability was  $\alpha=.83$ . Items like "The person adequately completes assigned duties" and "This person fails to perform essential duties" are examples of questionnaire items that are reverse coded. A 5-point Likert scale, with 1 is "Strongly disagree" and 5 is "strongly agree", was used to collect the responses.

## **3.5 Procedure**

The present study was conduct to examine role of transformational leadership on employee engagement, work life balance and employee performance in Pakistan IT sectors.

Study methodology was using a cross-sectional correlation and structured questionnaire were utilized to collect the data. 322 employees from different IT organizations in Pakistan.

Permission was pursued from higher authorities of these sectors. Participants were briefed about the research before data collection. Instructions were given to participant before presenting the questionnaire. Privacy and confidentiality of the personal data were assured to participants. After data collection the scoring was done by using scoring keys and data was analyzed by using SPSS. After analysis report was written according to APA format 7<sup>th</sup> edition.

### **3.6 Statistical Analysis**

The main study's statistical analysis investigated the association between employee engagement work-life balance and performance among IT employees using a combination of descriptive statistic, reliability testing, correlation analysis, regression analysis and PROCESS macro analysis run to indicate the mediating factor of in-role performance. Independent t-test were used to look at difference between demographics groups.

### **3.7 Ethical Considerations**

Permission was taken from the authors of the assessment tools through mail. Before the conduct study, all participant gave their informed consent. The researcher was taking consideration steps for privacy and confidentiality. Obtained information was used only for study purpose. Respect for the dignity of research participants should be prioritized. All the participants were assured that their confidentiality and private information was not be revealed. Confidentiality was maintained and do not reveal their information to others. The necessary information was given about expected harm or risk and researcher was trying to minimize the effect of harm.

## Chapter IV

### Results

The results are shown in two phases. First phase is shown the results of pilot research, which were carried out evaluate reliability and validity of the research and research questionnaires and the results of the main study was shown in the second phase.

#### Phase I

##### 4.1 Pilot Study

The pilot study data were analysis using SPSS version 25. Initially, descriptive statistic (Table 1) and the psychometric qualities of the scales were assessed through reliability analysis (Table 2). Subsequently the Pearson Product-Moment, the relationship was examined using correlation analysis among study variables (Table 3).

##### *4.1.1 Descriptive Statistics Analysis*

**Table 2**

*Pilot Study, Descriptive Statistic Transformational Leadership, Employee Engagement, Work Life Balance, and Performance (n=50)*

<b>Variables</b>	<b><i>M</i></b>	<b><i>SD</i></b>
Transformational Leadership	27.59	5.53
Employee Engagement	47.39	8.48
Work-life Balance	25.21	11.36
In-role Performance	25.70	5.42

**Note:** M=mean, SD= standard deviation

The descriptive analysis show participants reported a moderate level of transformational leadership, (M=27.59, SD= 5.53), the comparatively higher mean score for employee engagement (M= 47.39, SD=8.48), indicated that participant was generally satisfied their jobs. Participants varying abilities to manage their personal and professional lives were reflected in the work-life balance score (M= 25.21, SD 11.36). the mean Score for in-role performance was (25.70, SD= 4.42), which suggests that respondents thought they performed at a moderate level.

#### 4.1.2 Reliability Analysis

**Table 3**

***Psychometric Properties of Pilot Study (n=50)***

Variable	K	$\alpha$	M(SD)	Ranges	
				Potential	Actual
Transformational Leadership	7	.89	27.58(5.53)	7-35	16-35
Employee Engagement	12	.93	47.39(8.91)	12-60	30-60
Work-life Balance	17	.93	25.21(11.36)	17-85	10-62
Performance	7	.77	25.70(4.42)	7-35	15-62

**Note:** M=Mean, SD= Standard Deviation, k= no. of items,  $\alpha$ = Cronbach's Alpha value

The psychometric properties of the study are shown in the Table 2. Cronbach's alphas of all scales indicating good to excellent internal consistency. For Transformational leader alpha value is ( $\alpha$ = .89), employee engagement Cronbach's alpha values I ( $\alpha$ =.93), and also work-life balance alpha range is ( $\alpha$ =.93) and in-role performance alpha value is ( $\alpha$ = .77).

## Pilot Study Correlation Analysis

**Table 4**

*Correlation among study Variables (n=50)*

No.	Variables	<i>M</i>	<i>SD</i>	1	2	3	4
1	Transformational Leadership	27.59	5.53	-	.50**	.06	.38**
2	Employee Engagement	47.38	8.47		-	.16	.73**
3	Work-Life Balance	25.21	11.36			-	.34**
4	Performance	25.71	5.42				-

*Note:* *M*=Mean, *SD*= Standard Deviation

The current research variables, intercorrelations shown in Table 3. Results showed transformational leader have strong significantly correlated with employee engagement ( $p < .50^{**}$ ). Results also showed transformational leadership did not significantly correlate work-life balance ( $p > .06$ ), although in-role performance and employee engagement had a strong and significant correlation ( $p < .38^{**}$ ). A moderate correlation between life and work balance as well in-role performance ( $p < .73^{**}$ ). These findings showed, work-life balance has a weaker but still substantial correlation with performance, but employee engagement and transformational leadership are both highly correlated improve performance of employee.

