

THE IMPACT OF SPIRITUAL INTELLIGENCE ON WORK-LIFE BALANCE OF SERVICE SECTOR EMPLOYEES

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Abstract

In the ever-increasing cut-throat competition, where working long hours and under duress is catching up to be the norm, propagation of work-life balance is being done extensively by companies over past few decades. Companies have sensed that with growing responsibilities, the stress levels also increase and hence different ways of maintaining a healthy work life balance are often introduced. Spiritual intelligence (SI) is a growing buzzword known for reaching higher level of consciousness. The aim of this study is to identify the relationship between the constructs of spiritual intelligence and work life balance (WLB) of professionals among the services sector. A representation framework to understand impact of the four constructs of SI have a relationship with WLB and draw implications of the result to a workplace. The survey consisted a questionnaire based on SISRI for measuring SI is used to validate the model and 222 professionals who worked in different service sectors filled the survey. The findings of analyses for all the stated hypotheses is supported. The findings suggest that all four constructs of SI have a relationship with work-life balance of the working professionals in service sector. Spirituality is growing to becoming an essential indicator in work-life balance, this result is concluded from the study and Spiritual intelligence leads to higher rates of managing work and personal life among employees in this sector and hence it can be used in policy planning and further research in human resource management in organizations

Key words: Spiritual Intelligence, Work life balance, Service sector, Pearson Correlation analysis, Spirituality at workplace

Introduction

Human life is pervaded by the concept of Spirituality, although it isn't always apparent. Individuals who experience it describe it as simply the nearness of a higher and the comprehensive awareness. In the greater part of the way of life, work is viewed as consecrated which gives importance to lives. It isn't astonishing that individuals infer their characters, their thought of what their identity is, from the work they do. The greater part of us spend an extensive piece of our carries on with participating in some work. This multifaceted nature and its ensuing effect on work-life balance have required associations to insightfully think about the spiritual element of people at work, which has been disregarded for a considerable length of time. (Manju Mahipalan & Sheena S, 2018)

1997 was the year when Zohar who was the first to use the term spiritual intelligence and there has been a lot of research on it ever since. Although the possible relationship between spirituality and its effectiveness on work was being explored by researchers (e.g., Cox, 1993, Conger and Associates, 1994) even before Zohar coined this term. Researches have explored if it exists and how it can be quantified/assessed.

In recent years, many of researchers vigorously investigated about spiritual intelligence such as Arshad (2017), Kaur (2013) and also Zuckerman (2013). Now there are so many theories of spiritual intelligence related to life interaction in terms of motivation, emotion, cognitive, health and physiology and the benefits toward well-being which is reviewed by Arshad (2017) by his meta-analysis. According to France (2002), SI can be seen as a sole factor because it refers what describes the inner life of mind and a capacity of someone to create self-consciousness. Continuous research in this particular area has been done in variety of workplace. For example, In 2010 Faribors, Fatemeh, & Hamidreza found the if spiritual intelligence and happiness have any impact on the other, which can be describe as a positive outcome in a positive correlation. Spiritual intelligence forecasted to produce functioning and adaptation for more valuable outcomes (Emmons, 2000). This statement supported

by Tischler (2002) who study the relationship of spiritual intelligence and lives at work by measuring the happiness, productivity and health environment level. Emmons (2000) stated that the positive outcomes in individual functioning and adaptation enable individual to achieve their goals and solving problems in daily life.

The most important position in corporate is held by those employees who are functioning in multitasking and high flexibility. Other than that, employees need to manage their activities inside and outside the office. The high performance of employees becomes imperative for the organization. "There should be a balance between an individual's work and his life outside work and this balance should be healthy" this should be the way of maintaining balance in professional and personal life as Kodz, Hraper and Dench (2002) explained.

