Unveiling Leadership Styles in Work Life Balance: Insights from a Systematic Literature Review

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ABSTRACT

The current study analyzed various leadership styles in the context of their impact on work-life balance (WLB) in organizational contexts. In this regard, a systematic literature review was conducted, where 19 peer-reviewed articles were analyzed, and published from 2003 to 2020. Whereas, relevant literature was identified through a systematic search on databases, such as Google Scholar, JSTOR, and PubMed, while utilizing keywords like 'leadership styles' and 'work-life balance.' It was revealed in the findings that transformational leadership is the most effective approach to cultivating a healthy work-life atmosphere while improving satisfaction and engagement. Whereas, Transactional leadership, emphasizes task completion and rewards, and is less promising for work-life balance, favoring organizational objectives over individual well-being frequently. Moreover, Laissez-faire leadership, known as limited direction, is connected with lower satisfaction and commitment. Consequently, the study emphasized gender-based research to handle the distinct work-life balance challenges, encountered by both men and women. It is also recommended to focus on leadership dynamics specific to organizations, especially in areas where work-life balance is vital. Additionally, essential policy proposals encompass the advancement of transformational leadership, gender-centric research, and adaptable work policies. Whereas, this review contributes to understanding the vital role leadership plays in enhancing employee well-being and organizational success.

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1.   Introduction

Leadership is a vital component in every field. A healthy relationship between management and staff is essential for every organization to achieve improved turnover and recognition (Nidadhavolu, 2018). Designing occupations exclusively based on technological requirements while disregarding workers' needs is no longer feasible. There is a universal demand for the development of humanized employment that can fulfill workers' elevated requirements, utilize their advanced abilities, and enhance their roles as citizens, spouses, and parents. The jobs must excel in both technological and human-centric aspects. Conventional job design must be supplanted with enhanced job design. The necessity for job

redesign was termed Quality of Work Life (QWL), necessitating management to perceive employees as important human resources to be cultivated rather than just exploited. The QWL movement originally concentrated exclusively on job redesign utilizing the socio-technical systems approach. Nonetheless, it considerably broadened to encompass a diverse array of initiatives, including quality circles, suggestion systems, employee participation, empowerment, and independent work teams. Competent leaders directed their subordinates to attain particular goals, whereas diverse leadership styles impacted organizational efficacy and performance. A transformational leadership approach included interventions such as quality circles and suggestion systems that improved the quality of work life. Furthermore, Erwin et al. (2019) observed that transformative leadership was a more significant predictor of job satisfaction and overall well-being. Leadership functioned as a social influence mechanism via which leaders aimed to secure the voluntary participation of subordinates to achieve organizational objectives. A competitive and inventive culture benefited organizational performance, suggesting that leadership style shaped culture, which then affected performance. Therefore, emphasizing satisfaction without regard for engagement is improbable to cultivate the outstanding workforce performance required to achieve organizational objectives.

Work-life balance (WLB) is being increasingly recognized as a vital factor influencing employee well-being and organizational success. Nevertheless, the influence of leadership styles on work-life balance is still inadequately examined, especially for diverse organizational dynamics and employee demographics. Despite increasing attention, there is a limited comprehension of how transformational, transactional, and laissez-faire leadership styles affect employees' satisfaction, engagement, and commitment about work-life balance. Moreover, current research has not sufficiently examined gender-specific difficulties and contextual elements that affect leadership effectiveness in advancing work-life balance. This gap in the research underscores the necessity for comprehensive investigation to determine the leadership style that best promotes a balanced work-life environment and improves organizational outcomes.

This study offers essential insights into the relationship between leadership styles and work-life balance, providing significant guidance for organizational leaders, policy makers and researchers. This comprehensive assessment of empirical research highlights the significance of transformational leadership in enhancing employee well-being, contentment, and engagement, while revealing the shortcomings of transactional and laissez-faire leadership styles. The results support the necessity for gender-specific research and adaptive leadership styles customized for various organizational contexts, facilitating targeted interventions and policies. This study enhances the comprehension of leadership's significance in attaining sustained organizational success and improving employees' quality of work life.