## Phase II

### 4.2 Main Study

SPSS version 21 was used for analysis of the main study. First, reliability analyses were used to assess the measures' psychometric properties (Table 5). To ascertain the relationship

between the research variables, the second phase employed Pearson Product Correlation analysis (Table 6). To determine the mediating function of in-role performance in the connection among employee engagement, transformational leadership and IT worker performance, a third step mediate analysis was conducted using PROCESS macro (Table 8,9). To determine the demographic variable differences in employee engagement, transformational leadership, work-life balance, regarding, a t-test for independent samples analysis was carried out in fourth phase (Table 10,11).

#### 4.2.1 Main Study Reliability Analysis

**Table 5.**

*Psychometric Properties of Main Study Measure (n=322)*

Variable	K	$\alpha$	M(SD)	Ranges	
				Potential	Actual
Transformational Leadership	7	.85	29.27(4.33)	7-35	18-35
Employee Engagement	12	.80	52.06(4.65)	12-60	40-60
Work-life Balance	17	.79	18.21(6.55)	17-85	10-35
Performance	7	.79	28.90(3.65)	7-35	20-35

**Note:**  $\alpha$ = coefficient alpha value, k= no. of items, M= mean, SD= standard deviation

Results of the analysis of reliability in Table 5 showed that all the scale used in the present study had good reliability. Transformational leadership scale showed ( $\alpha$ = .85) demonstrates high reliability, for employee engagement ( $\alpha$ = .80) showed good reliability, work life balance scale showed ( $\alpha$ = .79) and in-role performance scale showed the ( $\alpha$ = .79).

#### 4.2.2 Main Study Correlation Analysis

**Table 6**

*Relationship between variables under investigation (n=322)*

	<b>Variables</b>	<b>M</b>	<b>SD</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>1</b>	Transformational Leadership	29.27	4.33	-	.46**	-.02	.16**
<b>2</b>	Employee Engagement	52.06	4.65		-	-.04	.34**
<b>3</b>	Work-Life Balance	26.37	8.57			-	.19**
<b>4</b>	Performance	28.90	3.65				-

**Note:** SD= standard deviation, M=mean

Correlation analysis between study variables is showed in the Table 6. The results suggested that transformational leader was significantly, positively correlate to engagement of employee ( $M= 29.27$ ,  $SD=4.33$ ,  $p< .46^{**}$ ), in-role performance ( $p<.16^{**}$ ) in informational technology employees. However, transformational leadership has a weak and non-significantly correlation with work-life balance ( $r= -.02$ ,  $p> .05$ ), indicating that transformational leadership does not has significantly impact employee's work-life balance. In-role performance significant and positive correlate with performance ( $p<.34^{**}$ ), work life balance ( $p< .19^{**}$ )

### 4.2.3 Analysis of Regression

Table no. 7

*Coefficient of Regression transformative leadership on Engagement of Employee, and Performance (n=322)*

Variable	Model 1			Model 2			Model 3		
	B	$\beta$	SE	B	$\beta$	SE	B	$\beta$	SE
Constant	37.90		1.59	27.46		3.28	25.20		1.38
Transformational Leadership	0.48	0.45**	0.05	-0.04	-.02	0.11	0.13	0.15**	2.71
R <sup>2</sup>			.21			-.01			.02
$\Delta R^2$			.21			.000			.03

**Note:**  $\beta$ = standardize coefficient, B=Unstandardized Coefficient, SE= standard error. We examined the effect of transformational leadership on worker engagement, performance and work-life balance. Model 1. Entered employee engagement as predicted, in Model 2. Entered work-life balance and in Model 3. We entered performance.

The regression analysis represents the interconnection between the transformational leadership, engagement, work-life balance and performance in IT employees. Table no. 7 showed the regression analysis and Model 1, showed transformative leader have a positive and significant effect on engagement of employees with ( $r^2 = .20$ ,  $F(1,320) = 81.23$ ,  $p < .001$ ), this model showed a significant overall. Model 2 represent no significant effect between transformational leadership and work life balance with ( $r^2 = -0.01$ ,  $F(1,320) = 0.11$ ,  $p > .001$ ). Model 3 showed transformational leadership had a smaller but significant and positive impact on employee performance with ( $r^2 = 0.01$ ,  $F(1,320) = 7.37$ ,  $p < .001$ ). Overall, these findings suggest transformative leader has a meaningful effect on worker engagement, its effect is weaker and less significant on the performance and work and life balance.

