

Connection Between Transformational Leadership And Employee Engagement: Examining The Influence Of Work-Life Balance And Innovative Work Behaviour

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Abstract:

Transformational Leadership (TL) plays a fundamental role in the dynamic and continuously changing Information Technology (IT) sector. TL creates innovation, facilitates risk-taking, and incentivizes innovation by challenging and abandoning old routines while embracing new perspectives. The following discussion analyses the influence of transformational leadership (TL) on employee engagement (EE) in the Delhi NCR IT sector. It also investigates the mediating role of work-life balance (WLB) and innovative work behaviour (IWB) in this relationship. The data was gathered from 282 IT professionals using a well-structured survey using exploratory and descriptive research techniques. According to the findings, it is evident that TL has a strong positive effect on EE. Moreover, work-life balance also mediates between TL and EE, such that TL facilitates work-life balance to enhance employee engagement.

In addition, creative work behaviour partially mediates the relationship between work-life balance and employee engagement. This suggests that a balanced work-life situation gives rise to the formation of innovative work behaviour, which improves employee engagement. These results emphasize the importance of developing transformative leadership, promoting a conducive work-life balance, and triggering innovative behaviour for boosting employee engagement. The findings of the study suggest that companies need to invest in leadership development programs, formulate policies supporting work-life balance, and create an environment that fosters creativity to achieve improved employee engagement and organizational performance. The study recognizes several limitations, such as its cross-sectional nature and reliance on self-reported data. It recommends that future studies utilize longitudinal designs and mixed-method approaches to understand these relationships in various industries and cultural contexts.

Keywords: Transformational Leadership, Employee Engagement, Work-Life Balance, Innovativ Work Behavior, Information Technology Sector

1. Introduction:

Transformational leadership (TL) may promote innovation, employee performance, and organizational success, making it crucial for IT executives. A transformational leader envisions the future and inspires their team to succeed. This leadership style emphasizes cooperation and creativity and makes employees happier and more loyal (Bass & Riggio, 2006).

In the fast-changing IT business, TL excels at change management and problem-solving. Dvir, Eden, Avolio, and Shamir (2002) discovered that transformational leaders may introduce new processes and technologies to make a company more adaptable and competitive. Eisenbeiss, van Knippenberg, and Boerner (2008) state that IT organizations cannot afford to lag if their

CEOs do not promote innovation. IT research shows that transformational leadership increases staff engagement and productivity. Transformative leaders provide their employees with customized feedback and challenging intellectual exchanges to help them achieve (Judge & Piccolo, 2004). TL improves individual and organizational performance. Information technology requires a TL who can continuously motivate and make the employees productive to meet the challenges and the competition of today's fast-paced world. Transformational leader offers significant advantages that can bring unique innovations in the organisation to succeed and meet the external and internal challenges of the IT Industry.

These challenges arise from the industry's diverse workforce, rapid technological advancements, and high innovation rates. One key issue is the relentless pace of technological progress. Transformational leaders must stay ahead of emerging technologies to effectively guide their teams. However, as Bass and Riggio (2006) note, the continuous demand for adaptation can contribute to employee burnout.

Additionally, high turnover rates in the IT industry pose difficulties for leaders in sustaining team cohesion and fostering a shared vision, as highlighted by Avolio and Yammarino (2013). Another challenge involves balancing innovation with risk management. Transformational leaders in IT play a crucial role in encouraging creativity and groundbreaking ideas. However, Denti and Hemlin (2012) point out that aligning this innovative drive with the need to deliver reliable and stable products can be a complex task.

Another key challenge is fostering innovation while effectively managing its associated risks. In the IT sector, transformational leaders play a vital role in cultivating creativity and encouraging innovative thinking. However, Denti and Hemlin (2012) highlight the difficulty of balancing this pursuit of innovation with the imperative to deliver reliable and high-quality products. Jansen et al. (2009) suggest that leaders should create an environment where employees feel empowered to experiment and learn from mistakes without fear of jeopardizing the project's or organization's stability.

