

Workplace Spirituality and Work-Life Balance: An Empirical Study on Working Professionals of Service Industry

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Abstract

Every individual must maintain a balance between professional & personal life in order to have quality in it. There exists a mutual interrelationship in these two domains of life. Irrespective of professions, everyone is coping up with the challenges in the work-life because of the advent of covid-19. It has become compulsory to adopt new normal conditions in covid-19 end consequences. In this aspect, there is a possibility of arising role conflict in the intrapersonal behaviors of the individuals. With the changing situations, it is extremely important to manage harmony in life with physical, emotional, and spiritual health. Spiritual component is a crucial factor that helps to overcome role conflicts and maintain symmetry in the various domains of life. This thought has become a sole foundation to conduct a study and analyze the influence of Spirituality at Workplace (WPS) in attaining Work-Life Balance (WLB). Workplace spirituality is all about making employees realize meaningfulness in their work by connecting themselves with the community and organization rather work just for their survival. The present study has been carried out with the opinion that an employee who experiences spirituality at his workplace can successfully be able to maintain balance in his or her work and professional life. This present study has been carried out on 200 professionals working in the service sector. It has been identified that workplace spirituality, positively influences the work-life balance of working professionals.

Keywords: Workplace spirituality, Work-life Balance, Quality of life, Covid-19, working professionals, Service Industry.

1. Introduction

The present pandemic condition has forced working professionals to adapt various patterns of work styles. Drastic changes have

been taken place because of long-term lockdowns, restricted lifestyles both in personal and professional lives. The consequences of these changes have resulted in a negative influence on employee performance,

productivity, and overall satisfaction. The outbreak of covid 19 pandemic compelled the organizations to obligate their employees to perform work from home by adopting different online modes. Employees working in the sector which involved in delivering perishable services have faced more challenges. Professionals in the service sector have to maintain face-to-face communication, in-person dealings in order to satisfy the clients to whom so ever they are obligated to deliver their services. But pandemic restricted their work environment and forced them to adopt online platforms to deliver services. In this process professionals of various sectors fell stressed as they were unable to deliver their services to the extent of their customers' satisfaction. To deliver services through digital mode, professionals are required with tech equipment such as Laptops, uninterrupted internet connections, VPN connection, digital platforms which ensure continuity of operations even in remote conditions. All these are financial constraints that are putting professionals under more stress as everyone is facing cuts in their revenues due to slow down in the economy in pandemic which in turn results in negative effects in the lives.

Though circumstances are turning into normal, individuals, to some extent are still in distress and losing quality in life. To come back to normal conditions of mental state and become psychologically, physically, and emotionally strong, every individual should learn to maintain balance in work life and personal life. Attaining balance in life is very important to have quality in it. This can be possible when there is proper functioning on the roles, an individual holds by avoiding conflict among them. Everyone comes into dilemma of how to fulfill all the demands that encounter in

both personal and professional domains. He/she should maintain balance in order to achieve heights in every aspect of life. These views stimulate an opinion on the importance of maintaining work Life Balance. But practically maintaining balance in life is not possible all the time, as we all may undergo emotional or psychological constraints. In this context, spirituality at the workplace helps individuals to maintain balance in life. Spirituality has various perspectives and some perceive spirituality with religious connotations. Spirituality is not confined to any particular religion but it is all about integrating energies that are part of us to self and society well being (Mitroff, 1999). Spirituality interconnects the inward (Kumar, 2002) and outward worlds of humans and allows us to connect and feel passionate at work (Kinjerski, 2004) without stressing out. These views make us clear that workplace spirituality can become one of the important factors that help to maintain balance in life without pressurizing ourselves.