The research questions are (1) How do diverse leadership styles impact work-life balance? and (2) Which leadership style most effectively promotes work-life balance for employees? The research objectives are to analyze the impact of leadership styles on work-life balance and to identify the leadership style that most effectively promotes work-life balance for varied employee demographics. This paper is organized as section 1 introduces the research, section 2 reviews pertinent literature, section 3 delineates the methodology, section 4 offers results and analyzes findings and section 5 completes with policy recommendations.

2. Literature Review

Leadership is a social influence process that helps an individual gather assistance from others to achieve shared objectives. It is a social influence mechanism wherein the leader endeavors to secure the voluntary engagement of subordinates to achieve organizational objectives. Contemporary organizations require proficient leaders who comprehend the intricacies of the swiftly evolving global landscape. When the task is well structured and the leader maintains a positive rapport with the employees, their effectiveness will be significantly enhanced. Research studies showed that higher leadership indices did not correlate with past performance metrics but were associated with greater potential for improved performance and enhanced organizational reputation. This pointed towards a significant influence of behavioral complexity and dynamics on perceived leadership levels.

2.1   Work-life Balance Conceptualization

Kurowska (2020) characterizes work-life balance as the interaction between the institutional and cultural aspects of work and non-work in nations where wealth is predominantly generated and distributed through labour. There was a limited discussion of job and family, introducing the notion of "life balance" from a more comprehensive viewpoint. Academics characterize life balance as the satisfactory fulfilment of expectations in three fundamental domains: job, family, and personal life. Work-life balance refers to the equilibrium of the six principal dimensions of an individual's health and well-being: occupational, physical, emotional, spiritual, intellectual, and relational (social) (Efron, 2016).

- The spiritual component encompasses personal beliefs and behaviors that foster a sense of connectedness to a higher power.
- The emotional component involves recognizing suitable expressions and managing all emotions.
- The intellectual health component includes the capacity to concentrate, engage in problem-solving, and maintain mental activity and creativity.
- The physical component 6 encompasses an individual's stamina in physical exercise and fitness, as well as flexibility.
- The relational component includes the sensation of connection and engagement with others, as well as the support of friends.
- The final component is occupational, encompassing the sense of appreciation and job happiness, which also incorporates elements of coping with task and time pressure (Babiak-Vazquez, 2016).

2.2   Work-life Balance Challenges for Male Faculty

Rehel and Baxter (2015) stated that scholars have frequently neglected the concepts of work-life balance, work-life integration, or work-life conflict regarding males. Nevertheless, males, especially dads, regard work-life balance as a substantial and pressing concern. Omitting males from the discourse perpetuates antiquated preconceptions regarding the roles they aspire to fulfill within their families and the objectives they establish for their professional endeavors (Marche, 2014). For parents, involvement in their children's lives predominantly occupies their time outside of work, despite work-life balance including several facets of an individual's existence. Fulfilling parenting responsibilities has emerged as a worry for both women and men (Lu et al., 2019). By 2008, there was a notable shift, with 60 percent of men in dual-income households reporting experiencing some degree of work/life conflict (D. N. Smith, D. B. Roebuck, & T. Elhaddaoui, 2016).

2.3   Work-life Balance Challenges for Female Faculty

Ugoani (2018) looked into how work and family life interact at different schools from the point of view of women faculty members who are on the tenure track and have young children. This point of view shows how structural differences affect school life in general, and new mom teachers in particular. An overarching analysis of the findings reveals two primary concerns: the issue of time, particularly its scarcity, and its influence on the normative expectations of an ideal worker, which define the roles of a competent mother and an effective professor across many institutional contexts, alongside the notion that "choice" is really an illusion. It was suggested that organizations with a scarcity of women in leadership roles may face constraints in mentorship opportunities necessary for developing training programs that promote women to senior leadership positions (Bayraktaroglu et al., 2019).

2.4   Association between Leadership Styles and Organizational Effectiveness

In accordance with Hussain and Hassan (2016) study, a strong association between leadership styles and organizational effectiveness has prompted substantial research, resulting in the development of many theories of leadership. Each of them presented a unique style of leadership, while frequently promoting a combination of styles to enhance overall efficacy. Tetterton (2020) mentioned a study based on examining the impact of a leader's perceived effect on the motivation of individuals in non-work-related virtual communities, highlighting relationship-oriented and task-oriented leadership styles. He posited that

leadership is predominantly shaped by culture, which includes traditional ideas, practices, values, and particular issues.