#### 4.2.4 Mediating Analysis

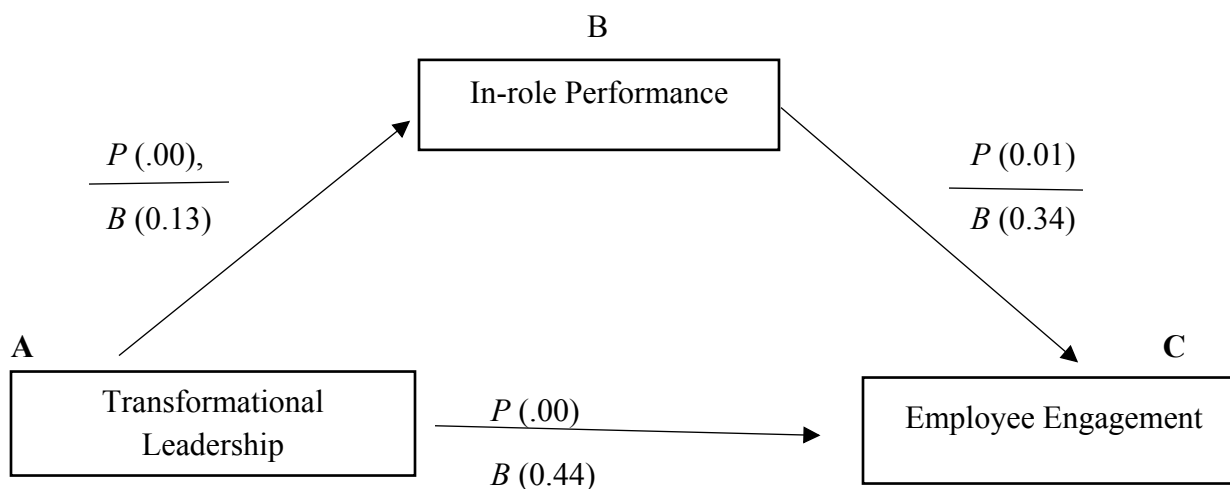
**Table 8**

*Direct and Indirect path of in-role performance through transformative leader and IT employee performance (n=322)*

Variable	B	SE	t (320)	P	95% CI	
					LL	UL
Transformational Leadership → Performance	0.13**	0.05	2.71	.00	0.03	0.22
Performance → Employee Engagement	0.34**	0.06	5.56	.00	0.22	0.46
TLS→EE (direct effect)	0.44***	0.05	8.48	.00	0.34	0.54
TLS→ IRP →EE (indirect effect)	0.05*	0.03	2.41	0.01	0.01	0.09

**Note:** CI= confidential Interval, UL= upper level, LL= lower level, B= unstandardized coefficient, SE= standard error.

**Figure 1**



**Figure 1:** shows that in-role performance mediates the interconnection between the employee engagement and transformational leadership, direct and indirect both was significant.

Table 8 represent the mediation analysis revealed that transformational leadership significantly predicts in-role performance ( $R^2 = .22$ ,  $F (1, 320) = 7.37$ ,  $p < .000^*$ ), showed 22% of

the variance in-role performance explained by transformational leadership. In the mixed regression model forecasting employee engagement, transformational leadership & in-role performance commitment used as predictors, producing a model that accounts for 27% of the variation in employee engagement, ( $r^2 = .27$ ,  $F(2, 319) = 52.88$ ,  $p < .000^{***}$ ). Table also showed transformational leadership have positive impact on employee engagement ( $B = .44$ ,  $SE = .05$ ,  $t(8.48)$ ,  $p < .000^{***}$ ), in-role performance ( $B = .13$ ,  $SE = .05$ ,  $t(2.71)$ ,  $p < .000^{***}$ ). Finally, the Sobel test conferment the full mediation ( $t(2.41)$ ,  $p < .01^*$ ), indicating the in-role performance full mediate the interconnection between the employee engagement and transformational leadership. Results highlight the connection between transformational leadership and employee engagement is fully mediated by in-role performance.