2. Literature review

2.1 Workplace spirituality (WPS)

We are observing paradigm shift in the work environments from closed systems to open systems which include care, trust, and support (Kanungo & Conger, 1988), change in leadership styles i.e. from Autocratic, Beurocratic, transactional to Transformational leadership; directing focus on the quality of life, social responsibility from profit-centered (Renesch, 1995; Deefoore, 1995; Margolis, Walsh, & Weber, 2003), flexible work arrangements (Gottlieb, Kelloway, & Barham, 1998),

encouraging employees participation and involvement in organizational activities (Cotton 1993, Hyman & Mason, 1995). These shifts help the organizations to make their employees come out with their full potentials at their work. But increasing complexities, dynamic changes in the process of conducting business, diverse work environments lead to increase stress levels, poor engagement levels at work among the employees. This paves ways for researching and adopting a new paradigm 'spirituality' in the academic literature.

This is a new dimension that includes Employees' search for meaning (Ashmos & Duchon, 2001), interconnectedness (Marques, Dhiman & King 2007). The concept of spirituality has extended from an individual point of view to an organizational point of view and explained that organization should frame its values so that employees can experience transcendence in their progress and also facilitate the environments in which they are connected to others with the feeling of joy and completeness (Giacolone & Jurkiewicz, 2004). Ashmos & Duchon (2003) conducted a study on 696 employees working in various health care organizations with the dimensions of inner life. The scale has been developed to measure spirituality from both individual and organizational points of view with the dimensions of '*inner life, meaningful work and sense of community*'. Milliman and his colleagues have conducted their study on the basis of Ashmos & Duchon's work and came out with one more dimension as 'Alignment with organizational values'. They conducted survey on 167 part-time M.B.A students in southeast

USA with the dimensions—work meaningful, community sense, alignment of organizational value. One more conceptual understanding of workplace spirituality has

been introduced by Kolodinsky, Giacalone & Jurkiewicz (2007) in 3 levels. According to the study, Spirituality at a personal level is all about how an individual's spiritual values that he carries to his workplace influence the work and its outcomes. Spirituality at the organization level i.e. spiritual climate or spiritual culture of an organization reflects its values and perception of an individual towards those spiritual values present in organizational settings. Karakas (2010) conducted an exploratory study by reviewing an extant of literature of nearly 140 articles. The result of the study established the relation between spirituality and organizational performance. The three different perspectives of spirituality that enables the performance of the organization are '*Human resource, philosophical, and interpersonal perspectives, that deals with well being and quality life of an employee, providing purposeful and meaningful work and providing a sense of being a part of work community*' (Karakas, 2010).

2.2 Work-life balance (WLB)

Work-life Balance is a part of sociology research that begins around the 1950s. it has been identified that work-life balance is a result of prestige and social privilege, an individual attains in relation to their work (Caplow 1954). Max Weber worded the concept as maintaining occupation and prestige according to social status. According to Rapoport & Rapoport (1965), work-life balance is a structure of interrelationship between work and family. When individuals, irrespective of gender, started prioritized their work over family life, the research towards WLB has gained importance between 1970s and 1980s (Mansour 2009). The WLB concept gained importance in research in academics in 1986.

The core meaning of WLB is maintaining stability or steadiness among professional obligations and personal responsibilities without affecting to productivity in both domains. Maintaining equilibrium is the main essence of the concept of WLB.

There is no single meaning or definition of WLB as every one of us has different priorities and different lives and it subject to vary over time, often on daily basis. Sometimes the steadiness we adopted in our thoughts and work today may be varied or different for tomorrow's requirements. Demand for the fulfillment of multiple roles in the personal & professional lives is erasing an opportunity to have a quality life that he/she really enjoys. These situations created a lack of distinction between work and family time. But it is important to maintain distinction to have a quality life. In general, Work-life Balance can be explained as time spent on doing the job with the time with your family or doing that work which we enjoy. WLB is a symmetry level between employees' primary priorities in the job and their private lifestyle. Individuals constantly tied with the job roles for a consistent period of time may suffer stress and burnout and that eventually affects their personal life also. This also results in to decrease in the performance in the job roles.

