The present study was conducted to investigate the relationship between positive psychological capital and transformational leadership with work-life balance. The sample chosen for the study was police officers in Rajasthan at middle management level (Superintendent of Police, Additional Superintendent of Police and Deputy Superintendent of Police). For analysis of data, bivariate correlation was calculated between the three variables under the study. This was followed by multiple regression to ascertain the proportion of variation accounted for by the predictor variables (psychological capital and transformational leadership). This study also acknowledged the contribution of psychological capital and the role plays as a mediating link between transformational leadership and work-life balance.

Psychological capital provides an additional dimension to the study of human resource management. It has led to the understanding of ‘who you are’ and ‘what you can become’ from the traditional focus of ‘what you have’ (human capital) and ‘who you know’ (social capital) (Luthans & Youssef, 2004). Every individual brings considerable psychological baggage to the workplace and the events occurring in the social environment shape the confidence, hope, resilience and optimism. When the individual capacities/resources are combined together as psychological capital, there is a “positive appraisal of circumstances and probability for success based on motivated effort and perseverance” (Luthans et al, 2007). Table 4.1 shows that the sample population rated themselves on psychological capital at the mean level of 4.58. The population falls above the midpoint of 3, indicating that the police officers as a group, in context of the present sample, display a high level of psychological capital. A high rating on psychological capital questionnaire indicates that the individual is capable of effectively using the constructs of hope,
resilience, efficacy and optimism to benefit and further the psychological advantage. The high levels of psychological capital indicated by the police officers leads to positive expectancies that are realistically and consistently appraised to assess the chances of success, and these then subsequently become powerful driving forces which yield motivation for perseverance toward goal attainment and investment of resources accompanied by desirable attitudes, behaviors and performances. Psychological capital will provide the sample population to figure out what works for them and what is improving (Sheldon & King, 2001). The construct of hope will make them possess the will and way to achieve their goals. And, they will be more resilient since they will be capable of overcoming adversities and result in being motivated to achieve the goals. The construct of efficacy will be able to direct hope, optimism and resilience of these police officers to specific tasks. Together, resilience, efficacy and hope will contribute towards the optimism, through internalized perceptions of being in control. The internalized sense of agency, control and intentionality of the four components of psychological capital (hope, efficacy, resilience and optimism) will result in a positive outlook towards challenging goals. Despite potential problems, obstacles and setbacks that may arise, energy and resources are invested in pursuit of these goals. The aforementioned indicates that employees high in the four components making up psychological capital could have a variety of positive psychological resources to draw from to cope with the challenges of organizational change (Avey et al, 2008).

When combined, the four factors (hope, optimism, efficacy and resilience) have been conceptually (Luthans & Youssef, 2004; Luthans et al, 2007) and empirically (Luthans et al, 2007) demonstrated to represent a second-order, core factor called psychological capital. Research has also shown that the overall core
construct of psychological capital better relates to employee outcomes than the individual constructs that make it up (Luthans et al, 2007; Luthans et al, 2005) and Luthans, Avey, Avolio, Norman and Combs (2006) have provided evidence that psychological capital is open to development in short training interventions.

The conceptualization of work-life balance is based on the perception-centered approach that considers work-life balance to be a holistic concept (Kossek et al, 2014) and it is the subjective assessment of balance between work and the life beyond work domain (Guest, 2002). It is the ability of the individual regardless of age or gender, to find a balance that enables them to combine the responsibilities at work and non-work domains in line with the aspirations attached to these domains (Reiter, 2007). In the current study, for the variable of work-life balance, the sample population has scored a mean of 3.78 (Table 4.1). This mean score depicts that police officers are able to maintain an adequate balance between the demands and responsibilities of their work place as well as those of their personal, family and social domains. The mean score of the sample population is above the average mean of 2.50, which leads to the conclusion that police officers perceive their work and non-work roles to be compatible and in accordance with the current life priorities leading towards growth. This amalgamation of both domains makes them contribute towards effective and efficient performance and subsequent success. The work-life balance rating of the sample population suggests that they are able to successfully shuttle between the competing claims of the various domains in life, with the claims of meeting their own goals and goals set for their work-role. A high score on work-life balance suggests that the officers are more willing to foster and support innovative processes (James, 2011) along with energized exploration of different directions of their task (Amabile, 1983). A desirable work-life balance leads the
individual towards feeling less apprehensive in their abilities to manage work and non-work commitments and hence make them less prone to thoughts that may lead to depleting their physical and mental resources (Rothbard, 2001). Further, individuals who perceive their work-life to be balanced will experience a sense of harmony in life and optimal psychophysical conditions that enable them to meet the long-term demands of work and non-work roles (Greenhaus, Collins & Shaw, 2003). The present study has emphasized the role of examining work-life balance in high stress environment like police organizations, keeping in mind, the call for increasing awareness on work-life issues in developing countries as stressed by Joplin et al (2003) and further highlighted by Greenhaus and Allen (2011) as one of the least studied concepts of work-life research.

