

# Exploring the Influence of Workplace Spirituality and Spiritual Resilience on Work-Life Balance Among Women IT Professionals

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## ABSTRACT

### Introduction:

Work-life balance remains a persistent challenge for women, especially in high-demand sectors like information technology (IT). Balancing professional and personal responsibilities often leads to stress and burnout. In this context, workplace spirituality and spiritual resilience have emerged as influential factors in enhancing overall well-being and balance.

### Objectives:

This study aims to explore the impact of workplace spirituality and spiritual resilience on work-life balance among women IT professionals. It seeks to understand how these psychological and spiritual factors contribute to managing work and personal life effectively.

### Methods:

A mixed-method research design was employed. Quantitative data were collected from 120 women IT professionals using structured questionnaires. Additionally, qualitative insights were gathered through 15 in-depth interviews to capture lived experiences and coping strategies. Statistical and thematic analyses were conducted to interpret the data.

### Results:

Quantitative analysis revealed a significant positive relationship between workplace spirituality and work-life balance, as well as between spiritual resilience and work-life balance. Women who reported higher levels of spirituality and resilience also reported better balance between professional and personal domains. Qualitative findings supported these results, highlighting key themes such as supportive work culture, meaning in work, and spirituality as a coping mechanism.

### Conclusions:

The study suggests that workplace spirituality and spiritual resilience positively influence work-life balance. Organizations can foster balance by implementing mindfulness programs, offering flexible work conditions, and promoting mental well-being initiatives. These measures can lead to improved employee satisfaction and reduced burnout. The study contributes to the understanding of spirituality and resilience in high-pressure environments and recommends further research across different sectors and demographics.

**Keywords:** Workplace Spirituality, Spiritual Resilience, Work-Life Balance, Mixed-Method Approach.

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## INTRODUCTION

The dynamics of work-life balance are particularly complex for women, especially within high-stress, high-demand sectors like information technology (IT). The industry is marked by long working hours, high expectations, and rapid technological advancements, which place immense pressure on employees to continuously adapt and excel. Women in IT not only face the stress inherent to the sector but also often encounter additional gender-based challenges, such as societal expectations around caregiving roles, limited flexibility in senior roles, and subtle biases that may impede career progression. Together, these demands make achieving a harmonious balance between work and personal life a constant struggle. Workplace spirituality has emerged as a promising framework to address some of these challenges by fostering a sense of purpose and deeper connection to one's work. Defined as the pursuit of a deeper meaning, purpose, and a sense of connectedness at work, workplace spirituality goes beyond traditional job satisfaction by allowing individuals to find value and significance in their professional roles (Baber, 2024). For women in IT, workplace spirituality can offer a sense of inner stability and meaning, which might act as a buffer against daily stresses and pressures. For example, in roles that demand long hours and high levels of attention to detail, a connection to purpose could help women feel more fulfilled and motivated, turning everyday tasks into meaningful contributions rather than simply tasks to be completed. In addition to workplace spirituality, the concept