Kanter (1989) opinioned that work and family life are not considered as the separate world as these are overlapped in nature. Some researchers have perceived WLB as no role conflict situation between working hours and family time (Gutek et al 1991) with smooth operational functioning Clark (2000). The main core of WLB is balancing the emotional, behavioral along with the time demands at work, personal and family demands of life. The definition is given by Hill, Hawkins, Ferris, & Weitzman. (2001)

has been supported by Greenhaus (2002) with the attributes of WLB of minimum role conflict and good functioning at work & Family roles. If roles are not in an equilibrium state, individuals are experiencing a high level of conflict which leads to lower WLB (Lowe 2005). Aycan et al (2007) explained the concept of Life balance from the perspective of family and work.

2.3 Spirituality at workplace & Work-life balance

According to Indian philosophy, Spirituality is an important and integral aspect as it stresses more on maintaining balance in every aspect of life. It has been mentioned in Upanishads that there are two types of knowledge—Logical knowledge and Spiritual knowledge. Perceiving the external forms of objects with senses and the ability to understand them in the form of sciences has been identified as logical understanding. Maintaining knowledge about internal aspects i.e. soul is all about spiritual knowledge. In Upanishads, these two are mentioned as vidya (spiritual knowledge), and avidya (logical knowledge). The knowledge which leads to more attachments, worldliness is considered as the inferior one, and knowledge that helps to perform self-purification is considered as the superior one. Upanishads state both (vidya & avidya) are important. But in the present modern world which is highly competitive, innovative, and includes complex dynamism is concentrating more on Avidya (knowledge on worldly things) than on Vidya (knowledge of self). This is the reason for so many confusions illusions and dualistic opinions on each and every aspect, either in a business, society, relationships etc. which in turn leads to imbalances in lives.

We should understand an important point that Logical knowledge is not underestimated but should not elude the importance of 'knowledge of maintaining balances'. The whole essence of Indian philosophy enunciates that every individual should make use of Avidya (worldly knowledge) in a strategic manner with the support of Vidya (spiritual knowledge or knowledge of self) for the betterment of society and establishing moral standards. Making use of spirituality can improve the quality of life. According to Swami Nikhilananda 'Spirituality allows in leading a highly rational, value-based and active life that helps to culminate Balances in each and every domain of life'. The Metaphysics of Indian philosophy is to improve the people's quality of life which integrates the physical and spiritual dimensions of human existence through righteousness (dharma).

According to Western society also, there are two perceptions in the pursuit of Individual well-being. According to the Hedonic approach, attaining worldly pleasures is the main achievement of everyone's life, and the Eudemonic approach focus on true values that individual follows (Ryan and Deci, 2000; Ryff, 1989 cited in Westman et.al. 2009). According to this theory, pleasures from the external are temporary, and psychological and physical well-being cannot be achieved on a continuous basis. The extensive literature review clears satisfying fundamental psychological needs like fulfillment in life, satisfaction, contentedness can become the basis for Work-life Balance in turn leads to physical wellbeing too. Effective behavioral interventions in the organization set up can be established by revitalizing both the aspects of workplace spirituality and workplace balance (Jena & Pradhan, 2014).

Researchers of both Eastern and Western parts of the world asserts that, unless until individuals adopts and inculcate the spiritual component which helps to nurture an individual's intrapersonal ability, he/she cannot maintain equilibrium in the personal and professional life. From the views of extensive literature, it is clear that spirituality Quotient definitely establishes stability and symmetry in each and everyone's life irrespective of his/her profession or way of life.

These thoughts pave way to conduct the study by formulating the following objectives:

3. Objectives of the study

1. To analyze the work-life Balance among the Employees working in the Service sector.
2. To analyze the relation between Work-life balance and Workplace spirituality
4. To analyze the influence of spirituality at workplace on work-life Balance among the Employees.