Geographically dispersed IT teams with diverse backgrounds complicate problems. To build engaged and cohesive teams, transformational leaders must overcome communication and cultural barriers (Northouse, 2018). Team leaders from diverse backgrounds have distinct communication and trust-building issues (House & Aditya, 1997).

Transformative leadership requires high interpersonal and emotional intelligence, say researchers. IT executives have challenges in inspiring and motivating their teams in a high-stakes, deadline-driven profession (Goleman, 2000). Motivating employees can be challenging in high-pressure environments characterized by tight deadlines and high expectations (Berson et al., 2015). Many organizations, particularly those in the IT sector, have successfully implemented transformational leadership (TL) to address these challenges. Research suggests that TL can enhance productivity, boost morale, and improve work-life balance.

The sense of support and empowerment fostered by TL may contribute to achieving a better work-life balance. Gözükar and Şimşek (2015) emphasize that transformational leaders who exhibit qualities such as individualized consideration and inspirational motivation are more effective in addressing employees' work-life balance needs. This support may involve offering flexible work arrangements and demonstrating empathy for personal commitments, which is especially valuable in the demanding IT industry. Transformative leadership boosts employee engagement. Schaufeli et al. (2002) say engaged workers are energetic, committed, and immersed in their tasks. Transformational leaders improve engagement by portraying a vibrant future and showing their people how they fit in (Breevaart et al., 2014). Information technology requires continuously fresh ideas for ongoing progress and development.

Researchers state that it is the role of transformational leaders to boost workplace creativity. To

encourage innovation and experimentation, transformative leaders question established procedures and give credit to fresh perspectives (Pieterse et al., 2010). In the rapidly evolving IT sector, this leadership approach is essential for promoting creativity and risk-taking. For a number of reasons, research on the connection between TL and WLB, employee engagement, and IT creativity is essential. Effective leadership styles are necessary to sustain organizational innovation and employee engagement in the highly competitive IT sector, where technology is developing rapidly (Bass & Riggio, 2006). According to Northouse (2018), TL has a significant influence on these areas by inspiring and enabling individuals to put the needs of the company first.

In the field of information technology, where long hours and stress are commonplace, it is essential to comprehend how TL affects work-life balance. Employee retention and well-being can be enhanced by a work-life balance-promoting, healthy workplace (Eisenberger et al., 2019).

It is believed that TL has a major impact on employee engagement, which is a crucial factor in determining how well an organization performs. According to Schaufeli and Bakker (2004), motivated employees are more inventive, committed, and productive. Avolio and Yammarino (2013) found that by providing employees with a feeling of purpose and belonging, charismatic and captivating transformational leaders can increase employee engagement.

Innovative work practices are encouraged by transformational leadership, which is essential for maintaining competitiveness in the IT industry. Pieterse et al. (2010) discovered that leaders that promote innovation can enhance workers' creativity and propensity to experiment. Meeting technical and business standards in the information technology field necessitates being abreast of the latest advancements.

Leadership researchers may enhance organizational outcomes and employee well-being by investigating the connections among transformational leadership, work-life balance, employee engagement, and innovative work behaviour within the IT sector (Judge & Piccolo, 2004).

2. Literature Survey and Hypothesis Creation

2.1 Transformational leadership and employee engagement

Extensive research has been conducted on the topics of transformative leadership and workforce engagement. Employee engagement is increased when transformative leadership is implemented, according to Chin, Yap Peng Lok, and others (2019).

Researchers note that TL styles can boost employee engagement by fostering trust and motivation. Mozammel and Haan (2016) found that transformative leadership helps but does not guarantee worker engagement in Bangladesh's banking business. They show that leadership style and other factors affect employee engagement, adding to the research.

Datche and Mukulu (2015) demonstrate how TL may boost staff engagement in Kenya's government service. Transformative leaders boost worker enthusiasm and engagement, according to their research. Besieux, Baillien, Verbeke et al. (2018) examine the corporate social responsibility's mediation role. Researchers find that CSR initiatives can boost employee engagement after transformational leadership, suggesting that CSR-focused CEOs can boost engagement. Jha and Malviya (2017) confirm that transformational leadership improves employee engagement, but they warn that this benefit may be transitory without ongoing leadership. Evelyn and Hazel (2015) demonstrate that employee engagement mediates the link between transformational leadership and organisational performance, affirming that engaged employees are crucial for realising the full advantages of transformational leadership. Al-Amin (2017) asserts that employee engagement mediates the connection between transformative leadership and employee performance, underscoring its significance in attaining

performance goals.

