

Workplace Spirituality and Work-life Balance: An Empirical Introspection in Manufacturing Industry at Vadodara

Sapna Chauhan* and Param Saraswat**

ABSTRACT

With the wake of 21st century harmonizing one's personal and professional life is not simplest difficult, however additionally notably critical to steer a happier and fulfilling existence. In this know-how and records age, the present work force is in non-stop look for exploring meaning of their non-public and professional life and mainly they may be constantly looking for task profile which could offer a feel of motivation to them. Therefore, the latest recognition of Management is to realise "work-existence balance" in their corporate tradition whilst safeguarding the "spiritual competence" of a person professional. In this paper, the author have tried to research the empirical dating among work area spirituality and job-lifestyles balance among employees and managers of Manufacturing public sector Industry in Vadodara . The usage of purposive random sampling 50 employees and executives are being selected as the pattern for this pilot study. The researchers have found a moderately full-size relationship between religious competences with work life stability irrespective of demographic profile. The findings have counselled revitalizing each the aspects collectively for setting up an effective behavioural intervention in an organizational installation.

Keywords: Spirituality; Spiritual competence; Workplace spirituality; Work-life balance.

1.0 Introduction

The "delusion of separate worlds" where organisations and life are kept as separate bordered entities no longer reigns to be proper, as a result, the ability to carry one's entire-self or one's spirituality to the place of work has step by step ascended as a topic of challenge amongst researchers. Nowadays organisation seeks more stages of commitment, manufacturing, and performance from employees, at the same time its miles anticipated that they need to start to care for the complete man or woman. Its miles stated that once an employer cultivates surroundings of meaningfulness, situation & popularity in its organisations profile, the worker concerned will experience extra engaged and devoted. Therefore the development and integration of HR projects aiming to have interaction specialists is a potential region for fostering meaningful place of business if you want to potentially address to realise the issues touching on work-lifestyles stability. Many scholastic findings in this connection have encouraged those worker professionals who're furnished to organisations in a significant activity profile use to have a more feel of obligation, possession and manipulate in their running existence, predominantly, expert individuals are located to be greater interested in businesses providing flexible and meaningful profession paths irrespective of whether the salient identities focused on different welfare amenities prolonged by using conventional agencies on the equal time, research findings in this region has additionally indicated that because of downsizing, re-engineering and lay-offs which have took place in last couple of decades employees are experiencing non secular disorientation which is developing a weather of uncertainty, chaos, and fear in conjunction with function battle in their professional profile.

*Corresponding author; Assistant Professor, Faculty of Management Studies, Parul University, Vadodara, Gujarat, India (E-mail: sapna.chauhan6030@paruluniversity.ac.in)

**Research Scholar, Faculty of Management Studies, Parul University, Vadodara, Gujarat, India (E-mail: param.saraswat@gmail.com)

One of the predominant problems explored in this region is the issue of compatibility as for a few company way of life it may be a project to include spirituality into the place of job while addressing the balance in work-existence. In this context, Mitroff and Denton (1999a) has argued that today's agencies are tormented by a deep religious emptiness and lots of work related problems in agencies are potentially due to this non secular impoverishment.