Nanjundeswaraswamy and Swamy (2012) identified leadership as an individual's behavior that directs individuals and an organization towards a shared objective. In the managed healthcare sector, male and female leaders have encountered significant pressures from healthcare professionals, including heightened patient care demands, more clinical responsibilities, and diminished control over scheduling. Effective leadership is essential for enhancing an organization. Consequently, leaders must possess a distinctive capacity to assess organizational contexts, meticulously identify unforeseen objects, while making sound decisions so to propel the organization towards success.

2.5 Transformational Leadership and WLB

Transformational leadership is a leader guiding follower to transcend their immediate self-interests through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration. It enhances the follower's maturity, ideals, and concerns for achievement, self-actualization, and the welfare of others, the organization, and society. This leadership approach improves work-life balance by promoting employee well-being, motivation, and job satisfaction through supportive and empowering strategies (De Clercq, Azeem, & Haq, 2023). They further observed that organizations in which leaders neglected to assume responsibility for their followers' emotions frequently experienced diminished effort from those employees. They highlighted that, transformative leaders collaborated with people, attending to their fundamental needs and motivating them to pursue defined objectives. Sabwami (2021) delineated the essential elements of transformative leadership, which were specified as follows:

- Idealized influence pertained to leaders who acknowledged the value of their team members and exhibited robust ethical standards. By this style they inspired, esteemed, and honored their subordinates, thereby inspiring them to thrive in their positions.
- Transformational leaders establish ambitious objectives that motivate their subordinates and enhance their confidence, enabling them to execute their responsibilities at elevated levels.
- Intellectual stimulation enabled leaders to motivate their team members to approach difficulties from several viewpoints, hence increasing their engagement with their tasks.
- Individualized consideration allowed leaders to coach and mentor their subordinates, enhancing their potential and effectiveness in the workplace to promote the success and advancement of their team members.

2.6 Transactional Leadership and WLB

Hoxha (2019) defined the transactional leadership approach as one that comprehends the correlation between work and reward, resolving conflicts, implementing incentives, and utilizing authority to inspire followers to do objectives, thereby restricting work-life balance, particularly in high-pressure settings. The paradigm of transactional leadership is founded on two primary variables:

- Contingent reward technique entailed offering rewards in return for achieving objectives or completing tasks as instructed by leaders.
- Management-by-exception is a leader employing this method, demonstrating a proactive commitment to job performance and task supervision, consistently participating in the process to detect deviations from established standards and intervening before employee errors.

Although transactional leadership is crucial for improving organizational competitiveness in a global context, it is deficient in the ethical principles characteristic of transformational leadership (Lumbantoruan et al., 2020).

2.7   Laissez-Faire Leadership and WLB

A leader who refrains from intervening in job assignments or totally evades obligations, failing to guide or support followers, exemplifies a laissez-faire leadership style. In accordance with Breevaart and Zacher (2019) viewpoints, the strategy taken by this leader is associated with feelings of sadness, lack of productivity, and ineffectiveness. Hansen and Revellio (2020) asserted it as absence of active assistance and direction from the leader often results in diminished employee satisfaction and a compromised work-life balance due to insufficient leadership involvement.

Laissez-faire leaders employ a non-intrusive strategy, seldom participating in decision-making or providing guidance and direction. This leadership style permits subordinates to exercise independent judgment, as the leader exhibits a deficiency in authentic authority. Consequently, subordinates of laissez-faire leaders frequently must pursue different sources for assistance in their ultimate decision-making (Uymaz, 2020). Moreover, this is the least effective and lowest performing leadership style which adversely affects the job outcomes of subordinates, as leaders demonstrate increased laissez-faire behaviour, subordinate performance deteriorates.

2.8   Influence of Occupational Demands on Work and Family Life

Work needs, work intensity, and the number of working hours that are spent on each job. Increased work hours diminish personal time, while elevated job intensity or pressure can lead to exhaustion, anxiety, and other detrimental physiological effects that damage the family life quality (McElheny, 2018). According to Wang (2016), job satisfaction has a positive impact on people's values toward their work. The positive emotions may encompass satisfaction derived from the allotted responsibilities, which are influenced by perceived work performance, acknowledged professional contributions, and the successful fulfilment of tasks (Bosh, 2020).