Park (2019) proposes that HRD strategies can assist TL in boosting employee engagement. Azim, Fan, Uddin, et al. (2019) examine how TL boosts employee creativity. Transformational leaders boost creative self-efficacy, encouraging creative work, according to research. Finally, Woodcock (2012) discusses how TL affects employee engagement and how employee-state engagement mediates this link, demonstrating the role of employee engagement in TL's success.

According to research, TL is a strong predictor of employee engagement; however, CSR, HRD procedures, and creative self-efficacy moderate this relationship.

H1: Transformational leadership has a significant impact on Employee Engagement.

2.2 Work-life Balance as a mediator between Transformational Leadership and Employee Engagement:

In high-pressure information technology jobs, time management (TL) significantly lessens the detrimental effects of time pressure on burnout and work-life balance. Building on the Job Demand-Resources model, the study by Syrek, Apostel, and Antoni (2013) indicates that TL may lessen the detrimental effects of time pressure on workers' fatigue and work-life balance. Their findings suggest that when leaders encourage and inspire their followers to overcome the obstacles of demanding careers, people may be able to better balance their personal and professional lives.

As they examine the relationship between TL, work-life balance, and employee happiness, Erwin, Rahmat, and Angga (2019) emphasize the importance of employee engagement as a mediator. According to their findings, a more motivating and inspiring leadership style may aid employees in striking a better work-life balance. Increased levels of employee satisfaction and engagement could follow from this. More proof that TL improved work-life balance and organizational outcomes was presented by Gomes, Seman, and colleagues in their most recent study (2021). By demonstrating the connections between TL, work-life balance, and new service offerings, the study emphasizes the significance of leadership that fosters innovation. Two more advantages of TL that Hayati (2022) notes are improved work-life balance and higher employee engagement. Research indicates that a leadership style that motivates and inspires people results in improved general involvement and work-life balance. This indicates a close link between the two elements.

Seeing TL as a moderating factor, Linda and Fitria (2016) look at the effect on work-life balance of perceived organizational support independently. The results of the study suggest that employees' opinions of the support of their companies could help to reduce the negative influence of TL on their work-life balance. It highlights the intricate relationship between leadership styles and organisational support systems. With AyiAhadiat and Fransiska (2021) Employee engagement and productivity are both boosted by a healthy work-life balance, according to the findings. It highlights the importance of achieving positive employee outcomes via the proper integration of work and personal life. The larger impact of TL on healthcare workers' mental health and work happiness is the subject of an inquiry by Munir, Nielsen, et al. (2012). Their findings indicate how crucial work-life balance and general health are in many different fields since TL might help in both of them.

By investigating how TL, organizational learning capability, and work-life balance affect product innovation results, Picolo, Giancarlo, and Tontini (2023) provide a contribution to innovation management. The importance of TL in fostering an environment that encourages innovation and a healthy work-life balance is emphasized by their research. In their research, George and Sreedharan (2023) look at what makes workers happy in their jobs. The importance

of TL and work-life balance has been highlighted in research. This research adds to the growing amount of evidence that TL has a positive impact on job satisfaction by enhancing work-life balance. The study was conducted among IT professionals in India.

According to the literature, TL is crucial in today's workplaces because of the good effects it may have on WLF, engagement, satisfaction, and organisational outcomes. Transformational leadership has been extensively explored regarding work-life balance, employee engagement, and organizational outcomes. Among Filipino university personnel afflicted by the COVID-19 epidemic, Charoensukmongkol and Puyod (2024) studied the effects of transformative leadership on role ambiguity and work-life balance. Reducing job uncertainty and increasing work-life balance are both aided by employee involvement, according to the study.

Similarly, Ali, Li, and Qiu (2022) investigated the role of work-life balance and psychological well-being as mediators between employee engagement and creative work behaviour among millennials in China. According to their research, more creativity occurs in the workplace when leaders practice transformational leadership and increase employee engagement.