3.1 Theoretical framework

The present study has been conceptualized that workplace spirituality has considerable influence in attaining balance in the work-life and personal life. The variable which is considered as the dependent variable of the study is work-life balance (WLB). It has been conceptualized that work-life balance (WLB) is an outcome variable that can be predicted through workplace spirituality (WPS) as an explanatory variable.

Workplace spirituality (WPS) has been considered as an Independent variable of the study that has been measured by adopting

Milliman et al.'s (2003) scale. The scale measures the spirituality at workplace at three levels—Individual level, Group level, and organization's level. Spirituality is measured by analyzing to what extent an individual is finding meaningfulness and experience joy at his work and to what extent an individual is connected to his coworkers or colleagues, supports each other with the sense of community at the group level. An employee who finds meaning in his/her work can be more responsible, engaged, ethical & creative (Gull & Doh, 2004). As there is a rise in the emphasis on business ethics & work-life balance, organizations have to react towards the aspect of need for meaningful work (Cavanagh, 1999; Cacioppe, 2000; Pratt & Ashforth, 2003; Gull & Doh, 2004).

Employees who believe that their work is positive and meaningful feels greater well-being (Steger, Dik & Duffy, 2012) and job satisfaction and considers their work as central and important and gives higher value to work. Organizations are human conglomerates and social communities which produce social values to society. As every individual is a social animal, so every employee feel connectedness with shared vision, common values shared responsibilities which reduces stress levels (Chappell, 1993; Miller, 1998; Pfeffer & Veiga, 1999). Spirituality at the organizational level is measured by analyzing to what extent an individual perceived to align his/her goals with organization values and goals. Alignment of the organization's values with employees' will results to positive outcomes in terms of attitudes and behavior. If there exists consistency among employees' values with organization's values, then we can observe high sense of integrity among employees which leads to greater contribution towards

the attainment of organizational goals (Milliman et al., 2003).

Another variable of the study is work life balance (WLB) has been conceptualized to measure by considering three factors. Those are—perceived organization support, personal factors and psychological factors.

3.2 Perceived organizational support (POS)

'Perceived organization support' variable involves in analyzing to what extent an individual perceives that his/her organization provides sufficient support in fulfilling his/her responsibilities at the workplace and also helps in resolving work issues if any. Work and workplace are an

integral part of each and everyone's life. If he/she has been overloaded with work issues and not getting any support from the supervisors or colleagues to resolve these issues, then there is a chance of getting in to more stress or burnout which may lead to a lack of balance in the work-life. Empirical Research has been conducted to analyze the positive relation between organization supports and Work life balance in which results are statistically significant (Ogunsanya, 2016). The effect of perceived organizational support has prove to be a considerable influence on Work-life Balance an Job outcome (Thakur & Kumar, 2015; Suranji & Thalaspitiya, 2016). Hill et al. (2001) has identified that flexibility at work hours and location influence work-life balance. Work environments and arrangements foster and encourage work-life balance (Mazerolle & Goodman, 2013). Perceptions on managerial support an organizational culture initiates the attitudes of work-life balance (Webber, Sarris & Bessel, 2014).

3.3 Personal factors (PF)

Family is an important integral part of everyone's life and their role expectations in the family have a greater impact on every individual's level of maintaining balance. Family responsibilities towards children, spouse, and elderly parents might sometimes compel every individual to take decision on shortening working hours at professional life which may result to increase in work pressures. This may become source of stress and may lead to imbalances in the work-life.

Rapoport & Rapoport (1965) research has established a relationship between work and family which was the first literature that appeared in this context. It has been mentioned that WLB is the structure of inter-relationship between work and family. Irrespective of gender as every individual started prioritizing their works, research on work and family gained importance in the late 1970s. Many researchers observed overlapping characteristics between work and family domains along with conflict raised because of this overlapping (Kanter, 1989; Kossek, Ruderman, Braddy, & Hannum, 2012; Gutek et al., 1991). We can identify the definitions proposed by the researchers who included elements of family and its influence on work-life balance. The revised definition of Clark (2000), proposed that WLB can be attained by 'satisfaction and smooth operation at work and home with minimum role conflict' and also realized as a harmonious interface among various domains of life (Abendroth & Dendulk, 2011; Koubova & Buchko, 2013). Some research considered one's occupation positioning according to society's social class system as one of the determinants of WLB. Khan et al. (1964) identified rise of role conflicts because of