Despite an abundance of leadership and work-life balance (WLB) research, little is known about how different leadership styles affect gender and age-defined demographic groups. There are a few research studies focused on specific sectors where challenges of work-life balance are crucial (Anindita & Emilia Seda, 2018). Therefore, with better understanding of these dynamics organizational leaders can adapt approaches that can meet their employees' needs. The current study analyzes different leadership styles that effect work-life balance across several demographic groups and sectors, aiming to overcome existing gaps and offer comprehensive insights into theory and practice both.

3.   Methodology

The present study conducted a systematic literature review methodology to examine the correlation between diverse leadership styles and work-life balance (WLB) across multiple industries. A comprehensive search was performed utilizing internet resources such as Google Scholar, PubMed, and JSTOR, concentrating on peer-reviewed articles published from 2003 to 2020. The search utilized keywords such as "leadership styles," "work-life balance," "transformational leadership," "transactional leadership," "job satisfaction," and "employee engagement."

3.1   Inclusion Criteria

The articles were selected on the following criteria:

- The research studies based on investigating the impact of leadership styles on work-life balance or on the connected factors, comprising of employees' satisfaction and work engagement.
- The research papers mainly focused with organizational contexts, along with educational, healthcare, and small to medium-sized enterprises (SMEs).
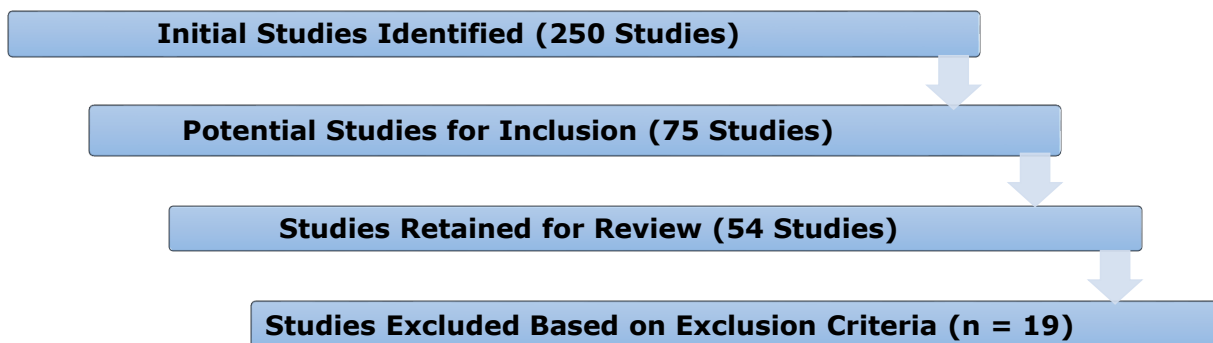- Peer-reviewed articles published in the English language.

3.2   Study Identification and Screening

- The first steps contained wide research via different various databases such as, Google Scholar, PubMed, and JSTOR. At this step 250 publications were found examining the impact and relationship of leadership styles and work-life balance.
- From the original 250 publications, the subsequent criteria were employed to refine the selection of potential studies:
    - This criterion guaranteed the inclusion of only contemporary research that reflects current trends and perspectives.
    - Only studies that incorporated teachers within their sample group were deemed pertinent.
    - Non-empirical investigations, including reviews, opinions, or theoretical discourses, were omitted.

After screening, 75 papers were selected for detailed review, and 54 were chosen based on their relevance to leadership styles and WLB in education. These studies showed how leadership affects teacher happiness, engagement, and work-life balance.

- The papers selected for review were those that satisfied the inclusion criteria and corresponded with the present study's emphasis on the relationship between leadership styles and work-life balance in educational contexts. This encompassed a comprehensive assessment of;
    - Leadership styles and their influence on teacher happiness, engagement, and work-life equilibrium.
    - The methodology utilized, guaranteeing that the research yielded empirical data substantiating their findings.
    - Total number of studies selected for review are 54 studies.