Mulang (2022) explores three factors: employee engagement, work-life balance, and organizational fairness. The study found that employees' perceptions of fairness in organizational procedures were linked to higher levels of engagement, better work-life balance, and fewer intentions to leave.

Labrague and Obeidat (2022) investigated how transformational leadership can help nurses improve patient safety outcomes and resolve work-family conflict. Their research indicates that transformational leadership enhances patient safety by reducing work-family conflict and increasing employee engagement.

Abolnasser et al. (2023) examined the effects of transformational leadership on mental health, occupational happiness, and engagement in the hospitality industry. Their findings highlight the value of transformational leadership in the post-pandemic workplace recovery by demonstrating that it boosts employee satisfaction and happiness.

Transformational leadership fosters innovation, employee engagement, and financial success, according to a study by Abdul-Azeez, Ihechere, and Idemudia (2024). The report states that preserving employee motivation and productivity requires striking a healthy work-life balance.

Additionally, Hermanto, Srimulyani, and Pitoyo (2024) found that the relationship between transformational leadership and organizational citizenship behavior (OCB) is moderated by organizational commitment and quality of work life. Their outcomes highlight the importance of transformational leadership strategies in improving workplace quality and employee loyalty.

Transformational leadership is essential in retail organizations because it boosts employee engagement and productivity, according to research by Jaman et al. (2022). According to the research, a work-life balance increases employee engagement and output.

Umair, Waqas, and Mrugalska (2024) examined the connection between transformational leadership and green talent management, with a focus on how these two components support environmental sustainability over the long run. According to their research, transformative leadership has a significant positive impact on green initiatives.

Lastly, Hooi and Chan (2023) investigated how workplace digitization affected the relationship among innovative culture, transformational leadership, and employee engagement. Their research indicates that digital transformation enhances the impact of transformational leadership by fostering an innovative work environment that encourages involvement from all staff members.

The literature contends that transformational leadership is crucial for enhancing work-life balance, reducing job ambiguity, raising employee engagement, and fostering organizational success. Increasing the positive effects of transformational leadership in a variety of sectors

and organizational settings requires workplace digitalization, psychological health, employee engagement, and organizational equity.

H2: The relationship between transformational leadership and employee engagement is mediated by work-life balance.

2.3 Transformational Leadership, Innovative work behaviour, work-life balance and Employee engagement

The effect of TL on innovative work practices has been investigated. Afsar, Badir, and Saeed (2014) investigate TL and innovative work behavior (IWB) using leadership and innovation theory.

Researchers emphasize that creative thinking is enhanced by transformative leaders. Masood and Afsar (2017) discovered a significant but intricate connection between nursing staff, necessitating a more thorough investigation of mediating factors.

According to Pradhan and Jena (2019), TL improves creativity and gives work more meaning. Majumdar and Ray (2011) assert that transformational leaders emphasize the dual roles of self-improvement and follower growth by being creative and encouraging their followers to follow suit. In literature, context is important. Sudibjo and Prameswari (2021) investigate how TLs influence on creative work behavior is enhanced by knowledge sharing and person-organization fit. Afsar and Umrani (2020) investigate how TL and creative work behavior are impacted by job complexity, innovation atmosphere, and motivation to learn. Researchers claim that the complex interplay between these traits reinforces the connection between transformative leadership and creative work practices.

TL and IWB in education are examined by Abbas, Iqbal, and Waheed (2012). Scholars observe that educational institutions are greatly impacted by leadership characteristics. Knezović and Drkić (2021) highlight the importance of TL in promoting innovative work behavior (IWB) in SMEs.

Through a number of mediators, Li et al. (2019) investigate the effects of TL on individual work behavior (IWB) in sustainable organizations. According to researchers, IWB is increased by transformative leadership. Nonprofit organizations must meet fundamental psychological needs, particularly those related to education, as demonstrated by Messmann, Evers, and Kreijns (2022).