Psychological capital has been seen to stimulate positive work outcomes and diminish detrimental behavior in workplace (Avey, Luthans & Youssef, 2010; Avey et al, 2011; Cetin, 2011; Murthy, 2015 and Walumbwa et al, 2010). However, research has yet to examine the potential of positive effects of psychological capital on work-life balance in police organizations. The hypothesis proposed in this study stated that there will be no significant relationship between psychological capital and work-life balance. The results (table 4.2) revealed that psychological capital and work-life balance are positively correlated ($r = 0.825$, significance at 0.01 level). Therefore, it can be stated that those who have high levels of psychological capital will also have adequate balance between their work life and life beyond work. In line with the studies mentioned above, this research work further extends the role of psychological capital in stimulating positive outcomes, as seen in the empirical support provided by this research work. Despite the theoretical appeal and importance of psychological capital in today’s workplace, there were no studies
found that investigated the role of psychological capital in context to work-life balance since there has been struggle to agree on a common definition of work-life balance (Greenhaus & Allen, 2011) and most studies do not consider the individual’s broader - wholesome lives and only focus on parts of it (Haar, Russo, Sune & Ollier-Malatree, 2014). In line with this approach, this study focuses on the term work-life balance, as the term reflects the myriads of personal life situations and role involvement decisions that nowadays characterize the contemporary society. Therefore, this current finding of positive correlation between psychological capital and work-life balance contribute to the theoretical understanding and provides empirical support for a diverse sample as to how the condition of psychological capital may manifest itself. This initial support calls upon future research to use the benefits of psychological capital in enhancing the work-life balance of individuals to the advantage of the organizations. To achieve work-life balance, the existing conflict between work and non-work roles has to be at acceptable levels (Greenblatt, 2002). For achieving this balance, the individual views situations through a positive lens that instill confidence, optimism, resilience and hope. This integration will be harmonious and holistic and will assist individuals to play the multiple roles in life and achieve the potential (Bailyn, Drago & Kochan, 2001). Analyzing the current data, it may be concluded that individuals who have high levels of psychological capital, which means they have the conviction in their ability to fully execute a specific task also they have goal oriented energy and are capable of deriving pathways to meet goals; they are able to interpret bad events as temporary; and they have the capacity to bounce back from adversity, such individuals will be able to deal with various issues in their work-life as well as in all domains of their life. The positive capacities will make them adequately equipped to deal with work and life beyond work in a satisfactory manner. Today’s
work environment is very demanding and has made the concept of work-life balance important. The responsibilities towards families have increased due to changes in family structure. In such a scenario, it is natural that the individual’s work-life will be affected if his life beyond work domain is posing challenges which the individual may not be able to handle. And a similar situation may arise if the work life is demanding more time and effort. The current research work has been able to substantiate the positive effects of psychological capital and importance of work-life balance by proving a positive relationship between these variables. The nature of work of police officers and the ability to build upon their existent psychological capacities will enable them to have a better work-life balance. This finding has further enhanced the value of both the constructs of psychological capital and work-life balance in the field of positive organizational behavior. A very critical contribution of this research is the effect of psychological capital that is seen to have an effect beyond the work boundaries. The research work has been able to provide empirical evidence (through positive correlation between psychological capital and work-life balance) that the positive capacities of the individual lead to a better harmony in life beyond the work areas also and also leads to the conclusion that this harmony provides assistance to the individual for having high psychological capital.

The second hypothesis formulated stated that there will be no relationship between transformational leadership and work-life balance. The transformational leadership through Multi Leadership questionnaire (5x short) (Bass & Avolio, 2004) measures four variables, namely; idealized influence (attributed and behavioral), inspirational motivation, intellectual stimulation and individual consideration. Bass and Avolio (1994) identified four unique but interrelated behavioral components of transformational leadership that included role modeling, articulating an appealing
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and evocative vision, promoting creativity and innovation, and coaching and mentoring. Research studies have found that transformational leaders display the four components (idealized influence, inspirational motivation, intellectual stimulation and individual consideration) to realign their followers’ values and norms, promote personal and organizational changes, and help followers exceed their initial performance expectations (House & Shamir, 1993; Howell & Avolio, 1993; Jung & Avolio, 1999).