There are two crucial factors which are riding the work/existence stability discourse; one is globalization and the other one is ready massive technological change, both the elements have delivered extended competition amongst organizations, with a concomitant rise in operating hours and depth of competition amongst experts disturbing their work-existence. Curiously amidst technological alternate empirical studies has explored that the agencies with extra place of business spirituality outperformed companies with little or no workplace spirituality by means of 86 percentage (Lloyd 1990). Therefore, spiritual orientation at organisations place is a win-win characteristic which includes elements which could act as a stimulus for generating pleasure from a man or woman in the direction of his or her life or task where as if those factors are constrained then they will bring about dissatisfaction and in some case it could impact dissatisfaction towards their existence. Even though the literature and interest on spirituality at work is developing rapidly; there may be confusion round how spirituality can have an effect on work life stability of an expert and at the same time the fuzziness, abstruseness and the complexity of the construct making spirituality at administrative centre stands as a difficult topic to research. Particularly the studies on organisations-lifestyles stability is narrowly conceived and regarded specifically to girl's workforce, who are in company employment and feature circle of relative's obligations (Parasuraman and simmers, 2001), in the different hand, Allen (2001) has said that there is not an awful lot of studies finished to set up readability between organisational policy mechanisms by which the supply of work-existence practices is affecting man or woman behaviour and organizational performance regardless of gender. There is also scarcity of studies on systematic policy assessment and satisfaction survey to address the query of whether work-existence practices are achieving their meant targets (McDonald et al., 2005), on this connection, researchers have felt that the pooled functions of each religious competences in conjunction with organisations-lifestyles balance in an organizational context want to be explored, and an empirical inspection is needed a few manner of operationalizing the belief in their collective lifestyles. Consequently, the motive of this empirical take a look at is to slim the gap and severely assessment work vicinity spirituality inside the shape of religious competence with that of the construct on work-lifestyles stability. More mainly, the focal point is to check the feasible methods to foster work existence stability while making use of one's potential to discover meaningful organisations and interconnectedness. It is anticipated that integrating the literature and findings of each the assemble might also offer new insights regarding ability moderators and mediators of the link between work-lifestyles stability and religious competence, and suggesting new studies questions which could further enhance the know-how of the way (or if) this hyperlink operates.

2.0 Work-life Balance vis-à-vis Workplace Spirituality

With the appearance of human members of the family motion place of work has turned out to be the fountainhead of community for plenty human beings. But, together with the growing significance and centrality of work in human's life, related problems additionally have multiplied inclusive of strain, burnout and organisations holism. Setting apart organisations, existence, family, and spirit into cubicles has doubtlessly ripped authenticity off personnel; leaving them feeling unfulfilled, pressured and alienated but, in an organizational purview, personal and expert lifestyles balance is largely a shared assumptions, ideals, and values concerning the extent to which an corporation supports towards integrating personnel" work and own family lives (Thompson, Beauvais

and Lyness, 1999). It has been argued that insights of labor-own family balance are greater willing by means of mental factors consisting of process pride which may be greater applicable to personnel in professional jobs. Precisely, organisations-life stability refers back to the capacity of people no matter age or gender, to explore a rhythm so one can allow them to combine their organisations with their non-organisations responsibilities, activities and aspirations. In today's organization, professionals do not forget having significant work, accurate operating situations or work itself, incomes, and supportive friends because the most influential element for his or her stability and professional growth. Hungelmann (1985) has said that the assimilation of work life stability and work place spirituality predominantly helps the proposition of transpersonal (relationship with god), interpersonal (dating with friends and own family and so forth.), and intrapersonal (dating with one's internal self). In this context, work lifestyles stability precisely engulfs the diploma to which a character is capable of simultaneously stability the temporal, emotional, spiritual and behavioural demands of each paid work and family responsibilities. Consequently, whilst an man or woman irrespective in place of business or in private existence if is capable of recognize that their existence, fulfilment, and well-being at life/work relies upon on their mutual dependence with one's inner self, relationships with close to and expensive ones and exceptionally God, they may thoroughly flow closer to greater harmony and effectiveness in the direction of their work-existence. The attainment of affiliation in the context of administrative centre articulates that, "spirituality within the place of business is an experience of interconnectedness amongst those involved within the work method, initiated through authenticity, reciprocity, and private goodwill engendered by using a deep sense of meaning within the corporation's work; and ensuing in greater motivation and organizational excellence.