There was another idea of work-life balance and it is regarding representatives accomplishing an acceptable balance among work and not-work related exercises (i.e, parental duties and more extensive obligations, just as different exercises) which was proposed in 2003 by the Work Foundation. (Ritu Atheya, Dr. Renu Arora, 2014)

Hence measure of the spiritual quotient in terms of better work life balance for the employees is certainly important. Work-life balance influences job satisfaction (Kanwar, Singh, & Kodwani, 2009). However, does spiritual intelligence help employees manage work-life balance? It is important to answer this statement since the problems of hierarchical and individual duties can prompt genuine results of life, for example, work disappointment, job strife, burnout and medical issues (Shobitha & Sudarsan, 2014). This situation may lead to stress of employees to sustain high performance.

The balance between the professional and personal life among employees for a long time now, is being widely investigated in countries globally. Shobitha & Sudarsan (2014) listed three individual factors which are personality, well-being and emotional intelligence for spiritual intelligence. So, this study focuses on SI and also the potential impact on work-life balance of employees working for service sector. It also talks about which construct of SI is having a higher impact in the lives of the professionals. The study is undertaken to provide information for employees for their awareness and also policy makers to improve spiritual intelligence and stabilize work-life balance among them. Other than that, this research will supply information for further research in human resource and psychological disciplines.

Literature Review

Work-life balance

At present, workplace has become progressively upsetting in light of assorted job desires, cut throat rivalry, globalization and mechanical developments. Such changes have made a few complexities on both the household and expert fronts of the representatives. Almost all employees have to regulate their family and work life regularly. (Ritu Atheya, Dr. Renu Arora,2014)

In 1976 Coleman called the current era termed "age of anxiety and stress". As researched by Edworthy, 2004 and Cooper and Cartwright, 1994, that the pressure brings about more extensive scope of physical and mental examples that might be negative to the person/employee as well.

Concept of maintaining a healthy balance between the professional and personal space is a wide idea, it is characterized by various understandings by analysts by utilizing different measurements (Poulose and Sudarsan, 2018). By definition balance in work-life among work and life of an individual is the correct course of action as it identifies with the possibility of way of life decisions. WLB can be defined as " the extent to which individuals feel satisfied equally with their job and personal roles" (Saikia, 2011). In 2003, Frone has characterized WLB as a circumstance where work and family educational experience a slight clash. In 2005, Voydanoff talked about conceptualizing a healthy WLB balance " a global assessment that work resources meet family demands, and family resources meet work demands such that participation is effective in both domains".

Pressures in one's workplace can force people to succumb to practices that do not align with their morals and ethics which in turn stresses them and leads to degenerative health issues for example, drinking and smoking

and states of being, for example, sadness, uneasiness issues related to internal organs, having nervous attacks (European office for Safety and Health at work, 2002).

Clark (2001) and Ungerson and Yeandle (2005) altered the meaning of work-life balance as a fulfillment at work and at home with insignificant clash. In the interim, Hill, Erickson, Hoimes, Ferris (2010) characterized work-life balance with respect to the degree that one can balance the requests of enthusiastic and time social for the two arrangements on paid work just as close to home and family duties.

Wheatley (2012) demonstrate that work-life equalization of worker giving the success win results from both business and representatives. Further, Grady, Geraldine, Kerrane, Melrona, Darcy, Colette and McCarthy, Alma (2008) contended, WLB is fundamental to people's "wellbeing, organizations" execution of working society. In 2010 Naithani expressed about associations that ignore issues identified with representative parity in the balance of professional and personal life could have lower representative efficiency and hence they may think that its increasingly hard to improve worker work execution.

An individual who has a work-life balance has fulfillment throughout everyday life and has a decent mental and physical prosperity. Then again, the irregularity between work-life will have contrarily impacts, for example, work nonappearance, less work responsibility, stress, low efficiency, less innovativeness and advancement, family struggle, separation, and craving issues. Work-life equalization will have a positive effect in somebody's life. (Paula Brough, Carolyn Timms, Micheal O'Driscoll, Thomas Kalliath, Oi Siu, Cindy Sit, and Lo, 2014; Thorsten Lunau, Clare Bambra, Terje A Eikemo, Kjetil van der Wel, and Nico Dragano, 2014; Carlson, Grzywacz, and Zivnuska, 2009).