3.3   Exclusion criteria

Initial Studies Identified (250 Studies)

Potential Studies for Inclusion (75 Studies)

Studies Retained for Review (54 Studies)

Studies Excluded Based on Exclusion Criteria (n = 19)

Papers that were removed from the review for the following reasons

- Certain research was published beyond the designated span of 2003-2020 (Failed to satisfy the publication date criterion).
- Numerous articles were in alternative languages (Not in English), rendering them unsuitable for inclusion.
- Research concentrating on non-educational professionals or other organizational contexts was omitted.
- Articles lacking empirical evidence or solely theoretical in nature were excluded.
- Investigations that, although potentially intriguing, did not directly pertain to the nexus of leadership styles and work-life balance within educational contexts were omitted.

The concluding group of research established a robust basis for comprehending how various leadership styles can affect work-life dynamics within the education sector.

- Articles exclusively centered on leadership, excluding any discussion of work-life balance.
- Non-peer-reviewed materials or opinion articles.
- Research undertaken in non-organizational settings, including informal groups or non-profit sectors devoid of staff.

This systematic review approach selected research that sheds light on leadership styles and work-life balance, particularly for teachers and educational contexts. The final study provided a solid foundation for understanding how leadership styles affect education sector work-life dynamics. Table 1 enumerates many characteristics of leadership styles and their corresponding components as analyzed by scholars.

Table 1: Leadership Styles and Their Components as Analyzed by Various Researchers

S#	Author	Leadership styles	Components	Outcomes
1.	Berson and Linton (2005)	• Transformational Leadership, • Transactional & non-transactional, • Laissez-Faire Leadership	Employee Satisfaction	Transformational leadership styles help telecommunication corporations' R&D departments maintain high quality, according to the study. These leadership styles promote creativity, collaboration, and research and development excellence.
2.	Victor and Soutar (2005)	• Transformational leadership, • Transactional leadership	Job Performance, Deontology Ethical Approach, Teleology Ethical Approach	The study found that a leader's ethical behavior mediates the association between their leadership style and employee performance. This shows that ethical executives improve employee performance.
3.	Omolayo (2007)	• Autocratic Leadership Style • Democratic Leadership Style	Job-Related Tension Psychological Sense of Community in Work Organizations	According to the study, democratic leaders do not cause more job-related stress than authoritarian leaders. The data also imply that authoritarian leaders do not foster a stronger feeling of community than democratic leaders.
4.	Chen and Chen (2007)	• Active Participant Style	Big- Five Personal Traits	The study's findings demonstrate that leadership style is essential in promoting creative operations, highlighting a considerable correlation between the two.
5.	Long and Mao (2008)	• Transformational Leadership & • Transactional Leadership	Organizational change	Both the transformational and transactional leadership styles positively impact organizational change, making the organization more successful and adaptive, according to the study.
6.	Lee and Liu (2008)	• Transactional Leadership & • Transformation Leadership	Organizational Innovation Performance Organizational Innovation Capability	The study indicated that leadership style boosts organizational creativity. Additionally, it moderates the relationship between an organization's innovation capability and innovation performance.
7.	Fang, Chang and Chen (2009)	• Leadership Style	Staff Work Satisfaction Organizational Commitment and Work Performance	Leadership significantly improves work satisfaction, according to the study. Leadership can indirectly affect organizational commitment and work performance by increasing work satisfaction.

			Establishing a Causality Model Among Them	
8.	Tsai, Wu and Chung (2009)	• Charismatic leadership, • Transformational leadership, • Transactional leadership, & • Team leadership	Organizational Culture Ideological Culture Hierarchical Culture Coordinate Culture	Leadership styles are affected by corporate culture, the study showed. Ideological culture boosts transformational leadership. Hierarchical culture encourages charismatic leadership. The results also reveal that rational culture supports transactional leadership and coordinating culture team-oriented leadership. These data show the intricate link between leadership style and organizational culture.
9.	Wang, Xue and Xu (2009)	• Authoritarian Leadership, • Transformational Leadership, • Transactional Leadership, & • Benevolent Leadership	Team Innovations Team Communication Knowledge Sharing	The negative association between authoritarian leadership and team creativity was fully mitigated by knowledge sharing and team communication. Additionally, they partially mediated the positive impacts of transformative and benevolent leadership on team innovation.
10.	Yang and Chen (2010)	• Transactional & • Transformational Leadership	Teamwork (In Terms of Communication, Collaboration and Cohesiveness) Performance	The analysis reveals a strong correlation between the project manager's leadership style, teamwork, and overall project performance. Additionally, the findings suggest that various aspects of teamwork can partially or fully mediate the relationship between leadership style and project performance, highlighting the critical role teamwork plays in achieving successful project outcomes.
11.	Voon et al. (2011)	• Transformational & • Transactional Leadership	Job Satisfaction	The study found a strong positive correlation between transformative leadership and job happiness. This implies that transformative leadership works well for government agencies.
12.	Ye et al. (2011)	• Transactional Leadership, & • Transformational Leadership	Innovation Climate Job Independency Job Challenging	This empirical study found that employees' judgements of transactional and transformational leadership styles positively connect with their perspectives on how well executives foster innovation. The transformational leadership style appears to affect employees' perceptions of their leaders' motivation more.
13.	Alkahtani (2015)	• Leadership styles	Organizational Commitment	The study indicated that transformational leadership's idealized impact, inspiring