In organizational attitude with the congruence to work-lifestyles balance and work region spirituality, it is emphasised that the business enterprise must provide an environment and possibility to let the man or woman's explicit distinct aspects of ones' being at work (Ashmos and Duchon 2000) and mainly the position of HR functionaries is to discover the approaches with which an character is probably to locate which means from any organisations that he/she does. subsequent to this findings, there is an remark made by Thompson (2001) on job seekers impressing that present days information workers put the compensation and benefits second to running in a spirited place of job-a place where they're treated with appreciate, not simplest for what they know and may do, but additionally as people as they need to be listened to and develop, to be pleased with a control team that operates with integrity, and to stability their organisations life with their personal lifestyles. The supply of such practices augments positive task-associated attitudes, organisations effort and contextual behaviours by using improving social alternate procedures; as symbols of organizational concern for personnel, organisations-existence practices selling employee hobby in and obligation to the organisation (Pfeffer, 1981). To aid up this findings it's been asserted that these days' agencies need to begin to care for the whole employee a good way to increase dedication stages, production rates and efficiencies. Therefore it can be summed up that, nurturing organizational spirituality is vital for a dynamic established order, as it's far a fundamental mechanism in the direction of aligning, educating and motivating experts toward values, objective and project of an business enterprise and enhancing commitment in them.

3.0 Interrelationship of Construct of Spiritual Competence and Work-life Balance

Nurturing spiritual competence is getting growing consciousness of attention amongst company practitioners and academic researchers. On this context, social alternate idea states that if the personnel are dealt with favourably by the agency, then in response personnel will experience obliged to reply in type, through tremendous attitudes or behaviours towards the source of the treatment which can be in the form of improved commitment and citizenship behaviour However the essential

objective of management is to incessantly get the work done via its human assets to be able to meet the need of the stakeholders. The status quo encompassing stakeholders contains of clients, shareholders, and personnel, but it's miles generally observed that employee specialists regularly have least have an effect on in the boardroom even nevertheless there's an appreciation of the truth that without engaged employees, neither shareholder nor patron might be glad. on this context, lengthy hours of traumatic work environment stands to emerge as unhealthy and dissatisfying for personnel as they confuse to get the meaning in the back of their purpose of labor and that they just cost their really worth only for outside rewards, advertising, striving for mastery .The empirical studies locating advocates that intrusion of work needs into personal lifestyles (e.g. running during the week-give up) become related with reviews of heightened strain and emotional exhaustion for employees affecting the health of a professional individual .In a time of rising emphasis on enterprise ethics and work lifestyles stability; companies are forced to respond to the employee want for growing which means at organisations this ascends a debatable trouble on how should we determine the significance to which groups are searching for validity instead of simply airing their candid commitment closer to propagating genuine spirituality, that's in literature useful to each employees and itself. Its miles argued that even without an actual dedication to gain the exercise for undertaking spiritual competence, using fostering work lifestyles balance raises authentic concerns about its use to in addition financial desires of organizations", and consequently, has the capability of becoming but some other management fad (Fernando, 2005). Though a few research works have tried to explore the subjects including description of place of job spirituality, sources of place of work spirituality or features of an enterprise facilitating place of business spirituality (Milliman. J, 1999; Pfeffer J, 2003; marques j, et.al, 2005). But the studies were lacking sound theoretical and empirical base in the methods of expediting the underlying reason behind it (Giacalone and Jurkiewicz, 2007) and one possibility felt is to address the demanding situations of labor-life balance.

4.0 Purpose and Significance of the Study

Maintaining the studies gap into attitude with its expected effective end result, the reason of this take a look at is to take a look at the correlation some of the elements influencing spiritual competence inside the context of labor area spirituality and organisations-existence stability. As obvious from the extant literature findings, these observe is big because there is nevertheless so much divergence, even controversy, in perceptions approximately the resultant phenomenon of work existence stability whilst fostering spirituality in the place of job. therefore, this empirical research might be a tremendous contribution to investigate on studying the variables of both the standards collectively as almost no studies exist on this location of studies and the approaches which it affects management, human sources and the corporate organization as an entire.