mutually incompatible role pressures from work and family domains which leads to imbalances in life. The amount of time to be dedicated to the family and society role that an individual is supposed to fulfill, is unable to attain then there exist conflicts an role pressures (Greenhaus & Beutell, 1985). Byrne (2005), identified eight segments of life in which family and society is considered as an important segments that influence WLB.

3.4 Psychological factors (PSY)

Another important variable in the study that has been included in the conceptualization is Individual's psychological factors that lead to psychological wellbeing. According to the WHO, complete health of an individual is 'A state of complete physical, mental, and social wellbeing and not merely the absence of disease or infirmity'. Importance of mental health is empirically validated with the U.S sample (n = 3032) (Keyes, 2005). The WHO stresses more on realizing individual's own abilities by coping up with stress levels to work productively for the betterment of his/her community. The present study has considered four sub-variables under the

Psychological factors influencing the Work-life Balance. Those are: Positive thinking, Inner strength, Resilience, Inner peace.

From the literature, it has been identified that positive thinking is one of the important determinants of psychological wellbeing. A study has been conducted by researchers from the Kin's college of London to analyze the impact of positive thinking on anxiety levels. The results of the study revealed that samples visualizing positive images have reported greater happiness and decreased anxiety. Meta-analysis has been conducted

and found that positivity results in success in various domains of work performance, social relationships, sociability & physical wellbeing (Lyumbomirsky & King, 2005).

Another sub variable considered in the study is Inner strength which means—to be steady and firm in our own thoughts and opinions and to be connected with the family, friends, society an nature. Inner strength makes us believe in our own possibilities an to make choices and influence life’s trajectory in a perceive meaningful directions (Lunman et al., 2009). Inner strength can be a measure to the extent of an individual shoulders responsibility of one’s self and others, and showing endurance in dealing with difficulties and adversities. Some researchers adhere inner strength as central for a human resource which enhance well being, involves healing (Koob et al., 2002) an also considered as a supportive power which improves the quality of endurance (Dingley et al., 2000). Some researchers have considered inner strength as being connected to self-knowledge, growth (Dingley et al., 2000, Roux et al., 2002, Nygren 2006), making those choices that were good for oneself, for others, and for humanity.

One more sub variable of the study is ‘Resilience’ which is an inner resource of an individual for recovery after experiencing any adversity of life. it is an ability to

recover and achieve psychological balance after adverse experiences (Werner & Smith, 1982). It has been considered as an adaptive quality of being independent functioning and well-being and to reduce the level of depression (Rowe & Kahn 1997, Aroian & Norris, 2002).

Another variable considered for the study is Inner peace & Calm which has greater importance in the Indian philosophy. According to Buddhism, peace of mind is acquired with liberation which refers to the state of well-being which is not relied on external pleasures. One study revealed that people can gain higher capacities or potentials when they experience peace of mind (Lee et al., 2013). Calm min is a mental disposition free from negative thoughts and emotions (Lama, 2012)

Above mentioned thoughts and results of various research conducted on the variables of the study have laid the foundation to construct the conceptual framework in the present study. This conceptualization has become basis to achieve the objectives of the present study.