of spiritual resilience—defined as the ability to recover and bounce back from adversity by leveraging inner spiritual strengths—has shown promise as a coping mechanism. Spiritual resilience provides individuals with a framework to manage stress and challenges by drawing on personal beliefs, values, and a sense of inner strength. In a high-pressure sector like IT, where setbacks and challenges are frequent, spiritual resilience can empower women to navigate difficult periods without becoming overwhelmed. This resilience is particularly valuable for women who are managing dual roles as professionals and caregivers, as it provides them with the psychological and emotional strength needed to remain engaged at work while meeting personal responsibilities (Aboobaker, 2020). The interplay between workplace spirituality, spiritual resilience, and work-life balance among women IT professionals is, however, not widely explored. Studies in work-life balance have traditionally focused on organizational support systems, such as flexible work arrangements and family-friendly policies, rather than internal, personal mechanisms that employees use to cope with stress. This research seeks to fill this gap by examining how workplace spirituality and spiritual resilience influence work-life balance specifically among women in IT. The hypothesis driving this study is that women who experience a greater sense of workplace spirituality and have higher levels of spiritual resilience are better able to maintain work-life balance despite the demands of the industry. Several mechanisms may explain the positive impact of workplace spirituality and spiritual resilience on work-life balance. First, a strong sense of purpose at work can help women find intrinsic motivation, reducing the likelihood of burnout and enhancing job satisfaction. When an individual feels connected to a higher purpose in their work, they may feel less stressed by long hours or high expectations, as these are perceived as part of a meaningful journey rather than merely stress-inducing factors. Additionally, workplace spirituality can create a more supportive work environment, as individuals who share similar values are more likely to foster a collaborative and empathetic atmosphere. Work-life balance is a persistent challenge for women, especially in demanding sectors such as information technology (IT). Alongside, workplace spirituality and spiritual resilience have emerged as important constructs, offering individuals coping mechanisms to manage personal and professional demands (Baber, 2024). Workplace spirituality refers to the sense of purpose and connection to one's work, while spiritual resilience is the ability to bounce back from adversity using inner spiritual strengths (Aboobaker, 2020). The interplay between these factors and work-life balance remains underexplored, particularly among women IT professionals, who face unique challenges such as long hours, high-stress levels, and role conflicts (Jamieson, 2017). This study aims to bridge this gap by examining the influence of workplace spirituality and spiritual resilience on work-life balance in the IT sector. Similarly, spiritual resilience enables women to view setbacks not as insurmountable obstacles but as growth opportunities, helping them maintain emotional balance. For example, a woman facing a challenging project deadline may, through spiritual resilience, view this as an opportunity to build patience or improve her skills, rather than a source of stress. This shift in perception can be a powerful tool in managing the competing demands of personal and professional life. Spiritual resilience also aids in compartmentalizing roles effectively, allowing women to fully engage with both professional and personal spheres without feeling overwhelmed by the conflicts between the two. Ultimately, this study's findings may offer practical implications for organizations in the IT sector. By promoting a workplace culture that values spirituality and resilience, companies can create an environment where women—and indeed all employees—feel supported in balancing their professional and personal lives. Such initiatives could include mindfulness workshops, resilience training, or leadership development programs focused on values-based management, all of which can help foster workplace spirituality and enhance resilience. Additionally, promoting a spiritually supportive work culture might help retain women in IT, contributing to gender diversity and inclusion within the industry. Workplace spirituality and spiritual resilience represent two potentially transformative approaches to improving work-life balance for women in IT. As the sector continues to grow, it is essential to address the unique pressures faced by female employees. Understanding how these internal resources can enhance resilience and foster a sense of purpose may offer valuable insights for organizations aiming to create a balanced, fulfilling work environment that empowers all employees to thrive.

### LITERATURE REVIEW:

Previous research highlights the importance of work-life balance for employee satisfaction, mental health, and overall productivity. The literature on workplace spirituality suggests that a higher sense of purpose, alignment with organizational values, and community at work contribute to employee well-being. Studies on spiritual resilience further underscore its role in enhancing coping mechanisms during times of stress, helping individuals maintain

emotional equilibrium. However, limited research focuses on how these constructs impact women in high-pressure sectors such as IT, where gender-specific challenges amplify the need for resilience and balance.

**Workplace Spirituality:** Ashmos and Duchon (2000) define workplace spirituality as a recognition that employees are not just economic entities but also spiritual beings who seek meaning and connection in their work. Research suggests that organizations fostering a spiritual work environment contribute to employee well-being and work-life balance.

**Spiritual Resilience:** Defined as an individual's ability to maintain a stable mental state while encountering adversity, spiritual resilience is often discussed in psychological and organizational behavior literature. Studies by Pargament (1997) and others indicate that spiritual resilience can provide emotional tools that help mitigate stress in work environments.

### OBJECTIVES:

1. To analyze the direct relationship between Workplace Spirituality and Work-Life Balance among women IT professionals.
2. To examine the mediating role of Spiritual Resilience in the relationship between Workplace Spirituality and Work-Life Balance.
3. To determine the combined effect of Workplace Spirituality and Spiritual Resilience on Work-Life Balance.

### CONCEPTUAL BACKGROUND:

#### i. Workplace Spirituality

Workplace spirituality, defined as the integration of personal values, purpose, and a sense of interconnectedness with professional activities, has become increasingly relevant in today's work environments (Joyce, 2018). Unlike traditional religious practices, workplace spirituality is a broader concept, focusing on creating meaning, fostering community, and encouraging ethical behavior rather than adhering to specific doctrines. This approach appeals to individuals across diverse beliefs and backgrounds, making it a versatile tool for enhancing workplace dynamics. Research has linked workplace spirituality to higher levels of job satisfaction, employee engagement, and well-being, suggesting that it can play a vital role in supporting employees' mental and emotional health (Lin, 2024).