Work –life Balance in India

Researchers have explored the different variables around work and family in the past 20 years. It has likewise restricted the scope of mediations recommended to address the issues of work family balance (Ujvala Rajadhyaksha, 2012).

In 2002, Devi in her study talks about how Information technology related operations (ITES), focused on technologies and coding area boomed in India post millennium. Numerous associations imitated the practices of western countries. Organizations were becoming more inclusive of the fact that space for not-work related activities inside the offices might be more indulging to the employees like recreation centers, creches and care facilities, clothing facilities, flask facilities, even beds to rest on if you wanted to rest. As pointed out by Poster and Prasad in 2005, all these activities were created so as to empower the ladies who had taken up jobs in his sector so they could balance their professional and personal lives but they ended up investing more time at work and hence ignoring their personal lives further, clearly these motivators weren't working the right way.

It was seen that a lot of research was done on this topic of WLB post 1990, extensively increased in the past recent years. There have been fundamental difficulties in the culture of our country which researchers have been looking at, for example, tenacious propagation of conventional sex-job generalizations and conduct in spite of monetary turn of events. It has likewise restricted the scope of mediations recommended to address the issues of work family balance. (Ujvala Rajadhyaksha, 2012)

Notwithstanding, a critical construct which is bantered to influence WLB parity, hence is extra consideration. It is none other than, spiritual intelligence. This is essential to the work-life balance since it gives individuals inspiration to adjust among work and their own lives/families (Tekkeveettil, 2005). Other than assisting with improving one's physical and emotional wellness (Tischler, Biberman and McKeage 2002; George, Larson, Koenig, and McCullough, 2000).

Spiritual Intelligence

Several segments of the Mahabharata including the infamous Bhagwad Geeta suggests that converging all our wants into a single preeminent want will prove as the advancement of spirituality. We are generally acquainted

of satisfaction of materialistic lifestyle. Otherworldliness doesn't avoid the delights of material solace; despite what might be expected, it upgrades different joys as it is unadulterated joy itself.

The concept of spiritual intelligence was born and proliferated ages ago in the Indian society. Indian ethos is such that spirituality is often associated with religious definitions. However, it is something totally different. (Anjana Sen, 2012)

The new intelligence concept that is known as spiritual intelligence (Kumarasamy, Pangil, & Isa, 2015) can solve the problems of the individual. Spiritual intelligence has an impact all part of individuals life. It's ready to make higher and progressively important life (Amram and Dryer, 2007). As per Emmons (2000) Spiritual intelligence is characterized as "the versatile utilization of data to encourage ordinary critical thinking and objective accomplishment". Having suitable spiritual intelligence implies that somebody can take care of the issue dependent on their ability to rise above the physical and materials, experience the expanded condition of awareness, devote regular day to day existence to God, and use otherworldly assets (Emmons, 2000). Then Ker-Dincer (2007) announced that spiritual intelligence produces a feeling of individual completeness, objective and bearing. It alludes to the game plan of the full of feeling direction related with the acknowledgment of significance through the association of thoughts, events, and individuals (Den, Higgins, and Wharff, 2005; Fry 2003). Noble (2001) referenced that otherworldly insight will create the incorporates of characteristics of adaptability and enthusiastic versatility dependent on their profound experience, which come out with sound mental and conduct. But the behavior will change based on the level of the spiritual intelligence (Zohar & Marshal, 2000).

Individuals who are higher in spiritual intelligence will showed higher of fulfillment and execution (Zohar and Marshal, 2000). It is reasonable that SI is inward component for a person that shapes a positive inclination, disposition, and inspiration that helps in regular day to day existence. It ought to be comment that utilizing "spiritual" corresponding to one of kind of intelligence doesn't control or interface by any religion (Yahyazadeh-Jeloudar& Lotfi-Goodarzi, 2012). Conversely, spiritual intelligence depends on the overwhelming capacity (fitrah) of the human cerebrum to make importance, qualities, and convictions (Yahyazadeh-Jeloudar& Lotfi-Goodarzi, 2012). Indeed, people are made with an all inclusive virtue as individuals have an animal with soul (Faizatul Najihah, 2013). Along these lines spiritual intelligence is viewed as the stage expected to work human's mind and feelings successfully (Rastgar, Davoudi, Orazi, and Abbasian, 2012). This implies in possessing better SI, a person can realise their feelings well and later impact the move he or she made.