Workplace Spirituality

- Individual Level
- community level
- Organization level

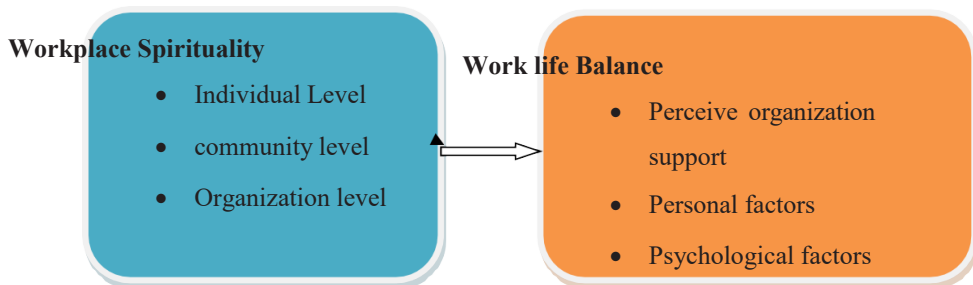


FIGURE 1.

Work life Balance

- Perceive organization support
- Personal factors
- Psychological factors

4. Methodology

4.1 Research design

The present study has considered a Descriptive Research design which involves analyzing the characteristics of the group. Cross-sectional type of research is adopted which is extremely useful to study the current patterns and behavior of the Individual.

4.2 Sample frame

The sample of 200 employees working in the service sector is considered for the study. Convenience sampling is adopted to select the sample in which employees working in the various organizations of the service industry. A questionnaire has been administered to sample online.

4.3 Instrumentation

To fulfill the purpose of the study, two scales were used to measure the variables. Workplace spirituality is an independent variable is a measure by the scale proposed by Milliman et al (2002), which consists of 20 items distributed among 3 sub variables. Work-life balance is a dependent variable of the study that has been measure with the scale of 3 sub variables which consists of 11 items. Instrument used to collect the responses towards these items is the questionnaire that has been administered to the sample to know the agreement level through 7 point Likert scale with '1' as

lowest level of agreement & '7' as highest level of agreement.

4.4 Types of data

Two types of data have been collected in the study. Secondary data which is already existing data has been collected from the various published sources to observe the consistency and interrelations of the construct considered in the study. Analyzing secondary data also supports checking the appropriateness of the relationships of the variables with proper empirical evidence. Primary data is collected exclusively to fulfill the purpose of current research by collecting the responses from the selected sample with respect to the original situations or environments they go through.

4.5 Hypotheses of the Study

On the basis of the above conceptualization, the following hypotheses have been formulated to analyze the influence and relation of the variables among the study.

H: Workplace spirituality is positively associate with the Work life Balances

H1: Spirituality at Individual level is positively associated with the Perceived organization support (POS), Personal factors, and Psychological factors.

H2: Spirituality at Group level is positively associated with the Perceived organization support (POS), Personal factors, and Psychological factors.

H3: Spirituality at Organizational level is positively associated with the Perceived organization support (POS) , Personal factors, and Psychological factors.

4.6 Demographic Variable analysis

The below Table 1 provides demographic characteristics of the 200 respondents of the study:

4.7 Statistical analysis

All Responses from the sample through the questionnaire don't contain any incomplete data. Data collected is analyzed with descriptive and inferential statistical methods using SPSS version 20.

Reliability of the instrument has been analyzed to check the internal consistency of the items included under variables of the study by using Cronbach Alpha (α). Reliability of the Workplace spirituality scale is 0.813 and Reliability of Work-life Balance is 0.716. From these values of Cronbach Alpha, it implies that measurement instrument with multiple items is having internal consistency and scale is reliable to measure the study.

Validity test has been conducted to analyze whether adopted measurement instrument is measuring what it is intended to measure. Content validity is conducted to check whether the variables of the study are relevant to the conceptualization done in

the form of theoretical framework. Proper evidences have been collected with thorough review of the literature to check with the appropriateness of the inclusion of the variables in the Instrument to measure the conceptualization.