			Emotional Intelligence	motivation, intellectual stimulation, and personalized consideration affect employees' continuation, affective, and normative organizational commitment. Transformational leadership by emotionally intelligent leaders may increase organizational commitment. These leaders may alter how transactional leadership affects employee commitment.
14.	Babiak-Vazquez (2016)	• Transformational Leadership • Transactional Leadership • Passive Avoidance Leadership	Work-life Balance	The study found that leaders who prioritize spirituality and well-being demonstrate transformative leadership behaviors that their followers appreciate, demonstrating the benefits of work-life balance on leadership.
15.	D. N. Smith, D. Roebuck and T. Elhaddaoui (2016)	• Organizational Leadership	Work-life Integration: Insights from three generations of men	The findings of this exploratory study have substantial implications for organizations looking to use generational assets. Fostering workplace collegiality and empowering men to lead can make workplaces more inclusive and successful.
16.	Nidadhavolu (2018)	• Transformational Leadership • Transactional leadership • Laissez-faire leadership	Job Satisfaction Job Satisfaction in Construction Industry Organizational Commitment	The study found that laissez-faire leadership lowers work satisfaction and organizational commitment in two organizations. In contrast, transformative leadership benefits these organizations' workforce. Upper management's leadership style also hurts organizational performance, according to study.
17.	Blasetti (2020)	• Transformational Leadership	Job Satisfaction Work–Life Balance	The study found that transformative leadership, job happiness, and work-life balance all affect these key individuals' organizational commitment.
18.	Tetterton (2020)	• Female Leadership	Work-Life Balance	The study found that female CEOs wanted to succeed despite work-life balance issues, and all replies were favorable. This emphasizes the need for a good leadership training program for women and men.
19.	Erwin et al. (2019)	• Transformational Leadership	Work-Life Balance Employee Satisfaction Employee Engagement	Our study found that employee engagement mediates the association between work-life balance and employee happiness and transformational leadership style and employee satisfaction. This shows that

employee involvement somewhat mediates both direct and indirect pathways, emphasizing its role in employee satisfaction.

4. Results and Findings

The study's results closely correspond with the research objectives and inquiries, indicating that transformational leadership most effectively facilitates work-life balance (WLB) across diverse demographics and organizational settings, whereas transactional and laissez-faire approaches exhibit differing constraints in enhancing WLB. Transformational, transactional, and laissez-faire leadership styles are listed in the table along with their essential components and consequences, such as employee satisfaction, engagement, and organizational commitment. It vividly depicts how each style affects WLB and job happiness. Transformational leadership improves WLB through individualized support, motivation, and ethical impact, while transactional leadership stresses task-oriented, reward-based relationships and has mixed effects, especially under pressure. Conversely, impact of Laissez-faire on work-life balance was shown with low engagement and work satisfaction of employees. Moreover, the review results might be utilized with an in-depth examination, across various genders and different organizations, to get better understanding of practical implementation of each style on employees' demands.

4.1 Sector-wide Leadership Style Comparison

The comparative analysis highlighted that transformative leadership style can enhance work-life balance of employees' engagement in organizations, characterized by substantial requirements of an individual, contain education and healthcare. Whereas, transactional leadership would work better in organizations which are performance-driven. Therefore, laissez-fair leadership which provides less guidance and limited supervision, does not help to maintain work-life balance of its employees and to let them work effectively. With these results, it can be identified that leaderships styles vary as per the needs of an organization.