Basically, individuals experienced with higher conditions of cognizance in term of spiritual intelligence, can tackle their issues utilizing scholarly assets (Nadaf, Daneshvar and Ljahanbani, 2002), and the instance of unevenness of work-life can be settled. Furthermore, individuals with spiritual intelligence will ready to change the antagonistic to constructive thing (worry to constructive force) and furthermore individuals with spiritual intelligence will permit them to be available at the time liberated from outrage, disdain, stress, and dread (Zohar and Marshal, 2000). As indicated by (Kumarasamy, Pangil, & Isa, 2015) the job of spiritual intelligence is very significance in causing individuals to gain their duty and giving them space and capacity to tackle work or life issues that straightforwardly assist them with accomplishing a work-life balance.

Spiritual Intelligence Constructs

In 2008, King deciphered what can be a model which characterizes the different constructs of spiritual Intelligence. He devised the different abstract concepts of having awareness or a profound insight, thoughts about what happens after death or how well one connects with the universe.

He came up with 4 different constructs with together constitute SI

- **Conscious State Expansion**
- **Critical Existential Thinking**
- **Transcendental Awareness**

• Personal Meaning Producti

Conceptual Framework



Figure 1: Theoretical Model depicting relationship between the variable SI and WLB

Figure 1 displays the conceptual framework of the research. This research was undertaken to investigate the influence of exogenous latent variables (SI) on endogenous latent variable (work- life balance).

Research Methodology

Problem Statement

The results of this research focus on inclusion of Spiritual Intelligence as a variable of impact on the WLB of professionals in the services sector. Previous studies on the antecedents of WLB majorly focus on personal traits and organizational characteristics. Previous researches note the significance of contemplating mental atmosphere as an expected precursor of employment association. Spirituality in associations helps in making significant encounters for people which thus impact their observations about their occupations. As of now examined, restricted however substantial examination in the field brings up the presence of a huge connection among spirituality and occupation contribution. Moreover, it should be of note that commitment could be an indicator of occupation association as individuals who experience commitment at more profound levels may think that its simple to relate to their employments. General occupation association was found to build work commitment.

This relationship between the constructs of Spiritual Intelligence and worklife balance is under explored. There has been said a lot theoretically but it lacks evidence. Again, although the role is identified, it isn't seen construct wise in previous studies, this study breaks it to draw better implications for organizations in terms of increasing productivity.

Objective of the Study

After having discussions on the topic as aforementioned, the objective of the study here analyses which constructs among the four constructs of SI have a relationship with WLB of individuals. It further studies the relationship of SI on Gen X and Gen Y. Industry-wise impact of SI on worklife balance was also explored. The second objective is to draw implications on organizational practices that can include the benefit of SI on WLB of their employees. The designated representation is founded on the study of first objective is shown in Figure 1.

Sample Characteristics

This research had a sample population which consisted of service sector employees of sectors including information technology (IT), Education, Sales and Marketing and Banking. The method of research used was non probabilistic in nature. 300 questionnaires were distributed to the target population out of which 222 were appropriate for further analysis. In the sample, 131 respondents were male and 91 were female. From the total respondents, 123 fell under the age bracket of 18-25 yrs, 92 fell under the 26 – 40 yrs and 7 in the above 40 age group. Also, 10.4 % belonged to the Top management, 29.7 belonged to Middle management and 59.9 belonged to lower management groups. Out of the sample, 16.7% belonged to the Banking sector, 19.8% to Education, 36.5 % to the IT sector and 27% to the Sales & Marketing sector.