Even though the above mentioned variables completely characterize a leader who is transformational, the MLQ questionnaire does not provide for a composite score that represents transformational leadership. Transformational leadership is multidimensional in nature and each component/construct has been identified as an important element of this style of transformational leadership process (Podsakoff et al., 1990). The four components of transformational leadership are conceptually different and form independent clusters of items, empirical evidence suggesting high correlation has also been found (Banerji & Krishnan, 2000). Therefore, confirmatory factor analysis (CFA) was done using AMOS 18 (Figure 4.1) to affirm the findings stated above and further establish the significant contribution made by the four constructs to explain transformational leadership for the current sample under the study (Table 4.6). The model fit indices also indicated an adequate fit (Table 4.7). The sample population has rated themselves above the average mean score, i.e., 2.00 in all the constructs of transformational leadership. A transformational leader through values of liberty, justice, quality, peace and humanitarianism contributes towards a sense of purpose and overall direction. Transformational leadership comprises of idealized influence (attributed and behavioral), inspirational motivation
(IM), intellectual stimulation (IS) and individual consideration (IC). Therefore, it strengthens the fact that police officers lead by example and are seen as an ideal for their subordinates as well as the society (IIA). The officer serving his nation builds loyalty and encourages the subordinates towards higher ethical and moral codes (IIB). The data also shows that police officers provide commitment to challenging goals and share an optimistic vision of the society that the police services as a whole are responsible for (IM). As a leader, the police officer provides stimulation to the subordinates in order to increase the level of interest and find innovative approaches to problems (IS). Police officers are also responsible for nurturing their subordinates towards taking leadership roles in the future and the role as a coach and mentor is clearly understood by the sample population (IC). Relevant prior research has established the benefits of transformational leadership in relation to organizational commitment (Bushra et al, 2011; Ramchandran & Krishnan, 2009), effectiveness (Lowe et al, 1996), performance (Ke, et al, 2013; Obiwuru et al, 2011; Dvir et al, 2002), work engagement (Raja, 2012), innovation (Boerner et al, 2007) and reducing turnover intentions (Dimaculangan & Aguiling, 2012). The findings of this study further emphasize the importance of transformational leadership both at individual and organizational level. In context of the second hypothesis (H2), the bivariate correlation revealed that all the constructs of transformational leadership and work-life balance are significantly positively correlated. The construct of idealized influence attributed was significantly correlated to work-life balance at 0.01 level (r = 0.714) and idealized influence behavioral was also positively correlated to work-life balance (r = 0.687, significant at 0.01 level) (Table 4.2). The police officers through idealized influence morally uplift their subordinates and
hence enhance group performance (DeGroot, Kiker & Cross, 2000). On the basis of the correlation reported between transformational leadership and work-life balance, it can be concluded that a transformational leader who displays a sense of confidence and goes beyond self-interest will have a balanced view and commitment towards his role in work life and roles beyond the work purview. Police officers instill trust in their subordinates and this leads to a collective sense of achievement of the group. The correlational analysis suggests that an officer high on idealized influence will have a good work-life balance. In other words, a police officer having a good work-life balance will also have high idealized influence. Therefore, the positive influence of the constructs of transformational leadership and work-life balance will benefit the individual and the organization. The correlation between inspirational motivation and work-life balance was also significant at 0.01 level (r = 0.553) (Table 4.2).