Figure 1: Comparative Effects of Leadership Styles on Work-Life Balance Results
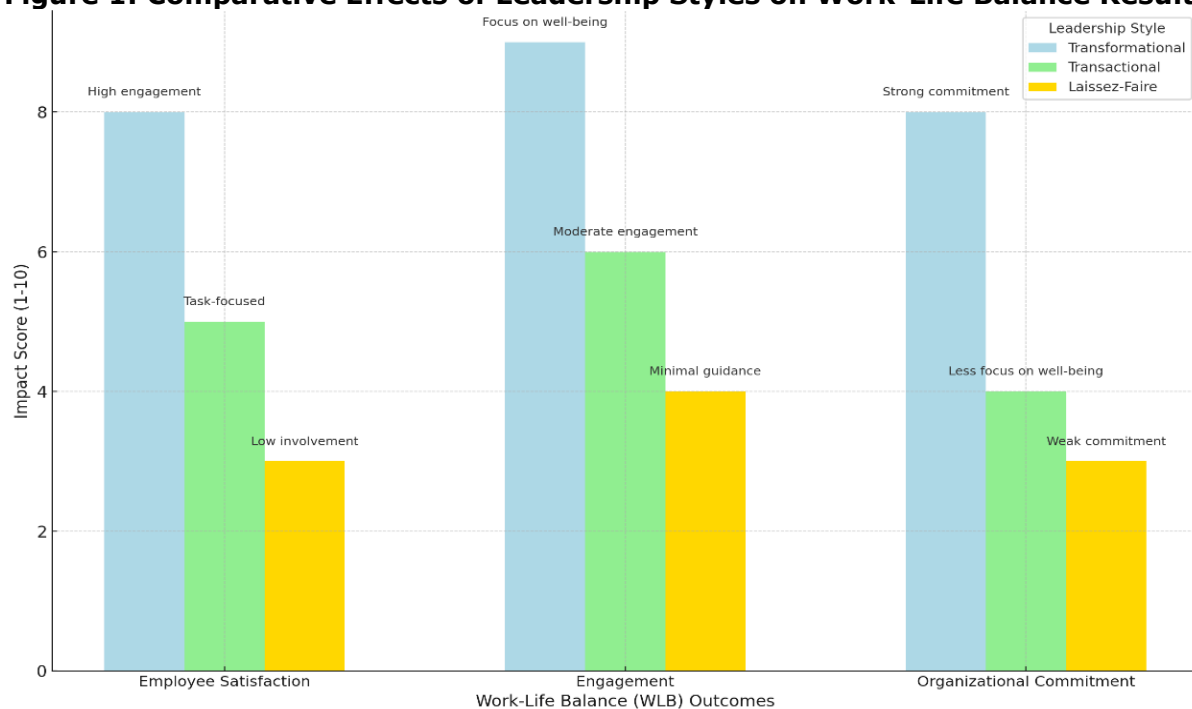

Figure 1 shows how all three leadership styles affect employee happiness, engagement, and organizational commitment. Transformational leadership improves employee happiness and organizational commitment by focusing on well-being and motivation, scoring highest across all outcomes. Transactional leadership promotes task completion and moderate involvement but lacks employee wellbeing and WLB, scoring lower.

Since minimal advice and engagement lower employee happiness and commitment, laissez-faire leadership has the least impact on WLB outcomes. The figure annotations explain each leadership style's strengths and weaknesses, highlighting the need of transformational approaches in enabling work-life balance in organizations.

Figure 2 shows how leadership styles affect work-life balance (WLB) across gender and organizational kinds, as mentioned in the draft. Transactional leadership (green and light green) favors work performance but not personal well-being, especially for women. Laissez-Faire leadership (gray and light gray) has the worst WLB outcomes, with both male and female employees expressing decreased happiness and engagement due to a lack of support and direction.