Table 1

Demography	Characteristic	Frequency	Percentage (%)
Gender	Male	131	59.0
	Female	91	41.0
Age	18-25 years	123	55.4
	26-40 years	92	41.4
	Above 40 years	7	3.2
Level of Management	Top Management	23	10.4
	Middle Management	66	29.7
	Lower Management	133	59.9
Sector	Banking	37	16.7
	Education	44	19.8
	IT	81	36.5
	Sales & Marketing	60	27.0

Hypotheses

H₁: There exists a significant positive association between Critical Existential Thinking (CET) and Worklife Balance (WLB).

H₂: There is a significant positive relationship between Personal Meaning Production (PMP) and Worklife Balance.

H₃: There is a significant positive relationship between Transcendental Awareness (TA) and Worklife Balance.

H₄: There a significant positive relationship between Conscious state expansion (CSE) and Worklife Balance.

Measure Models

Work-life Balance (WLB)

WLB scale with 15 items scale adapted by Hayman (2005) after the tool was testified in 2003 by F. Stanton, Jolton, and Gavin and was used in this study. Three scopes for WLB measure which are “work interference with personal life (WIPL)”, “personal life interference with work (PLIW)”, “work/personal life enhancement (WPLE)”. 5 pointer Likert scale was used ranging from 1 to 5 where 1 stands for strongly disagree and 5 stands for strongly agree. Sample item includes “Personal life suffers because of work”, “My work suffers because of my personal life”, and “Job gives me energy to pursue personal activities”.

Spiritual Intelligence (SI)

Measure for SI was from Spiritual Intelligence Self-Report Inventory (SISRI) with a scale of 24 items which was made in 2009 by King and DeCicco and was utilised in this study. SI is made of four constructs namely “critical existential thinking, personal meaning production, transcendental awareness, and conscious state expansion”. 5 pointer Likert scale was used ranging from 1 to 5 where 1 stands for strongly disagree and 5 stands for strongly agree. Sample item includes “I am able to deeply contemplate what happens after death”, “I am able to define a purpose or reason for my life”, “Recognizing a nonmaterial aspects of life helps me to feel centered”, “I am able to enter higher state of consciousness or awareness”.

significant increase in the specific uptake of thiocyanate upto 500 mg/l. Later the specific uptake of thiocyanate decreased with increased concentration. The specific uptake was 2 and 12 mg/g for thiocyanate concentration of 50 and 500 mg/l, respectively.

.Results and Discussion

Reliability Test

Determination of Cronbach’s coefficient alpha was performed to check the internal consistency of all five constructs used in the study. As displayed in Table 2, the Cronbach’s alpha value of the constructs is higher than the benchmark value of 0.7. This confirms the reliability of the constructs used in the study.

Table 2 Reliability Analysis

Variables	Number of items	Cronbach’s alpha
SICET	5	0.783
SITA	7	0.863
SIPMP	5	0.858
SICSE	5	0.891
WLB	15	0.890

Table 3 Pearson’s correlation between all the variables

Variables	SICET	SITA	SIPMP	SICSE	WLB
SICET	1				
SITA	.687**	1			
SIPMP	.505**	.689**	1		
SICSE	.439**	.534**	.602**	1	
WLB	.142*	.289**	.441**	.252**	1

* At the 0.05 level Correlation is significant (2-tailed).

**At 0.01 level Correlation is significant (2-tailed).

Outcomes of Pearson’s correlation analysis are depicted in Table 3. After the correlation analyses it can be deduced that a significant relationship exists between the variables. All the alternate hypotheses are accepted and the null hypothesis is rejected.

The target of the research is to study the relationship between spiritual intelligence and WLB among professionals in various service sectors in India. The finding of the examination was in accordance with the past investigation. That spiritual intelligence is decidedly hugely identified with work-life balance. It appears that the finding of this examination affirms the discoveries of earlier exploration, for example, Yazdani and Ashrafi (2015), Jena and Pradhan (2014), Singh and Sinha (2013), Sav (2009), Zaiton, Dollard, and Winefield (2009). Individuals with high cognizance of spiritual intelligence are not so much clash but rather more advancement from work to family (Zaiton, Dayang Kartini, Nik Norsyamimi, Surena, Nur Fatihah, 2017) consequently will accomplish work and life balance.