The study consistently emphasizes the beneficial influence of transformational leadership on innovative work behaviour across diverse contexts. Significant employment, the transfer of knowledge, alignment between individuals and organizations, as well as the fulfilment of psychological needs, serve to alleviate this impact. The intricate dynamics among employee engagement, work-life balance, and innovative work behaviour are elucidated in the study. Ali, Li, and Qiu (2022) examine the impact of employee involvement on the creativity and work-life balance of Chinese millennials. To foster creativity and maintain balance in both the personal and professional spheres, academics emphasize the importance of active participation. According to Wibowo (2024), innovative work behavior is enhanced when one maintains a balance between their personal and professional obligations and fully immerses themselves in their work. He claims that involving staff members in the process can improve creative output.

According to Pandita and Singhal (2017), actively involved IT professionals are more likely to offer creative solutions, which in turn affects their work-life balance. De Kort and Poell (2016) investigate work-life balance, job engagement, and employee growth. According to academics, creativity and general satisfaction are increased when work and personal life are harmoniously integrated. Puspitasari and Darwin (2021) look into how work-life balance and well-being

affect performance outcomes and how millennial employment engagement relates to these

factors. Research indicates that encouraging employee engagement requires a dynamic workplace and the freedom to innovate. In her analysis of transformational leadership's effects on employee engagement and work-life balance, Hayati (2022) highlights how different leadership philosophies can influence innovative work practices.

Wood et al. (2020) perform a thorough analysis of empirical research on job satisfaction and work-life balance. Research shows that people who have a healthy work-life balance are more engaged and creative. Iqbal, Zia-ud-Din, Arif, and Raza (2017) look into how employee cynicism affects engagement and the balance between personal and professional lives. According to researchers, a decrease in cynicism may promote balance and engagement.

Al Darmaki, Omar, and associates (2020) investigated Oman's EPC businesses. Research has shown that striking a balance between work and personal commitments can have a big impact on employee engagement and creativity, which helps to reduce workplace stress.

Employee engagement and the balance between work and personal life are important factors that affect people's creative work practices. Several studies have explored these connections, highlighting the role that workplace dynamics, leadership styles, and employee involvement play in fostering innovation.

According to Sitompul et al. (2024), cultivating engagement and striking a healthy work-life balance are essential components in boosting creative work practices. According to their research, people who successfully balance their personal and professional lives are more likely to contribute creatively and innovatively in their workplaces. Similarly, Sani and Adisa (2024) examine how leadership affects work-life balance and propose that transformational leadership creates a supportive environment for staff members, which increases their capacity for creative endeavors.

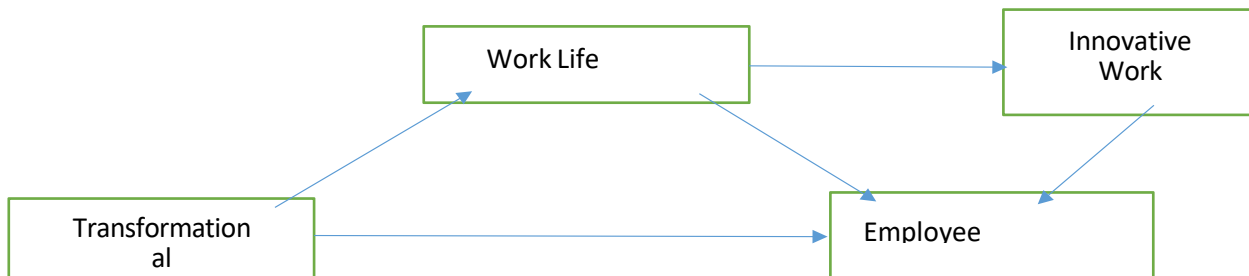
Leadership has a significant impact on how work-life balance and employee engagement interact. According to Setyono, Adawiyah, and Fitriani (2024), work-life balance acts as a mediating factor in the relationship between transformational leadership and work engagement. Their results are consistent with those of Alshahrani et al. (2024), who argue that transformational leadership fosters innovative work practices in healthcare organizations by enhancing employees' creative capacities. Furthermore, Marnoto, Supardi, and Soegiarto (2024) examine the relationship among transformational leadership, work-life balance, and job satisfaction. They find that a supportive leadership environment helps workers manage their personal and professional lives, which significantly promotes innovation.