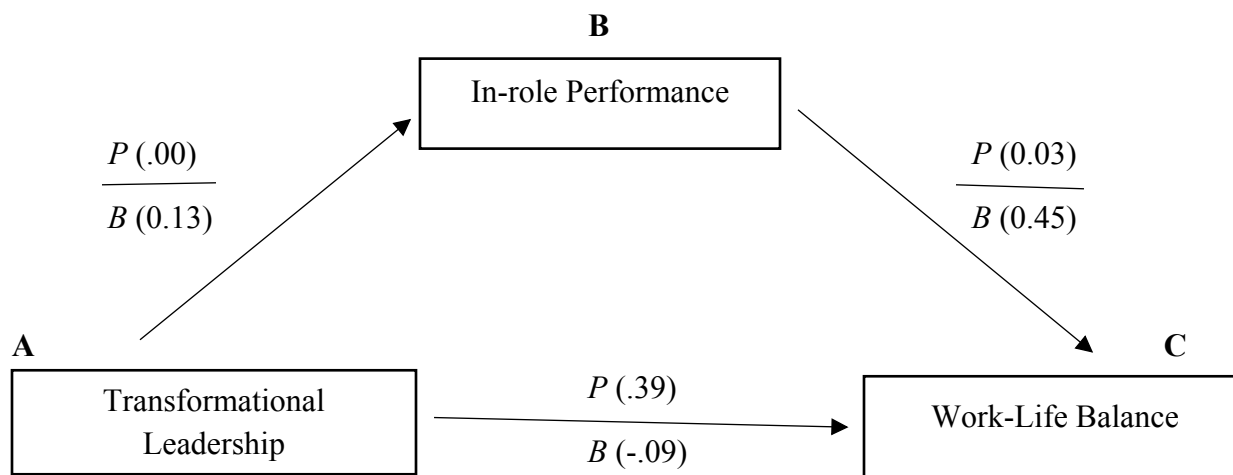
**Table 9**

*Direct and Indirect path of in-role performance through employee engagement and transformational leadership in informational technology employee (n=322)*

Variables	B	SE	t (320)	P	95% CI	
					LL	UL
Transformational leadership → Performance	0.13**	0.05	2.71	.00	0.03	0.22
Performance → Work life Balance	0.45**	0.13	3.47	.00	0.20	0.71
TLS → WLB (direct effect)	-0.09	0.11	-0.85	.39	-0.31	0.12
TLS → IRP → WLB (indirect effect)	0.06**	0.03	2.08	0.03	0.01	0.13

**Note:** CI= confidential interval, LL= lower level, UL= upper level, SE= standard error, B=unstandardized coefficient

**Figure 2**



**Figure 2:** shows that in-role performance mediated the interrelationship between the work-life balance and transformational leadership, indirect path significant, while the direct effect was non-significant.

Table 9 showed the mediation analysis transformational leadership significantly predicts in-role performance ( $R^2 = .22$ ,  $F (1, 320) = 7.37$ ,  $p < .001^{**}$ ), showed the 22% variance of performance elucidated by transformational leadership. Predicting in the mixed regression model employee engagement, transformational leadership and in-role performance commitment was added as predictors to create a model that explain 27% of the variance, ( $r^2 = .04$ ,  $F (2, 3191) = 6.08$ ,  $p < .001^{***}$ ). Table showed transformational leadership have not direct and positive impact on work-life balance ( $B = .44$ ,  $SE = .05$ ,  $t(8.48)$ ,  $p > -0.85$ ), in-role performance ( $p < .00^{**}$ ). Finally, the Sobel test conferment the full mediation ( $t = 2.08$ ,  $p < .0.03^*$ ), indicating the in-role performance full mediated between the transformational leadership and life and work balance. Results suggests the association between transformational leadership and work-life balance is entire the mediator by in-role performance.

#### 4.2.6 Independent sample t-test

**Table 10**

*Education level across study variables (n=322)*

Variables	Bachelors		MPhil/Ph.D.		t (320)	p	Cohen's d	95% CI	
	M	SD	M	SD				LL	UL
Transformational Leadership	29.41	4.64	28.97	3.57	.862	.389	0.11	-.57	1.47
Employee Engagement	52.20	4.38	51.74	5.21	.832	.41	0.09	-.63	1.57
Work-life Balance	25.49	8.53	28.03	8.37	-2.78	.00	0.31	-4.80	-.82
Performance	28.85	3.48	29.01	4.02	-.321	.75	0.05	-1.05	.73

*Note:* SD= standard deviation, M= mean, CI= confidence interval, UL= upper level, LL=lower level.

The table no. 10 indicates the education level the relationship between transformational leadership, employee engagement, life and work balance performance in IT worker. Results showed that educational level has non-substantial influence on transformational leadership, engagement of employee and worker performance. However, the work life balance is much different, with IT employees, holding an MPhil/Ph.D. reporting a better balance between work and personal life compared to those with a bachelor's degree. These showed that higher education may play a role in improving work and life balance.

**Table 11**

*Job Categories between Transformational leadership, Employee Engagement, Work-life Balance and Performance (n=322)*

Variables	Full-time		Pat-time		t (320)	p	Cohen's d	95%CI	
	M	SD	M	SD				LL	UL
Transformational Leadership	29.36	4.22	27.54	5.99	1.61	.111	.35	-.42	4.07
Employee Engagement	52.15	4.56	50.06	6.28	1.71	.08	0.38	-.33	5.17
Work-life Balance	26.06	8.53	33.06	6.84	-3.14	.00	0.91	-.12	-2.62
Performance	28.97	3.65	27.41	3.70	1.64	.10	0.42	-.33	3.47

Note: SD= standard deviation, M=mean, CI= confidence interval, LL=lower level, UL= upper lower

Table no. 11 showed the work-life balance differs significantly between full-time and part-time employees, with part-time employees reporting a better balance. For performance, employee engagement, and transformational leadership has not sustainable difference between full-time and part-time employee.