The police officers are able to subjugate any feeling of psychological setback and make the subordinates confident in their abilities to tackle future hurdles. The high correlation between inspirational motivation and work-life balance suggests that the officers are able to deal with challenges effectively and confidently at work place and this also extends in their life beyond work domain. Similarly, officers who have good work-life balance are optimistic about the future (Bardoel, DeCeiri & Mayson, 2008) and motivate others to perform better than expected (Bass, 1999). To summarize, police officers keep the team motivated and eventually inspire subordinates to develop the necessary skills required to articulate a future and at the same time not to ignore the other aspects of the life which are beyond the work purview. Police service can result in working long hours, shift work and continuous
attention to work related activities even in off hours resulting in imbalance between job and family. Such a job profile can eventually lead to emotional as well as psychological toll on the officers, and hence increase their requirement of a lot of support within the service, and certainly a lot of support from family and friends (Duxbury & Higgins, 2005). Intellectual stimulation provides the individual to be creative. The positive reciprocal relationship between intellectual stimulation and work-life balance \((r = 0.602, \text{ significant at } 0.01 \text{ level})\) (Table 4.2) suggests that the police officers always look to solve issues/problems by analyzing them sufficiently and devise unique solutions. These officers will also have a good balance between work and life beyond work. Their outlook towards all domains of life is to create harmony and discharge of duties rightfully. A significant positive correlation of individualized consideration with work-life balance \((r = 0.614 \text{ significant at } 0.01 \text{ level})\) (Table 4.2) suggests that the police officers are capable of understanding the needs and requirements of people in the work domain as well as in family, personal and social domains. Such consideration enhances the potential of people around the officers and the supportive climate is encouraged in all domains. Due to the importance given to individual attention towards the needs and growth prospects of each member of the team, the officers will have good work-life balance as the attention towards the needs of family will also have high priority. Similarly, having good work-life balance will make the leader sensitive towards the individual concerns and emotional needs of each subordinate. To summarize, the police officers as role models set high levels of moral and ethical grounds, give value to each individual and develop potential. These characteristics of transformational leadership replicate in the behavior of the police officers in the non-work domains as
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well, resulting in a harmonious work-life. The effects of work-life balance improve through transformational leadership (Nielsen, Yarker & Brenner, 2012). In context of the current study, the sample population is able to avoid inter-role conflict and balance the demands of all the roles which results in high integrity, consistency and decisive nature. Transformational leadership is effective across a variety of situations and its emergence and impact could be facilitated through contextual factors like organizational structure (Pawar & Eastman, 1997; Yukl & Howell, 1999). Transformational leadership has an impact beyond the direct reporting relationship (Dvir et al, 2002) and thus may have a multiplier effect on the work-life balance in the organization. The findings of the study suggest a positive proposition in favor of transformational leadership and work-life balance.

Furthermore, it was hypothesized that psychological capital and transformational leadership would not contribute to work-life balance. Regression analysis was carried out; in which psychological capital and transformational leadership were the predictor variables and work-life balance as the criterion variable. The analysis revealed that both the predictor variables (Psychological capital and transformational leadership) accounted for significant proportion of variance (71.7%) in work-life balance (Table 4.3). The coefficient for psychological capital was reported as 0.608 (Table 4.5). Therefore, for every unit increase in psychological capital, a 0.608 unit increase in work-life balance is predicted. The regression analysis also predicted significant role of transformational leadership in work-life balance. Overall, psychological capital emerged as the most significant predictor of work-life balance. The potential malleability and development of the constructs of psychological capital will improve the work-life balance of the
employes. Psychological capital being a reliable and valid measurement of positivity could be included as part of overall assessment of effectiveness in roles, especially in police work (Fredrickson, 2009). This research has specific practical implications for police organizations who operate in difficult social environment. A leader who exhibits high levels of psychological capital will instill similar levels of psychological capital in their followers as well, therefore promoting positive aspects of officer leadership that alleviate the personal resources available to sustain followers through stressful events and thereby perform their jobs through the highs and lows of police work. As an implication of this study, it is suggested that organizations should also consider the leader’s level of psychological capital among other requirements when selecting and developing talent in the organization since the leader has a pivotal role in developing psychological capital of the followers’, especially in high stress contexts.

This is a pioneering study, as to the best of the researcher’s knowledge there has been no study conducted which explores the relationship between these three variables, i.e., psychological capital, transformational leadership and work-life balance. In the Indian context, from a practical perspective, results from the present study indicate that the level of work-life balance can be influenced by the extent to which positive psychological capacities (psychological capital) are applied and transformational style of leadership is exhibited.

It was realized that it would have been useful to collect additional measures other than that from the leaders participating in the current study. However, the
nature of police work and setup of the organization made it difficult to collect any further details other than the ones made available through this research work.

Previous research work has reported the variables of psychological capital and transformational leadership to be important predictors in empowerment (Avey et al, 2008), performance outcomes (Gooty et al, 2009), firm performance (Peterson et al, 2008) and innovative behavior (Yu & Yanfei, 2011).

The results of regression analysis of the current study are concurrent with the findings of Walumbwa et al (2010) and further emphasizes that transformational leaders serve as role models to their followers. The current study also highlights the importance of leaders to visibly engage in the behaviors associated with higher levels of psychological capital (Walumbwa et al, 2010). Although the scope of this study does not include followers’ or subordinates’ assessment of their leader, but it definitely highlights the behavior of higher ranked police officers as transformational leaders. The higher ranked police officer’s approach towards a goal with persistence and the ability to not let setbacks deter them will be seen as model behavior and subsequently imbibed in the behaviors of the followers (subordinate police officers), leading to better goal accomplishment for the organization (Walumbwa et al, 2010).

Furthermore, it can be concluded that police officers as transformational leaders are more aware of how their psychological capital levels influence their follower’s behavior and subsequent performance outcomes. Hence, the subordinates’ observation and mimicking of the leader’s behavior will lead to better work-life
balance. Overall, the findings of this research adds to the importance of positive leadership perspectives (Hannah, Woolfolk & Lord, 2009).