Additionally, research has been done on the mediating effects of work-life balance and psychological empowerment in fostering innovation. According to Edeh et al. (2024), people who feel psychologically empowered are more engaged and creative. According to Charoensukmongkol and Puyod (2024), transformational leadership and employee engagement help to foster innovative behaviors and lessen role ambiguity, especially during trying times like the COVID-19 pandemic.

Additionally, research emphasizes how crucial professional development and employee well-being are to retaining talent and fostering innovation. According to Abdel hay et al. (2025), work-life balance and transformational leadership are essential for enhancing employee well-being and encouraging creativity in the nursing field. Gomes et al. (2024) broaden this viewpoint by investigating how organizational culture and leadership philosophies affect work-life balance and creativity prior to and during the pandemic. In conclusion, the research that is currently available emphasizes the relationship that exists between work-life balance, work engagement, and transformational leadership in promoting creative work practices. Organizations that give priority to these components foster an environment that encourages innovation and creativity, which improves performance as a whole.

H3: The relationship between work-life balance and employee engagement is mediated by innovative work behaviours.

3. Conceptual Framework:



4. Research Methodology:

4.1 The Sample and Data Collection

This study uses exploratory and descriptive research designs to examine the connections between transformational leadership, work-life balance, employee engagement, and innovative work behaviour among IT professionals in the Delhi NCR region. A random sampling technique was used to select 250 individuals working in the field of IT from different IT companies.

4.2 Data Collection:

The data was collected through questionnaires distributed to 250 employees from different IT companies in the Delhi NCR region. Participation was optional, no rewards were provided, and privacy was guaranteed. After removing incomplete questionnaires, we collected 220 responses, resulting in a response rate of 88%. In the present study, 44.3% (n=93) were females and 55.7% (n=117) were males. Additionally, major respondents were those aged between 25-35 years (51%), followed by 35-45 years (27%), 45-55 years' age group were 15% and above 55 years of age were just 7%. The researcher also assessed educational qualifications, and it was found that 67% of employees had a graduation degree, followed by the respondents who had post-graduation (24%), and only 9% indulged in higher studies. The survey assessed transformational leadership, work-life balance, employee engagement, and innovative work behaviour. The approach ensures a varied representation of the IT demographic within the Delhi NCR area, providing dependable and relevant insights into the core aspects of the study.

4.3 Measurement Scales:

To measure employee engagement, the study used the ISA Engagement Scale, which was developed and validated by Phuangthuean, Kulachai, Benchakhan, Borriraksuntikul, and Homyamyen (2018). This scale has been widely used in numerous organizational contexts and is recognized for accurately measuring the intended construct. To ensure a comprehensive evaluation of this concept, the ISA Engagement Scale includes measures that assess the cognitive, emotional, and behavioral aspects of employee engagement.

The scale developed by de Jong and Den Hartog (2010), which has been widely cited and validated in scholarly research, was used to measure innovative work behavior (IWB). This scale covers a number of creative behavior facets, including ideation, promotion, and implementation. It provides a thorough framework for assessing creative behavior in business settings.

A leader that practices transformational leadership encourages and inspires followers to go above and beyond their expectations and realize their full potential. The study made use of Singh and Krishnan's (2017) transformational leadership scale, which was validated through the use of grounded theory and is based on the organizational environment in India. This scale assesses core elements of transformative leadership, including intellectual stimulation, inspiring motivation, idealized influence, and tailored consideration.

Optimal equilibrium between one's professional and personal life. The measurement of work-life balance was conducted using a scale developed from the study by Kalio and Onuoha in 2021. This scale evaluates the equilibrium between professional obligations and personal life, indicating how employees perceive their ability to handle their job and personal lives efficiently.