Spiritual intelligence could be seen as an individual asset as proposed by Conservation of Resources hypothesis by (Hobfoll, 1989). Spiritual intelligence is an inner source which showed through idea and deeds. Somebody who has elevated level of strictness (spiritual) announced significant level of prosperity (Hill and Pargement, 2003). The employees spend major number of hours in their workplace and dealing with high pressure and stress is unavoidable which makes spiritual intelligence as one of the key standards for them to decrease the contention among work and individual life.

As an end, this paper investigated the affected SI and WLB among representatives working for service sector. The endeavors sounded to be fruitful. This investigation found that a positive connection between the variables of SI and WLB develops. This indicated spiritual intelligence can be a piece of individual variables of work-life balance. This result improved meta-examination by Shobitha and Sudarsan (2014) which presently can post the components into four. The factor is character, prosperity, passionate intelligence and spiritual intelligence.

This examination comes out with an outcome that spiritual intelligence of representatives is connected and impacted their WLB. This demonstrated the outcomes of WLB can be dictated by one's spiritual intelligence. Besides, building up worker's spiritual intelligence may be helpful to improve their work-life balance and at last employment fulfillment.

Implications

This passionate speculation by the representatives can generally be a solid point for associations. In this unique circumstance, it is imperative for associations to secure approaches to advance position inclusion so as to redesign the general execution. With the Generation Y looking for corporate learnings that can be useful to advance occupation inclusion, spirituality intelligence as a factor is of extraordinary assistance to associations. Organizations ought to advance a growing habitat inside the organization which regards the completeness of life and not simply its material angles. Maintenance of ability gets pivotal for the employees in service sector as they can be joined to their occupations than to associations and have better standards to be met. Representatives selecting to remain with the association, to an enormous degree, rely upon their commitment levels. Once more, SI, as the discoveries uncover, proves useful in extending the learnings of people at work in this manner expanding their commitment levels.

During a time where speed is the cutting edge god, where numerous associations are, by need, consistently restoring themselves, and where decision and adaptability rule in a solid activity showcase, it appears that another and more profound intelligence is expected to assist a supervisor with managing better and a pioneer to lead all the more viably.

Innovativeness, with means and object are the three most profound inspirations for each individual. These cannot be said to be mental or enthusiastic procedures. Human soul can be found in these and are the establishment of using spiritual intelligence. The test to any leader or pioneer is to give individuals the chance to partake in an inventive procedure –to show them how they give their work importance and guarantee the reason for existing is proper and beneficial.

A portion of the results of the turn of events and practicing of SI remember a capacity for remaining quiet while focusing for the substance of emergency and turmoil, a more benevolent and selfless disposition towards people

around you and an edified and loosened up viewpoint on life. Although numerous individuals' workplaces have not much to do with being spiritual or spirituality, still we have numerous territories of professional life wherein SI is applicable. The following could be the significant ones:

- Individual being secure about oneself and influencing individual adequacy;
- Developing connections also between close to home understanding; and
- Overseeing change and expelling the barricades.

Limitations

Despite the fact that this examination gives an / evidence to the phenomenon of Worklife Balance and interceding impacts of representative constructs of SI, it isn't comprehensive and in this way experiences certain constraints. The principal impediment is concerning the examining method utilized which is a non-probabilistic testing. The other limitation is that the examination is transversal in methodology and hence keeps the researches to reaching vigorous determinations as to causality of factors included. Third, the investigation may be vulnerable to regular strategy change as self-report measures had to be utilized for gathering information.

Besides, investigation has not represented the fluctuations because of control factors. At last, the determination of some abstract field like spirituality is difficult to perceive to exact levels.

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