Construct validity has been conducted to check to what extent items in the questionnaire are related to the constructed conceptualization of the present study. Construct validity is conducted through Factor analysis and the method of extraction is principal component analysis with varimax rotation. KMO measure of sampling adequacy has been conducted to check the appropriateness of using factor analysis. KMO measures are 0.821, 0.681 > 0.05 for both Workplace spirituality and Work life Balance scales which indicates the appropriateness of using Factor analysis on the sample. The results of Bartlett's sphericity test are significant for both the scales as the value of chi-square static is significant with P -value (0.000) < 0.05, an assumed level of significance that confirms the existence of patterned relationships. The factor loadings in the analysis for all the items in the scales range from 0.4 to 0.9 and total variance explained accounted as 68.63% and 64.58% for work-life balance and workplace spirituality respectively which indicates the variability in the data that has been modeled by the factors.

From the above analysis it is clear that data collected from the sample is satisfied with the validity test and can be considered for further analysis.

TABLE 1.

| Education | | | Gender | | Age | | | Marital status | | Experience(in Yrs) | | | |
|-----------|-----|-------|--------|----|-------|-------|-------|----------------|----|--------------------|-----|-----|------------|
| Degree | PG | Other | M | F | 25-35 | 35-45 | 45-55 | above z55 | M | UM | 3ys | 3-6 | above 6yrs |
| 75 | 100 | 50 | 110 | 90 | 70 | 50 | 48 | 32 | 95 | 105 | 65 | 55 | 80 |

TABLE 2.

| Scales | No. of Items | KMO measures | Bartlett's test of Sphericity chi-square static | Df | P-value |
|------------------------|--------------|--------------|---|-----|---------|
| Workplace spirituality | 20 | 0.821 | 2537.192 | 190 | 0.000 |
| Work life Balance | 11 | 0.681 | 1269.416 | 55 | 0.000 |

5. Results

The first objective of the study is to observe the levels of work-life balance among the employees and this has been fulfilled by analyzing the responses given by the employees towards the statements in the Work life balance scale. The following table provides information on responses of the sample.

From the above Table 3, it is clear that 74% of responses are positive and nearly 23% of responses are tending towards positive. So, it can be concluded that maximum respondents are maintaining a balance between their work and professional life.

Second and third objective of the study is to analyze the association among the variables of Workplace spirituality and Work-life Balance. For this purpose hypotheses (H, H1, H2, H3) have been formulated and tested by applying correlation and regression tools. The correlation between Main variables (WPS & WLB) is 0.564 which is positive and statistically significant at 0.01% of confidence level. The below table provides the correlation values of the Sub variables of the study with its significance.

From the above Table 4, it is clear that the relation among Sub variables of Independent variable (Work place spirituality) and Dependent variable (Work-Life

TABLE 3.

| Agreement levels | Completely Agree | Agree | Somewhat agree | Neutral | Disagree | Total |
|------------------|------------------|-------|----------------|---------|----------|-------|
| Responses in % | 17.2 | 54.7 | 22.7 | 5 | 0.4 | 100 |

TABLE 4.

| Sub variables of the study | Pearson correlation coefficient | Sample (n) | P value |
|----------------------------|---------------------------------|------------|---------|
| SP_INDV & POS | 0.407 | 200 | 0.000 |
| SP_INDV & PF | 0.374 | 200 | 0.000 |
| SP_INDV & PSY | 0.373 | 200 | 0.000 |
| SP_COMM& POS | 0.540 | 200 | 0.000 |
| SP_COMM & PF | 0.519 | 200 | 0.000 |
| SP_COMM & PSY | 0.288 | 200 | 0.000 |
| SP_ORGN & POS | 0.254 | 200 | 0.000 |
| SP_ORGN & PF | 0.421 | 200 | 0.000 |
| SP_ORGN & PSY | 0.398 | 200 | 0.000 |

**P-value <0.01% confidence level

Balance) are positive and statistically significant at P value <0.01 .

Correlation is not sufficient to analyze the association among the variables of the study. 'Causation' effect helps to understand to what extent the predictor variable (WPS) is predicting the outcome variable (WLB). For this purpose, Regression analysis has been conducted.