5. Data Analysis and Findings

The hypotheses were tested using multiple regression analysis. In H02, the mediation of work-life balance in the relationship between transformational leadership and employee engagement was analyzed using Model 4 of Hayes Process Macro. This model facilitated the analysis of the relationship between transformational leadership and employee engagement. The findings indicate that TL has an impact on EE, leading to the acceptance of H1. The research hypothesis indicates that WLB serves as a partial mediator in the relationship between TL and EE. Additionally, a partial mediating effect of IWB was identified in the relationship between WLB and EE. Partially accepted H2 and H3, respectively. The data illustrated in Table 1 indicate that:

- TL significantly and positively affect EE ($b=0.4831$; $t=17.2969$ and $p=0.0000$) (H1 accepted).
 - TL significantly and positively affect WLB ($b=.1473$; $t=0.155$ and $p=0.0000$).
 - WLB significantly and positively affect EE ($b=.4142$; $t=16.6944$ and $p=0.0000$).
 - TL' have a significant and positive effect on EE' ($b=.3430$; $t=13.4021$ and $p=0.0000$).
- As per Baron and Kenny (1986), when the coefficient reduces after the entrance of the mediating variable and the relationship is significant, then Hence as we can see in Table 1, after the entrance of WLB in the relationship between TL and EE, the coefficient reduces from .4831 to .3430 and is a significant relationship, WLB partially mediates the relationship between TL and EE.

Table 5.1

Effects	Coeff	SE	T	p-value	LLCI	ULCI
TL ---> EE	.4831	.0279	17.2969	.0000	.4283	.5379
TL ---> WLB	.1473	.0155	9.4882	.0000	.1169	.1778
WLB ---> EE	.4142	.0248	16.6944	.0000	.3655	.4628
TL' ---> EE'	.3430	.0256	13.4021	.0000	.2928	.3932

Additionally, the results of hypothesis three are presented in Table 5. 2, which explains:

- WLB significantly and positively affect EE ($b=.4142$; $t=16.6944$; $p=0.0000$).
- WLB significantly and positively affect EE/IWB ($b=.4273$; $t=17.5298$; $p=0.0000$).
- IWB significantly and positively affects EE ($b=.2065$; $t=11.6904$; $p=0.0000$).
- WLB have a significant and positive effect on EE as b reduced from .4142 to .3259, as IWB enters the relationship between WLB and EE ($p=0.0000$). Hence, with the condition of Baron and Kenny (1986), it can be posited that IWB partially mediates the relationship between WLB and EE.

TABLE 5.2

	Coeff	SE	T	p-value	LLCI	ULCI
WLB ---> EE	.4142	.0248	16.6944	.0000	.3655	.4628
WLB ---> IWB	.4273	.0244	17.5298	.0000	.3795	.4751
IWB ---> EE	.2065	.0177	11.6904	.0000	.1719	.2411

WLB' ---> EE'	.3259	.0254	12.8106	.0000	.2760	.3758
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6. Results and Discussion

This study aims to examine the relationships between transformational leadership (TL), employee engagement (EE), work-life balance (WLB), and innovative work behaviour (IWB). Multiple regression analysis and the Hayes Process Macro Model 4 were employed to investigate the hypotheses. The findings significantly enhance the existing body of knowledge. Hypothesis 1 (H1) posits that transformational leadership significantly enhances employee engagement. The results corroborated this hypothesis, demonstrating that transformational leadership significantly influences employee engagement ($b = 0.4831$; $t = 17.2969$; $p = 0.0000$). This result aligns with prior research, demonstrating that leaders who inspire, challenge, and support their employees foster elevated levels of engagement (Breevaart et al., 2014; Tims et al., 2011). Transformational leaders cultivate a work environment that promotes employee enthusiasm, commitment, and a sense of purpose, enhancing engagement.

Hypothesis 2 (H2) posits that work-life balance mediates the relationship between transformational leadership and employee engagement. The study demonstrated a partial mediation effect, as the coefficient for the relationship between TL and EE diminished from 0.4831 to 0.3430 upon including WLB in the model; however, it remained statistically significant (Baron & Kenny, 1986). The results indicated that transformational leadership enhances work-life balance ($b = 0.1473$; $t = 9.4882$; $p = 0.0000$), hence increasing employee engagement ($b = 0.4142$; $t = 16.6944$; $p = 0.0000$). This demonstrates that by fostering a supportive and adaptable work environment, transformational leaders enhance employees' ability to balance work and personal life, increasing engagement. Prior studies have established the significance of work-life balance in enhancing employee well-being and engagement (Carlson et al., 2017; Haar et al., 2014).