Subsequently, the eventual goal felt is to use the set up assumptions of both the constructs through ascertaining its sensible implications for building a positive place of work environment. it is anticipated that this could provide an insight to human resource specialists to plot sound rules and practices that can cause multiplied activity overall performance, decrease turnover charges; long term worker satisfaction and worker retention.

5.0 Research Design of Spiritual Competence and Work-life Balance

As said earlier, there is no single measure within the literature for those constructs; therefore, the existing study can be considered as exploratory as well as descriptive. It's understood that exploratory designs are predominantly used for discovering new ideas/facts and hence an exploration via literature overview is completed to get a perception and information on building the relationship

among spiritual competence and corresponding work-lifestyles stability. Then again, this sort of look at is of descriptive in nature as a detailed and in-depth understanding of its related variables has become empirically examined.

5.1 Studies questions and instruments used

The study will try to address the following studies question:

Is there a correlation among spiritual competence and organisations life balance?

For the purpose of survey, we have used spiritual competence scale proposed by Singh and Premrajan, (2007) composing of (22 items) measuring the factors on service towards human being, feeling of inner peace and calm, being vision and value led, interconnectedness, respect for others, self-awareness. The internal consistency reliability is found to be .69 (service towards human kind), .73 (feeling of inner peace) and calm, .67 (being vision and value led), .62 (interconnectedness), .66 (respect for others) and .50 (self-awareness).

Work-life (W-L) balance scale proposed by Pareek and Joshi, (2010) constituting of 36 items have been used for measuring the areas of personal needs, social needs, time management, team work, compensation and work itself. The internal consistency reliability through this pilot study has found to be .72 (social needs), .63 (personal needs), .69 (time management), .77 (team work), .71 (compensation and benefits), .79 (work).

The reason for choosing these scales is that they capture the seminal definition of work life balance index and spiritual competence of an individual professional which probably may develop interventions for improving the perspectives involved in it.

5.2 Descriptions of the sample

The pattern frame/or population and the scale are drawn through comfort sampling through travelling the Public Sector Manufacturing enterprises in Vadodara and drawing near the executives through HR and their respective departmental heads to adopt the survey. 100 questionnaires had been disbursed to respondents who're operating full time as employees and managers of their present agency. 100 questionnaires were returned, with a response rate of 91.36%. The pool of respondent contains employees and executives had worked for more than 10 years in their present establishments.

5.3 Data analysis and findings

All the statistical analyses to test the following hypotheses below:

H1: There is a substantial correlation between spiritual competence and work-life balance.

H2: There is an enormous correlation between spiritual competence and work-life balance by experience.

The analysis for H1 indicates a mild superb linkage among spiritual competence and work existence balance. The results have confirmed that increased spirituality was positively associated with increased well-being, increased sense of meaning and purpose in life found in an empirical study with medically based life style program.

Varied work experience at H2 when being correlated between spiritual competence and workplace spirituality have shown the similar statistical traits with 10 Years or more experience getting a significant relationship; whereas people with less than 1 years of experience with the same organization shows a differential perception .

6.0 Summary of Findings and Suggestion

To summarize, it could be mentioned that there's an unchecked use of the assemble of place of business spirituality in organizational HR practices, and examining the popularity of the construct it

isn't illogical to count on the illusion with work-lifestyles balance. Consequently, a new course is advanced showing the long way growing relevance of non-secular competence into organisations lifestyles balance. Area of expertise of the prevailing study became the empirical findings which has supported non secular intelligence because the predictor for predicted practical styles in organizational HR practices to foster work life balance. Hence the final results of correlational studies have counselled that non-secular competence provides a legitimate and beneficial public domain on organisations-lifestyles balance measures. Although the following look at shows a moderate significance, however extra organisation is needed in this location to permit it to validate with confidence for the assessment of labor-lifestyles stability sub additives.

