The present study was undertaken in order to investigate the relationship of psychological capital and transformational leadership with work-life balance. A correlational framework was designed in order to examine the relationship between the variables and evaluate the results of the study. Multiple regression analysis was used to evaluate the strongest predictor of work-life balance. Further, the mediating effect of psychological capital was analyzed through path analysis on the relationship between transformational leadership and work-life balance was studied.

AIMS

1. To study the relationship between psychological capital & work-life balance.
2. To investigate the relationship between transformational leadership and work-life balance.
3. To explore the contribution of psychological capital and transformational leadership in relation to work-life balance.

HYPOTHESES

In order to fulfill the above objective of the study the following hypotheses were formulated:

$H_1$ There will be no significant relationship between psychological capital & work-life balance.

$H_2$ There will be no significant relationship between transformational leadership & work-life balance.

$H_3$ The two measures (psychological capital and transformational leadership) of the study will not significantly contribute to predict work-life balance.
SAMPLE OF THE STUDY

The sample size of the study consists of 150 Indian Police Officers posted in the State of Rajasthan.

Inclusion Criteria

1. Officers between the age from 26 years to 55 years.
2. Officers who are posted as or equivalent to Superintendent of Police, Additional Superintendent of Police and Deputy Superintendent of Police.
3. Officers with a minimum work experience of 5 years.

Exclusion Criteria

1. Officers who have been suspended
2. Officers who have been sent on deputation to other states/countries.
3. Officers under the age of 26 years and above the age of 55 years.
4. Officers who have less than 5 years of work experience.

PROCEDURE

The research work required collecting data from government organization, a systematic plan was devised to get necessary approvals and ease the process of data collection from high ranked police officials in Rajasthan. The research was conducted in the following manner:

The Psychological capital questionnaire and Multi leadership Questionnaire (5x short) were purchased from www.mindgarden.com. (copyright issues – refer appendices for copyright certificate). The permission to use the work-life balance survey was also procured from Queensland Law society, Australia. This was
followed by applying for permission to the Director General of Police, Government of Rajasthan to conduct research work in the police organization.

On receiving approval in principle, the application was forwarded to the Inspector General of Police handling the training department (Please refer appendices for police organizational structure in Rajasthan). The research proposal and the questionnaires were submitted to the Inspector General of Police – Training department for his kind perusal. Upon receiving permission to conduct the research work, the training department identified the following districts - Jaipur, Ajmer, Jodhpur and Udaipur from where data could be collected. (Please refer appendices for police organizational structure in Rajasthan and map of districts of Rajasthan).

The Assistant Inspector General of Police – Training department, issued letters to the officers heading the Range/Commissionerate mentioned above (Additional Commissioner of Police – I – Jaipur, Additional Commissioner of Police – II – Jaipur, Inspector General of Police – Jaipur Range, Inspector General of Police – Jodhpur Range, Commissioner of Police – Jodhpur, Inspector General of Police – Ajmer Range and Inspector General of Police – Udaipur Range) in order to collect data from Superintendent of Police, Additional Superintendent of Police and Deputy Superintendent of Police. The permission to collect data for research purpose was granted with the understanding that since the officers (SP, Addl. SP and Dy. SP) have yearly CR (confidential report) performance assessment by their immediate senior officer, therefore, they shall not provide any such data that may have an effect on their work/performance assessment.
The range/commissionerate heads (mentioned above) were approached individually and research proposal and the questionnaires were submitted explaining the relevance and scope of the research work. This was followed by identifying officers at department level and a list was issued with their phone numbers to contact them personally. A letter of permission from each officer heading range/commissionerate was also issued to approach them individually.

From October 2012 and till July 2015 –150 police officials were approached individually in order to administer the questionnaires of the study. Every officer was given a brief introduction about the questionnaires and the relevance of the study. The questionnaires were easy to understand and the officers were able to relate them to the current work place scenario. It took 15 – 20 minutes to complete all the questionnaires (PCQ, MLQ (5X short) and WLB) of this research work.

For the purpose of analysis of the data collected, a total of 150 duly filled forms were selected in which the sample population was above 25 years and below 55 years of age. The following rank divisions were observed in the data:

<table>
<thead>
<tr>
<th></th>
<th>Ajmer Range</th>
<th>Jaipur Range</th>
<th>Jodhpur Range</th>
<th>Udaipur Range</th>
<th>Jaipur Commissionerate</th>
<th>Jodhpur Commissionerate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superintendent of Police</td>
<td>04</td>
<td>05</td>
<td>06</td>
<td>06</td>
<td>08</td>
<td>02</td>
<td>31</td>
</tr>
<tr>
<td>Additional Superintendent of Police</td>
<td>10</td>
<td>07</td>
<td>06</td>
<td>08</td>
<td>09</td>
<td>03</td>
<td>43</td>
</tr>
<tr>
<td>Deputy Superintendent of Police</td>
<td>13</td>
<td>16</td>
<td>10</td>
<td>11</td>
<td>16</td>
<td>10</td>
<td>76</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>28</td>
<td>22</td>
<td>25</td>
<td>33</td>
<td>15</td>
<td>150</td>
</tr>
</tbody>
</table>
The data was classified as per the aims and objectives of the current research work (refer scoring sheet which provides the raw scores) and subsequently the scoring for each variable (PCQ, MLQ (5X short) and WLB) was done as per the manual provided by the authors.

In the case of MLQ (5X short), composite score of transformational leadership is not provided since the past research work treat the dimensions as indicators of transformational leadership (Antokanis, Avolio & Sivasubramaniam, 2003; Peterson et al, 2008). The researcher conducted confirmatory factor analysis which shows that the subscales of transformational leadership (Idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation and individual consideration) as measured by MLQ (5X short) showed strong significant contribution of the scores of 5 subscales for the sample of this study (refer Figure 4.1 and Table 4.6).

MEASURES OF THE STUDY

1. Psychological Capital Questionnaire – PCQ (Luthans et al, 2007)
3. Work-Life Balance Questionnaire – (Haddon & Hede, 2010)
RESEARCH DESIGN OF THE STUDY

CORRELATIONAL DESIGN

PSYCHOLOGICAL CAPITAL

TRANFORMATIONAL LEADERSHIP

WORK-LIFE BALANCE
(Police officials)

STATISTICAL ANALYSIS

1. Mean
2. Standard Deviation
3. Correlation through SPSS
4. Multiple Regression through SPSS
5. Path Analysis using AMOS
6. Sobel test for mediation
FINDINGS OF THE STUDY

The following major findings emerged from this study:

1. There is significant positive correlation between psychological capital and all the constructs of transformational leadership and work-life balance.
2. Psychological capital was found to be the strongest predictor of work-life balance.
3. Using AMOS software, path analysis revealed that psychological capital was partially mediating the relationship between transformational leadership and work-life balance.

LIMITATIONS OF THE STUDY

1. The study does not cater to gender bias.
2. The study is limited to only one state only which may lead to regional bias.
3. Group level analysis was not possible.

IMPLICATIONS OF THE STUDY

1. The study has provided the scope for development of psychological capital for Police services.
2. This research work will help in conducting workshops to encourage transformational style of leadership.
3. This study has provided insight into the current perceived work-life policies in the organisation.
4. This research work has established psychological capital as a positive construct that enhances work-life balance.
5. This study has suggested that transformational leadership qualities may change the perceptions of the individual towards work-life balance as well as the group under the leader.

6. This study has proposed use of intervention programs to improve all the variables of the study, i.e., psychological capital, transformational leadership and work-life balance.