Regression has been conducted to test the main hypothesis 'H' that has been constructed to analyze the association between Workplace spirituality & Work-life balance. It has been observed that predictor variable 'workplace spirituality (WPS)' explains approximately 31% of the overall variability in the outcome variable 'Work-life Balance'. F-test and ANOVA confirm the regression relation among the variables with one degree of freedom. Regression effect is statistically significant where P -value of F-static (92.21) is <0.05 . The t-static of the results is greater than 1.96 i.e. $t = 9.603$, which means that workplace spirituality is an effective predictor in the modal at P -value 0.000. Below table provides the percentage of variability and the results of the Regression effect of sub-variables of workplace spirituality (SP_INDV, SP_COMM, SP-ORGN) on the sub-variables of work-life balance (POS,

PF, PSY) to prove the sub hypotheses H1, H2, H3.

From the above Table 5, it is clear that all the results of the Regression analysis are statistically significant which confirms the regression relationship, and t-static values prove that all the sub-variables of Independent variable (WPS) are the effective predictor in the modal.

From Statistical analysis it can be observed that all the hypotheses constructed to analyze the association among variables are proved and supported and the objectives of the study are attained.

6. Discussion & Conclusion

To summarize, overall results prove linear and positive association which means that workplace spirituality is positively associated with the work-life balance of the employees. The close observation of the values of the results explains to what extent these are associated. The overall correlation between main variables of the study (WPS & WLB) is positively moderate ($r = 0.56$) but, correlation among sub-variables ranges from 0.2 to 0.55 which means that

TABLE 5.

| Hypotheses | Variability | F-static | t-static | P-value |
|---------------|-------------|----------|----------|---------|
| SP_INDV → POS | 16% | 39.206 | 6.26 | 0.000 |
| SP_INDV → PF | 13.5% | 32.19 | 5.67 | 0.000 |
| SP_INDV → PSY | 13.5% | 32.07 | 5.6 | 0.000 |
| SP_COMM → POS | 28.8% | 81.51 | 9.029 | 0.000 |
| SP_COMM → PF | 26.6% | 72.97 | 8.54 | 0.000 |
| SP_COMM → PSY | 8.3% | 17.88 | 4.22 | 0.000 |
| SP-ORGN → POS | 6% | 13.656 | 3.69 | 0.000 |
| SP-ORGN → PF | 17% | 42.69 | 6.53 | 0.000 |
| SP-ORGN → PSY | 15.4% | 37.2 | 6.1 | 0.000 |

** P -value $<0.01\%$ confidence level

relation among some sub-variables is weak and moderate. It can be interpreted from the results that spirituality at the organization level has a very weak relation with the perceived organizational support of work-life Balance scale. This interpretation is also supported with the results of Regression model consists of spirituality at the organization level as an independent variable shows very little variability in the perceived organization support which is the dependent variable. Even psychological factors are weakly related to spirituality at the community level with low percentage of variability.

Though overall relation and influence of workplace spirituality is positive and moderate, employees are experiencing a lower level of work-life balance as they perceive that their organization provides less support at the time of pandemic. The first objective of the study reveals that maximum employees maintain good amount of work-life balances by providing positive responses but further scrutinization clears that employees exert less amount of balance at the community level and organization level. Because of the outbreak of covid-19, employees are forced to maintain social distancing and are not allowed to meet frequently and freely which showed the effect on the psychological factors of the employees.

Earlier research has revealed that supportive organizations are successful in reducing the psychological contract in the employees and helps them to use their potential to the fullest extent (Rao, 2010). Spirituality at the organizational level aims at aligning the organization's values with the employees' values. If the organizations formulate policies & procedures which emphasize employee welfare strategies, improves HR effectiveness in ever-changing environments can help to build up

positive perceptions towards the organization. Mainly in this pandemic scenario, there is very much need for the organizations to amend the policies with respect to work domain support that enhances supervisory support, peer support that helps to reduce the psychological contract among the employees and enhances the quality of life through appropriate levels of work-life balance of the employees.

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