## Chapter V

### Discussion

The purpose and focus of this research to determined two dependent variables and the significant of transformational leadership as a crucial determinant employee engagement and work-life balance has the function of mediating performance in IT employees. Where from the five hypothesis that have been proposed, data is obtained that support the hypothesis is accepted or not.

**H<sub>1</sub>**. The results of this study showed a clear statistically substantial relationship between employee engagement and transformational leadership was approve hypothesis 1, also supporting **H<sub>4</sub>** that transformative leader is strong indicator of worker engagement. This result is consistent with earlier studies including Balwat (2020), which also identified a positive connection between employee engagement and revolutionary leadership. Similarly, Abolnasser (2023) found transformative leadership has significant positive impact in engagement of employee. Moreover, Fransiska (2021) highlighted the function of work life balance as a mediator, emphasizing that employee engagement enhances by transformational leadership by cultivating a supportive workplace. Breevaart (2015) further corroborated this demonstrating that transformational leadership cultivated an atmosphere where employee feel valued, ultimately resulting in increased levels of involvement. These consistent finding underscore the significance of transformational leading promoting engagement of employee across various contents.

**H<sub>2</sub>**. The second hypothesis, which suggested that transformational leadership directly influences work-life balance, has been rejected in several studies due to the intricate and multifactorial nature of balance between work and life and range factors that contribute it. While

transformational leadership is well-known for positively affecting employee motivation, engagement, and job satisfaction, it does not consistently or directly lead to improvements in work-life balance and  $H_5$  was rejected. Haar et al. (2014) carried out a cross-culture discovered through research that transformative leadership did not have an important direct effect on work-life balance. This implies that, although transformational leaders can encourage and inspire workers to perform better, they do not address the personal and organizational challenges that are central to work-life balance. In a similar vein, Jnaneswar (2016) noted that, while transformative leader improved contentment at work in the IT industry. There wasn't direct connection between transformational leadership and work-life balance. Furthermore, Sahu et al., (2018) claimed that leaders who are transformational may motivate employees, this does not necessarily result in improved work-life balance. Amah (2021) highlights the importance of transformational leadership in boosting worker motivation and productivity; it does not directly affect worker's capacity to balance work and personal obligations. Study suggests that while leadership can indirectly support balance between work and life by promoting positive workplace and providing essential resources, it is not a direct determinant of this balance. This finding suggesting the idea that transformational leadership doesn't directly impact work-life balance, though it can indirectly support it through a positive work environment and resource provision.

**H<sub>3</sub>.** The findings of this study demonstrated significant favorable correlation between employees and transformational leadership on performance in their specific roles  $H_3$  was approved. The sixth hypothesis which proposed that transformational leadership directly predicts in-role performance, was accepted. Study results demonstrated significant correlation between employee's performance and transformational performance in their specific roles. The result is consistent with earlier studies, such as Rojak et al., (2024), who demonstrated the leadership

style of transformational direct positive effect on performance. Adan (2024) argued that employee performance is positively and significantly impacted by the transformational leadership's capacity to inspire motivation. Park et al., (2022) highlighted transformative leadership positively influenced worker job performance, worker's emotional devotion to the organization by acting as a mediator through employee engagement. Additionally, Anwar et al (2023) conducted research that found transformative leader have a positive effect on performance of employee and commitment. These findings suggested that transformational leaders, by inspiring and motivating their employees, enhance their effectiveness and productivity within their defined job responsibilities.

**H<sub>7</sub>.** The hypothesis suggesting that in-role performance mediates the connection between employee engagement and transformational leadership was supported present result, which indicate in-role performance plays a positive and significant role as an intermediary between the variables under investigation. Transformative leader inspires, motivate their team, fostering a sense of purpose and commitment. This leadership style has been favorably linked to superior staff levels engagement (Jiatong et al., 2022). In-role performance, defined as the effective fulfillment of job responsibilities, serves as a crucial link between leadership and engagement. When employees perform their task proficiently, they experience a sense of accomplishment, which enhances their engagement levels. Studies demonstrated transformational leading significantly influences job performance, which in turn boosts employee engagement, thereby acting as a mediating factor (Park et al., 2022). Transformational leadership within organization can lead to improve in-role performance, which subsequently enhance employee engagement (Mansoor et al., 2022). Recognizing and promoting this mediating role of in-role performance is crucial for developing strategies that boost both effectiveness of the organization and employee

satisfaction. Additionally, high in-role performance reflects an employee's proficiency, dedication, and commitment to their work, which not only contributes to organizational success but also fosters individual career development. Employees who excel in their roles have a higher chance of feeling appreciated and content, reinforcing engagement, commitment to the organization. This heightened engagement not only boosts individual performance but also contributes to a positive organizational culture, fostering innovation and long-term success (Rai et al., 2018).