Therefore, this evaluate has sought to draw new insights and research instructions from the extant literature on organisations location spirituality and its courting to organizational overall performance. an crucial problem of the examine can be that the existing study has used the questionnaire survey to measure the religious competence and organisations-life stability index of personnel and executives on an exceedingly smaller sample of 100 personnel from production PSU industries of Vadodara . The findings of this have a look at can be used to make a complete quantitative and qualitative have a look at throughout enterprise sectors consequently; future studies have to cognizance on a much wider sample to get greater generalized consequences.

In a brand new world of businesses", spiritual competence and abilities of a man or woman professional may play greater vital role to decorate one's pride, health, commitment, self-assurance and particularly preserving work-lifestyles stability in a professional set up. in advance research have observed that the extra supportive" groups form an implicit psychological contract between the business enterprise vis-à-vis person and non-secular agencies are involved with supporting personnel broaden and attain their potentials at the same time as addressing issues created by way of organisations existence conflicts (Rama Rao, 2010). hence, it may be cautioned that employer's need to offer emphasis upon their HR strategies in particular worker centric welfare techniques toward deriving accelerated effectiveness in face of ever changing environment and mounting outside pressure as careful coping with of issues like non-secular competence and organisations lifestyles balance is predicted to provide an powerful buffer for dealing with destiny challenges. in this context, with the paradigm shift happening in 21st century, it's far witnessed that businesses and managers are continuously discovering and experimenting with new approaches and techniques to assist employees balance work and family, such as bendy work arrangements (Gottlieb, Kelloway, and Barham, 1998) and telecommuting (Kugelmass, 1995). A few types of reinforcement of spirituality in the place of work include organizing optional morning prayers or yoga sessions; designing multi-religion prayer spaces; for employees (Krishnakumar and neck, 2002; Mitroff and Denton, 1999b).

7.0 Scope for Future Research

In present instances, place of work spirituality occupies a prominent function within the discipline of organizational behavior and human resource control and even in other regions of control studies as the sector has spread its wing from enterprise to instructional research to show its significance and nurturance. On this connection, while exploring a number of the related regions the researchers have sensed that the manner forward for studies with spiritual competence/spirituality in organizational putting appears most promising if it has a strong conceptual and theoretical grounding for developing valid measures of the construct. consequently, to useful resource the present examine it's miles proposed that the utility of religious competence and organisations-existence balance should be performed with a good deal greater attention to the studies literature, be grounded in excellent idea and ought to reject eccentric claims. the present look at contributes to the existing expertise of labor region spirituality vis-à-vis work life balance by including findings in production industries of Indian

context which may additionally probably help to recognize the relationship of these constructs in different organizations" and cultures.