Hypothesis 3 (H3) examined the mediating role of creative work behaviour in the relationship between work-life balance and employee engagement. The results revealed a partial mediation effect, as the coefficient for WLB to EE decreased from 0.4142 to 0.3259 upon the inclusion of IWB in the model while still retaining significance. The results indicated that work-life balance positively affects innovative work behaviour ($b = 0.4273$; $t = 17.5298$; $p = 0.0000$) and employee engagement ($b = 0.2065$; $t = 11.6904$; $p = 0.0000$). This indicates that a balanced work-life dynamic immediately enhances employee engagement and fosters inventive endeavours, augmenting overall engagement. This finding aligns with the notion that a nurturing work atmosphere promotes creativity and innovation, resulting in heightened employee engagement (Shalley & Gilson, 2004; De Jong & Den Hartog, 2010).

The findings underscore the significance of workplace regulations and organizational support in promoting creative work behaviour. Employees who view their businesses as conducive to work-life balance demonstrate elevated levels of innovative problem-solving and proactive actions. This corresponds with the increasing focus on adaptable work structures and employee wellness initiatives as strategic instruments to improve productivity and creativity. Furthermore, firms that promote autonomy, allocate sufficient resources and cultivate a culture of trust and cooperation enhance the beneficial impacts of transformational leadership and work-life balance on employee engagement.

These findings have implications that go beyond their theoretical significance. Organizations should prioritize work-life balance support and innovative culture while putting in place leadership development programs that equip managers with transformational leadership skills.

Flexible work policies that support employee well-being and increase organizational creativity and competitiveness should be developed by policymakers and HR specialists.

7. Conclusion and Implications

With an emphasis on the mediating function of work engagement, the current study offers insightful information about how organizational culture, transformational leadership, and work engagement affect employee performance. The results confirm that improved employee performance is mostly a result of a strong and unified company culture. In a similar vein, it was discovered that transformative leadership significantly improved performance both directly and indirectly by encouraging higher levels of employee engagement. In turn, work engagement became a crucial mediating element, highlighting the significance of emotional commitment and psychological investment in attaining improved performance outcomes.

These findings highlight the necessity for firms to cultivate a supportive culture and implement transformational leadership techniques that prioritize motivation, support, and vision—particularly in the Indian environment. By doing this, businesses can encourage more employee engagement, which eventually leads to better performance on both an individual and organizational level.

There are several practical ramifications for this research. As strategic instruments for improving performance, human resource professionals should first give top priority to the development of corporate culture and leadership skills. Second, in order to guarantee long-term employee engagement and motivation, leadership development programs must to focus on developing transformational traits in leaders. Finally, as a key factor in performance and productivity, job engagement needs to be regularly monitored and fostered by organizational policies. Future research could explore the influence of other contextual variables such as organizational structure, technological adaptation, and sector-specific dynamics to broaden the understanding of factors contributing to employee performance.

7. Limitations and Future Implications

This study has some flaws that should be fixed in future studies, even though it does find some important things. First, the study only looks at data from one point in time, which makes it hard to say what causes creative leadership, work-life balance, employee involvement, and new ways of doing things at work. Longitudinal study might help us understand how these links change over time better. Because the study examines a particular organizational and cultural context, it may not be applicable in other contexts. To make sure these results are true for a wide range of people, future research should look at these results in different fields, cultural settings, and work settings.

Third, the data for the study came from people themselves, which is known as a common method bias. To make the results stronger, future studies might use more types of data, like ratings from supervisors or objective success measures. Lastly, not enough research has been done on the effects of other moderating factors, such as job difficulty, organisational setting, and digital change. If you look into these things, you might learn more about how transformational leadership and work-life balance affect employee involvement and creativity. In the future, researchers should look into how to improve work-life balance rules and how that affects the performance of organisations over the long run. Researchers in this field may be able to give more useful advice to companies and politicians who want to boost the health and creativity of their employees if they can get past these problems.

Disclosure statement

There is no conflict of interest.

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