**H<sub>8</sub>.** The eighth hypothesis in-role performance will mediate the work-life balance and transformational leadership's relationship was accepted. Study outcome showed transformational leadership has not direct impact on the balance between work and life but possess favorable and significantly indirect impact on work and life balance through performance. Previous researches highlights transformational leadership, characterized by inspiring and motivating employees, has been positively associated with enhanced in-role performance. Leaders who exhibit transformational behaviors foster an environment where employees are more likely to exceed their job expectation, leading to improved performance (Ugwoke et al., 2023). Employees who perform effectively in their roles often experience accomplishment and authority over their job tasks. This proficiency can lead to better time management and reduced work-related stress, thereby facilitating a healthier work-life balance (Banu & Sundharavadivel, 2019; Susanto et al., 2022). Given the positive transformational leadership's effects on in-role performance and potential effective performance to enhance work-life balance, it is indicated that transformational leadership could have an indirect impact on work-life balance, through its effect on in-role performance. Limited existing literature supports the under investigate variables, transformational leadership enhances in-role performance which can contribute to better balance

between work and life (Oladele, 2016; Ugwoke, 2023). Recognizing and promoting this mediating role in-role performance in the present study is crucial for developing strategies that boost both employee well-being and organizational effectiveness.

**H<sub>9</sub>**, The ninth hypothesis in present study is in terms of transformational leadership, there will be notable differences employee engagement, work-life balance, and performance across difference demographic variables, such as education level and job categories. Study results showed education level have a non-significantly effects on transformational leadership, performance and engagement, rather than there was a significant impact on balance between work and life in IT employees. Results showed that higher educational attainment, such as holding an MPhil or Ph.D. is associated with better work-life balance among IT professionals. Previous study highlights that workers with degree-level education are significantly more likely to engage in hybrid working arrangements, which can contribute to improved work and personal life (Mutebi & Hobbs, 2022). These findings suggest that higher educational qualification may provide individuals with greater opportunities for flexible working arrangements, which in turn facilitate a more satisfactory balance between work and personal life. Therefore, promoting advanced education and flexible work policies could be beneficial strategies for organizations aiming to improve employee life and work balance.

Result also highlight balance between work and life have a significant differs between and full-time and part-time employees with part-time worker often reporting a better balance and transformational leadership, employee engagement, and performance have not significantly difference between full-time and part-time employees. A study analyzing those part-time workers experienced higher satisfaction with work-life balance compared to their full-time counterparts (Beham et al., 2019). This satisfaction increased as working hours decreased,

suggesting that reduced working hours allow for better management of personal and professional responsibilities.

## 5.1 Conclusion

The present investigation looked at transformational leadership's function in influencing engagement of employees and balance between work and life, with performance in the role of mediating element in the IT sector. The results demonstrated that transformative leadership greatly improves employee engagement and in-role performance, but it does not have a direct impact on the balance between work and life. Instead, in-role performance mediating the connection between work and transformational leadership life balance. Additionally, the study found that demographic variables such as education level significantly impact work-life balance, with highly educated employees reporting better balance. However, transformational leadership, employee engagement, and performance did not vary significantly between full-time and part-time employees. These insights participate in the growing corpus of informative on leadership, engagement, along with work-life balance dynamic work environments, particularly in IT organizations.

## 5.2 Implication

- **Leadership Development:** Organizations are encouraged to invest in training initiatives that cultivate transformational leadership skills, aiming to boost employee motivation, engagement, and overall performance.
- **Performance Management:** Human resource departments should acknowledge the importance of in-role performance in fostering involvement of employees and promoting

balance between work and life, and adopt practices that enhance productivity while minimizing job-related stress.

- **Work Flexibility Policies:** Employee should adopt flexible work schedules, especially for full-time staff, to reduce imbalances in work-life integration and promote employee well-being.
- **Education-Based Support Programs:** Organization can develop tailored training and wellness programs aligned with employees' educational backgrounds to help them effectively navigate work-life balance challenges.

### **5.3 Restrictions and Suggestions for Further Study**

This research has certain restrictions that should have acknowledged. Initially, the research was conducted within the IT sector, which might restrict how widely the findings to different industries with distinct work structures as well as leadership dynamic range. Future research should examine the interconnection between transformational leadership and, employee engagement, in-role performance as well as work-life balance in various sectors, including healthcare manufacturing, and finance to provide broader applicability. Second, using a cross-sectional research approach, the study collected data all at once. This restricts the capacity to determine causative connections between variables. Future research should adopt long-term research to monitor the long-term impact of the transformational leadership regarding employees' outcomes and work-life balance over time.

Third, while this study highlights in-role performance as a mediator, it does not account for other potential mediating or moderating variables, such as job autonomy, emotional intelligence, or workplace culture, which could further explain the indirect effects of transformational leadership. These aspects should be investigated in future studies to gain a

greater comprehension of the mechanisms influencing engagement of employees and balance between work and life.