Previous researches have shown Psychological capital as a mediating variable to influence the relationship between job satisfaction and positive emotions (Lui, 2011), employee performance and supportive climate (Luthans et al, 2008), leadership and creative behavior (Gupta & Singh, 2014), work-family conflict and burnout (Wang et al, 2012), occupational stress and burnout (Herbert, 2011), innovative work behavior and bi-directional work-family enrichment (Mishra et al, 2013), performance and satisfaction (Sui et al, 2012) and task performance and transformational leadership (Li et al, 2012). Since psychological capital emerged as the most significant predictor of work-life balance in the current research work (Table 4.5), this prompted the researcher’s quest to analyze the extent of mediating role that psychological capital may play in the relationship between transformational leadership and work-life balance. For this purpose, path model was applied through AMOS. The model was created to test the mediating effect of psychological capital in the relationship between transformational leadership and work-life balance. Before psychological capital was introduced as a mediating variable between the relationship of transformational leadership and work-life balance, the statistical tool (AMOS) in figure 4.2 generated the regression weight of 1.16 for transformational leadership on work-life balance, which was significant at 0.001 level (Table 4.8). When the mediating variable (psychological capital) was introduced (Figure 4.3), the value dropped to 0.48 but remained significant (0.001 level) (Table 4.9), which leads to the conclusion that mediation was partial. This was further reconfirmed by sobel test where, the z value (6.96) generated was more than 1.96 (Table 4.11).
Hence, this establishes the fact that psychological capital partially mediates the relationship between transformational leadership and work-life balance. Even though, transformational leadership has a direct impact on work-life balance, the present study through meditational analysis has emphasized the role of psychological capital providing indirect partial effect on work-life balance. The research has cemented the existence of psychological capital as a crucial mediating variable between transformational leadership and work-life balance. Figure 4.5 shows the Path model used in the study and table 4.10 shows the subsequent values to assess the model fit. The indices considered to assess the model fit were GFI, AGFI, CFI and RMSEA. In the model (Table 4.10), GFI (Goodness-of-fit) index was 0.96, thus supporting the model fit. The second index supporting the model is AGFI (Adjusted goodness-of-fit) which ranges from 0 to 1 and its accepted values range from 0.90-1.00. The AGFI reported was 0.91, i.e., greater than 0.90 resulting in model fit. The CFI (Comparative fit index) is least affected by sample size, hence considered an appropriate index to test fit of the proposed model. The CFI for the model in the study was 0.99, resulting in the model to be good fit. RMSEA (Root mean square error of approximation) explains how well the model with chosen parameter estimates would fit the populations’ covariance matrix. RMSEA value of 0.05 or less indicates good fit, and 0.08 or less indicates adequate fit. In the present study, the RMSEA value was 0.06, hence the model is identified as adequate fit. As per the model, it can be concluded that the most effective and nonintrusive way through which the individual’s transformational leadership characteristics can influence work-life balance is the development of psychological capital. In addition, this study helps to establish a model of psychological capital, transformational
leadership and work-life balance in context of providing specific practical implications for the police organizations.

Like all emerging fields, the field of positive organizational psychology opens many avenues for future research (Dutton & Glynn, 2008). As seen in the results of the current study, psychological capital has been observed to have the most significant impact on work-life balance. The findings of this study suggest that psychological capital is one such potential mechanism through which transformational leadership can impact work-life balance.

The present study has strengthened the case for focus on positive psychological capital in concurrence with economic, human and social capital. Psychological capital is a critical resource that organizations need to invest in and look to further develop their employees’ capacities. Since there is little previous literature directly measuring the relationships of the variables under the present research, this study has added to the growing body of knowledge on the subject. The study has also shed light on the important role of all the components of psychological capital (hope, efficacy, resilience, and efficacy) and transformational leadership (idealized influence, inspirational motivation, intellectual stimulation and individual consideration) towards enhancing work-life balance. In addition, this work extends the variables of the research into a relatively new organizational setting – a police organization and may open more positive approaches to the study of police services that operate in high-stress environments (majority of the research in police services has focused on negative predictors and outcomes (Harrison, 1998). The study has incorporated variables that can be developed through interventions
(psychological capital) along with promotion and development of leadership style (transformational) to improve satisfaction, performance and commitment as well as decrease turnover and burnout, eventually leading to a happy and healthy workforce. This study also serves as a model to encourage future researchers to continue to investigate the importance of positive constructs to address challenges confronting officers given the growing stress associated with police work.