Figure 2: Gender and Organizational Specificity Work-Life Balance Challenges by Leadership Style
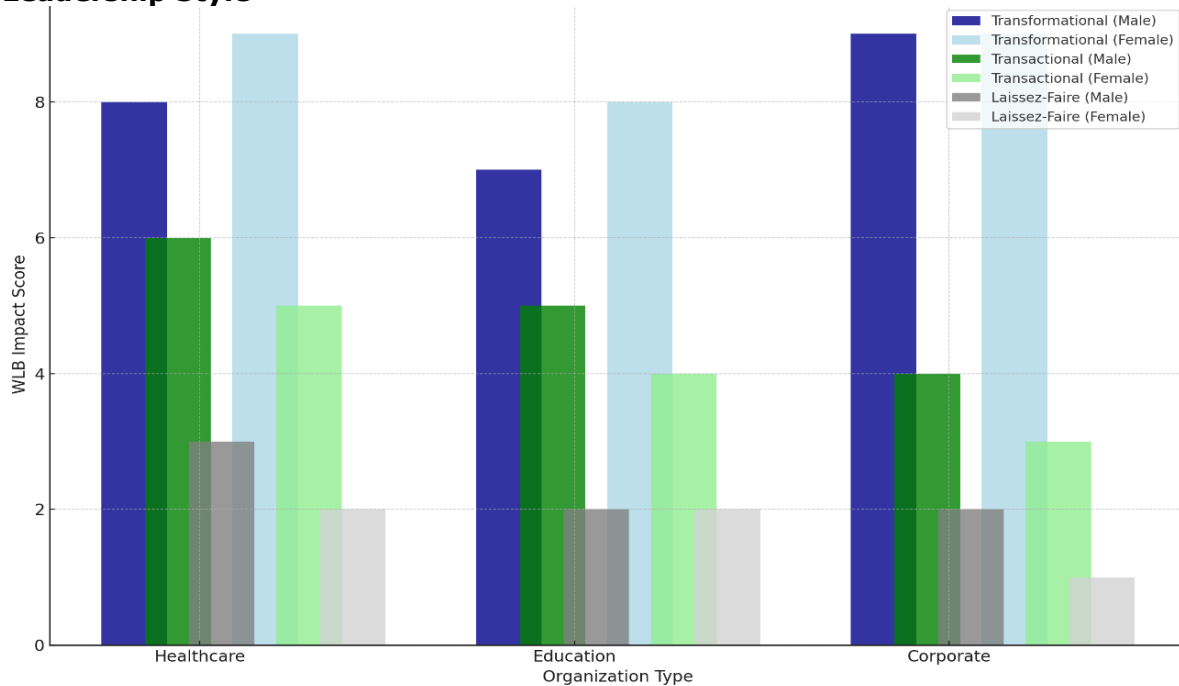
5.   Discussion

The systematic literature review analyzed different leadership styles that can impact employees' work-life balance. As Erwin et al. (2019) stated that transformational leadership is a most advance style to fostering a healthy work-life balance, as it put emphasis on employees' well-being, motivation, and their personal development. Therefore, leaders who utilize transformational methods in cultivating a supportive culture can enhance employee value, and promote increased engagement and work-life balance. Whereas, transactional leadership put its priority on task completion over personal growth, which results in work-life imbalance of employees, mainly in high-pressure sectors (Hoxha, 2019). This kind of leadership style can achieve short-term organizational objectives effectively, yet lacks the adaptability which is required to address personal needs of employees. Moreover, the study indicated that laissez-faire leadership, known as limited intervention and direction, found to be a least successful method in sustaining work-life balance. Employees who were experienced with this style have lower job satisfaction and increased stress, with lack of support (Uymaz, 2020). The literature also highlighted that there is need to increase gender-specific studies on leadership and work-life balance, as female leaders face distinct challenges frequently in managing professional and personal responsibilities (Tetterton, 2020). Besides, the increasing acknowledgement of males' (especially among dads) work-life balance concerns, contests predictable gender roles in leadership and organizational rules.

6.   Conclusion and Policy Recommendations

The study concluded that leadership style has significant impact on work-life balance of employees in the organizations. Whereas, transformational leadership has a strong effect on wellbeing of employees. In contrast, transactional leadership has also its significant

impacts but it fails to foster a health work-life balance for its employees. Compare to both the styles, laissez-fair was found with non-interventionist attitude which put negative impact on organizational commitment and job satisfaction of employees.

Based on the findings it can be suggested that future research should focus on analyzing leadership styles within different sectors where work-life balance has its significance, including education, and healthcare. Moreover, gender-based study can also be beneficial to find various leadership styles reducing challenges their employees face with an organizational setting.

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