References

1. Ashmos, D.P. & Duchon, D. (2000). Spirituality at work: A conceptualization and measure, *Journal of Management Inquiry*; Thousand Oaks, 9(2), 134-145.
2. Bell, E., and Taylor, S. (2001). A Rumor of Angels: Researching Spirituality and Work Organizations. *Academy of Management Proceedings*.
3. Cacioppe, R. (2000), Creating spirit at work: Re-visioning organization development and leadership - Part II Leadership & Organization Development Journal. Bradford: Vol. 21.
4. Cavanagh, G. (1999), Spirituality for managers: context and critique. *Journal of Organizational Change Management*. 12(3), 186.
5. Cavanagh, G., Hanson, B., Hanson, K., and Hinojoso, J.: (2001), Toward Spirituality for the Contemporary Organization: Implications for Work, Family and Society, in Champoux, J.E. (2000). *Organizational behavior: Essential tenets for a new millennium*. South-Western College Publishing, Cincinnati.
6. Conger, J.(1994), *Spirit at work: Discovering the spirituality in leadership*. Jossey-Bass, San Francisco.
7. Fairholm, G. W. (1996), Spiritual leadership: fulfilling whole-self needs at work. *Leadership and Organization Development Journal*. Vol. 17 (5); pp. 11–17.
8. Fernando, M, Workplace spirituality: Another management fad?, in M. Adams and A.Alkhafaji (2005), *Business Research Yearbook: Global Business Perspectives*, Volume XII, No. 2, International Academy of Business Disciplines.
9. Giacalone and Jurkiewicz C. L. (2007). *Handbook of Workplace Spirituality and Organizational Performance*. M.E. Sharpe. New York, 93-107.
10. Gull, G. A., and Doh, J. (2004), The "Transmutation" of the Organization: Toward a More Spiritual Workplace. *Journal of Management Inquiry*. 13(2), 128.
11. Hungelmann, J. (1985). Spiritual well-being in older adults: Harmonious interconnectedness, *Journal of Religion and Health*, 24(2), 147–153.
12. Hyman, J. and summers, J. (2004), "Lacking balance? Work-life employment practices in the modern economy", *Personnel Review*, Vol. 33, pp. 418-29.
13. Jain, Dipak. (2011). Presentation to attendees of the Sivananda Ashram workshop on January 2, 2011, Nassau, Bahamas. Note: Dr. Dipak Jain is the former Dean of the Kellogg School at Northwestern University, Evanston, Illinois.
14. James E. Kennedy et al (2003), „Changes in Spirituality and Well-Being in a Medically Based Lifestyle Program“. <http://jeksite.org/research/riceup.pdf>.
15. Kanter, R. M. (1977). *Work and family in the United States: A critical review and agenda for research and policy*. New York, NY: Russell Sage Foundation.
16. Kinjerski, V., and Skrypnek, B. (2004). Defining Spirit at Work: Finding common grounds. *Journal of Organisational Change Management*, 17 (1), 26-42.
17. Kennedy, H. K. (2001), Spirituality in the workplace: An empirical study of this phenomenon among adult graduates of a college degree completion program. A dissertation submitted to Nova Southeastern University.
18. Krishnakumar, S. and Neck, C. P. (2002), The "what", "why" and "how" of spirituality in the workplace. *Journal of Managerial Psychology*. Vol. 17 (3), 153-164.
19. Marques J. Dhiman S. and King R (2005). 'Spirituality in the Workplace: Developing and Integral Model and a Comprehensive Definition". *The Journal of American Academy of Business*.

20. Marques, Joan F., Eugene Allevato, and Svetiana Holt. (2008) Linking quality management and emotional intelligence to workplace spirituality. *Organization Development Journal*, 26(4), 81-88.
21. Mitroff, I. I., and Denton, E. A.: (1999a), A study of spirituality in the workplace. *Sloan Management Review*, Vol. 40; p. 83-92.
22. Mitroff, I. I., & Denton, E. A. (1999b). A spiritual audit of corporate America. San Francisco: Jossey-Bass Inc.
23. Mirvis, P. H. (1997), "Soul Work" in Organizations. *Organization Science*, Vol. 8, No. 2, pp. 193-206.
24. Udai Pareek and Surabhi Purohit (2010) Work life balance scale by Pareek and Joshi, Tata Mc Graw Hill Publications
25. Pfeffer J. (2003), 'Business and the Spirit: Management Practice that Sustain 'Values', in Giacalone R. A. and Jurkiewicz C. L. (eds.). *Handbook of Workplace Spirituality and Organizational Performance*, M.E. Sharpe. New York.
26. Rama Rao (2010). What is Workplace Spirituality? *Research in organizational behavior*, vol. 3 (pp. 1-52). Greenwich, CT: JAI Press.
27. Singh, Tripti and Premarajan, R.K., Individual Spiritual Orientation at Work: A Conceptualization and Measure (July 30, 2007). IIM Bangalore Research Paper.
28. Thompson, W. (2001). Spirituality at Work, *Executive Excellence*, 18(9), 10.