Furthermore, the research used self-reported data, which may be influenced by social desirability or bias. The future studies ought to include data from multiple sources collection methods, including manager assessments and objective measure of performance, to validate results and enhance data reliability. Lastly, demographic variations were considered in this study, but other contextual factors, such as organizational policies, remote work trends, and cultural differences, could play a role in shaping work-life balance. Future studies should examine these external factors to provide more comprehensive insights into how transformational leadership influences employee outcomes across different work environments. By tackling these constraints, subsequent studies can further refine understanding of leadership effectiveness, employee engagement, and work-life balance, contributing to both theoretical advancements and practical applications in organizational settings.

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## **Appendix A**

### **Informed Consent**

You are invited to participate in a research study being conducted by Fareeha Jabeen, from University of Management and Technology Lahore, Department of Applied Psychology. This study aims to understand the impact of leadership style on employee engagement, work-life balance and performance in the workplace.

If you choose to participate, you will be asked to complete a questionnaire and provide some basic information. The process should take approximately 20 minutes to complete.

All information you provide will be kept confidential and will only be used strictly for academic and research purposes. No, personal identifiable will be included in any report or publication of the finding, ensuring your anonymity. You may choose to withdraw from the study at any time without any consequence or need to provide a reason. There are no foreseeable risks associated with your participation. By signing below, you indicate that you understand the nature of this study, agree to participate.

**Participant's Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## **Appendix B**

### **Demographic Information Sheet**

#### **1. Gender**

1. Male                      2. Female

#### **2. Age**

1. Below 25                      2. 26-30                      3. 31-35  
4. 36 -to onward

#### **3. Marital Status**

1. Single                      2. Married                      3. Divorced

#### **4. Qualification**

1. Bachelor's                      2. MPhil/ PhD

#### **5. Job Title/Position**

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#### **6. Year of Experience**

1. Less than 1 year                      2. 1-3 years                      3. 4-to onward

#### **7. Employment Type**

1. Full-time                      2. Part-time

#### **8. Work Schedule**

1. Standard Business Hours (9-5)                      2. Shift Based                      3. Flexible hours

#### **10. Monthly Income Range (in PKR)**

1. Less than 50,000                      2. 50,000-100,000                      3. 100,001-150,000  
4. 150,001-200,000                      5. Above 200,000

## Appendix C

Please read each statement carefully, then rate the manager in terms of how frequently he or she engages in the behavior described. In selecting the answer, be realistic: answer in terms of how the person typically behaves.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Rarely or never</b>	<b>Once in a while</b>	<b>Sometimes</b>	<b>Fairly Often</b>	<b>Very Frequently or Always</b>

### He/ She:

Communicated a clear and positive vision of the future.

Treats staff as individuals, supports and encouraged their development.

Gives encouragement and recognition to staff

Fosters trust, involvement and co-operation amongst team members

Encourages thinking about problems in new ways and questions assumptions.

Is clear about his/her a value and practices what he/she preaches.

Instills pride and respect in others and inspires me by being highly competent.

## Appendix D

Please answer the following by indicating the extent to which you agree or disagree with how the statement describes how you feel about your work.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>

I am really focused when I am working.

I concentrate on my job when I am at work.

I give my job responsibility a lot of attention.

At work, I am focused on my job.

Working at my current organization has a great deal of personal meaning to me.

I feel a strong sense of belonging to my job

I believe in the mission and purpose of my company.

I care about the future of my company.

I really push myself to work beyond what is expected of me.

I am willing to put in extra effort without being asked.

I often go above what is expected of me to help my team be successful.

I work harder than expected to help my company be successful.

## Appendix E

Please circle in the given number, before each statement indicating the extent to which you agree or disagree.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Not at all</b>	<b>rarely</b>	<b>sometimes</b>	<b>often</b>	<b>almost all of the time</b>

I come home from work too tired to do things I would like to do.

My job makes it difficult to maintain the kind of personal life I would like.

I often neglect my personal needs because of the demands of my work.

My personal life suffers because of my work.

My personal life suffers because of my work.

I have to miss out on important personal activities due to the amount of time I spend doing work.

My personal life drains me of the energy I need to do my job.

My work suffers because of everything going on in my personal life.

I would devote more time to work if it weren't for everything I have going on in my personal life.

I am too tired to be effective at work because of things I have going on in my personal life.

When I'm at work, I worry about things I need to do outside work.

I have difficulty getting my work done because I am preoccupied with personal matters at work.

My job gives me energy to pursue activities outside of work that are important to me.

Because of my job, I am in a better mood at home.

The things I do at work help me deal with personal and practical issues at home

I am in a better mood at work because of everything I have going for me in my personal life.

My personal life gives me the energy to do my job.

My personal life helps me relax and feel ready for the next day's work.

## Appendix F

Please circle in the given number, before each statement indicating the extent to which you agree or disagree.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>

I engage in activities that will directly affect his or her performance evaluation

I fail to perform essential duties

I Fulfills responsibilities specifies in job description.

I meet formal performance requirement of the job.

I neglect aspects of the job he or she is obliged to perform.

I Performs tasks that are expected of him or her.



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## A SHORT MEASURE OF TRANSFORMATIONAL LEADERSHIP

1 message

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Leon Mann <leonm@unimelb.edu.au>

Sat, Sep 14, 2024 at 12:28 PM

To: s2023238005@umt.edu.pk <s2023238005@umt.edu.pk>

Cc: Rosemary Wearing <rosemarywearing@gmail.com>, Leon Mann <leonm@unimelb.edu.au>

Dear Fareeha

I have attached the GTL scale and the Carless, Wearing & Mann (2000) article .

Note the GTL is not a self-report measure. It is a rating of someone else's transformational leadership behaviour . Ideally two or three followers or subordinates individually rate their leader y to ensure inter-rater agreement and reliability .

You include an introduction to the GTL scale:

"Rate your leader in terms of how frequently he/she/they engage in the practice described.

Be realistic in selecting your answer. Answer in terms of how the leader typically behaves".

Also include: "Use a 5-point scale ranging from "Rarely or never" to "Very frequently, if not always".

(You score the responses 1, 2, 3, 4, 5).

What will you be studying in your M.Phil research?

Good wishes

Leon Mann

Professor Leon Mann AO, FASSA. PhD (Yale), Hon DSc (Melb), Hon DPhil (Hebrew U. Jerusalem),  
Melbourne School of Psychological Sciences, University of Melbourne

[leonm@unimelb.edu.au](mailto:leonm@unimelb.edu.au) iPhone: + 61 0418 172596

---

FAREEHA JABEEN [s2023238005@umt.edu.pk](mailto:s2023238005@umt.edu.pk)

Respected sir

My name is Fareeha Jabeen. I am student of MPhil Applied Psychology at University of Management and Technology,

Lahore, Punjab, Pakistan.

Research report is the requirement of my course. For my research purpose I want to use your beliefs about Global Transformational Leadership scale for the data collection.

So, I need your permission for using this scale and forward me scale both English Urdu version and psychometric report.

.I shall be highly thankful to you.

---

3 attachments



Carless et al 2000 GTL[1][1][90].pdf

2.2 MB



GTL OTHER.Carless, Wearing, Mann 2000 .docx

13 KB



Global Trans Leadership scale[1][2].pdf

151 KB



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## Scale Permission

1 message

---

Shuck, Michael <brad.shuck@louisville.edu>

Sun, Oct 13, 2024 at 8:24 PM

To: FAREEHA JABEEN <s2023238005@umt.edu.pk>

Hi Fareeha –

Good morning – you have my permission to use the scale. Your work sounds very interesting!

There is no additional technical manual, but I have attached the full scales for your use.

Please let me know if you have any questions at all –

Brad

Dr. Brad Shuck

Professor, Human Resources and Organizational Development

College of Education and Human Development

University of Louisville

Louisville, KY 40292

[brad.shuck@louisville.edu](mailto:brad.shuck@louisville.edu) (e)

502-852-7396 (p)

[@drbshuck](#) | [YouTube](#) | [LinkedIn](#) | [Twitter](#) | [Instagram](#)

---

From: FAREEHA JABEEN <s2023238005@umt.edu.pk>

Date: Sunday, October 13, 2024 at 12:48 AM

To: Shuck, Michael <brad.shuck@louisville.edu>

Subject: Scale Permission

You don't often get email from [s2023238005@umt.edu.pk](mailto:s2023238005@umt.edu.pk). [Learn why this is important](#)

**CAUTION: This email originated from outside of our organization. Do not click links, open attachments, or respond unless you recognize the sender's email address and know the contents are safe.**

[Quoted text hidden]



EES Scales\_2023[87][12].docx

15 KB



Fareeha Jabeen <fareehajabeen1234@gmail.com>

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## Article

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**Williams, Larry** <Larry.Williams@ttu.edu>

Fri, Jan 3, 2025 at 8:37 AM

To: "fareehajabeen1234@gmail.com" <fareehajabeen1234@gmail.com>

Here it is, good luck. Larry

Dr. Larry J. Williams, CARMA Director

Management Area PhD Coordinator

James C. & Marguerite J. Niver Chair in Business

Rawls College of Business, Texas Tech University



**Williams & Anderson 1991 JM.pdf**

1145K



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## Scale permission

1 message

---

Fisher,Gwen <Gwen.Fisher@colostate.edu>

Wed, Sep 25, 2024 at 10:16 AM

To: FAREEHA JABEEN <s2023238005@umt.edu.pk>

Dear Fareeha Jabeen,

You are welcome to use the scale for your research. The details about the scale are in the attached paper. Please cite this article as the source when using this scale.

Good luck with your project!

Best regards,

Gwen

---

From: FAREEHA JABEEN <s2023238005@umt.edu.pk>

Sent: Tuesday, September 24, 2024 4:13 AM

To: Fisher,Gwen <Gwen.Fisher@colostate.edu>

Subject: Re: Scale permission

**\*\* Caution: EXTERNAL Sender \*\***

[Quoted text hidden]



Fisher Bulger Smith 2009.pdf

435 KB