Theoretical frameworks support the impact of spirituality on work-related outcomes. Maslow's Hierarchy of Needs, for instance, identifies self-actualization—reaching one's full potential—as the highest human need. This resonates with the quest for purpose and meaning in the workplace, as individuals seek fulfillment beyond material success. Workplace spirituality aligns with self-actualization by offering a sense of deeper purpose, connection, and contribution, elements that drive people to find meaning in their roles. Similarly, Intrinsic Motivation Theory suggests that when people experience a sense of spiritual fulfillment in their work, they are more engaged, motivated, and satisfied (Munoz, 2018). This intrinsic motivation stems from the alignment of work with personal values, leading to a more committed and purpose-driven approach to job roles.

For women in the IT sector, workplace spirituality holds particular significance. IT is a high-pressure, fast-paced, and often male-dominated environment, where women may experience unique stressors, including challenges in work-life balance, implicit biases, and fewer mentorship opportunities. The ability to integrate spirituality at work can provide a counterbalance to these challenges, offering women a source of emotional resilience, support, and a sense of belonging. By aligning their professional roles with personal values, women can foster a sense of purpose that helps to buffer the pressures associated with the industry. Moreover, a workplace that values spirituality often cultivates a culture of empathy, cooperation, and ethical decision-making, contributing to an environment where women feel more supported.

Workplace spirituality also encourages open communication, supportive leadership, and recognition of each employee's individuality. In IT, this can translate into policies that support employee well-being, such as flexible schedules, mental health resources, and inclusion initiatives, which can help reduce stress and improve job satisfaction for all employees. In sum, workplace spirituality empowers women in IT to approach their roles with a sense of purpose and resilience, enhancing both personal well-being and overall job engagement. Embracing this

approach can create a more balanced, inclusive, and productive workplace, benefiting both individuals and organizations.

## ii. Spiritual Resilience

Spiritual resilience is a critical concept, referring to the capacity to utilize one's spiritual beliefs and practices as a foundation for coping with stress and adversity. This form of resilience enables individuals to stay optimistic, recover from setbacks, and maintain emotional strength, even in the face of significant challenges (Manning, 2019). Unlike general resilience, which is often rooted in mental and emotional coping strategies, spiritual resilience draws upon a person's deeper values, beliefs, and practices, providing a broader support system that encompasses not just practical solutions but also meaning, purpose, and inner peace. This resilience is particularly valuable when individuals encounter prolonged stress or life circumstances that challenge their emotional boundaries.

Resilience Theory suggests that resilience is not merely about bouncing back but also about adapting and finding ways to thrive despite adverse conditions (Cook, 2018). Spiritual resilience amplifies this by offering a deeper wellspring of strength that individuals can rely on, often in the form of faith, spirituality, or meditation practices. This combination of resilience and spirituality can empower individuals to remain centered and resilient, even during periods of intense hardship, by reinforcing a sense of purpose and optimism. Positive psychology also highlights spirituality as a core resource for sustaining well-being, as it enables individuals to manage stress by relying on spiritual beliefs, rituals, or meditative practices (Kumar, 2023). Spiritual resilience, therefore, not only contributes to recovery from adverse experiences but also fosters a proactive approach to maintaining overall well-being.

In high-demand fields like information technology, where the pace of work is relentless and the pressures are immense, spiritual resilience can be a particularly valuable resource for women professionals. The IT sector often demands extended hours, rapid problem-solving, and adaptation to continuous technological changes, making it a challenging field that can lead to stress and burnout. For women, these challenges are often compounded by the additional demands of balancing family responsibilities, navigating career development in a male-dominated environment, and managing unique societal expectations. Spiritual resilience can help women in IT manage these stressors by providing emotional grounding and perspective, enabling them to approach their roles with a sense of balance and stability.

By integrating spiritual resilience, women professionals can develop a balanced perspective that supports both their professional and personal lives. This resilience can manifest as optimism, adaptability, and a sustained focus on long-term goals, which are essential qualities for success in the dynamic IT field. Furthermore, cultivating spiritual resilience through practices such as meditation, mindfulness, prayer, or personal reflection allows these women to build coping mechanisms that mitigate burnout and reduce stress. Organizations can also benefit from recognizing the importance of spiritual resilience by promoting well-being programs that include opportunities for spiritual growth, resilience training, and stress management, fostering a culture that values both performance and personal well-being. Embracing spiritual resilience as a resource in high-pressure work environments can lead to a healthier, more balanced, and more fulfilled workforce.

## iii. Work-Life Balance

Work-life balance is the equilibrium individuals seek between their professional responsibilities and personal lives, which contributes to reduced stress, improved mental health, and greater overall well-being. For women in high-demand industries like information technology (IT), achieving this balance can be uniquely challenging as they often juggle demanding roles at work while managing significant family responsibilities and social expectations. The fast-paced nature of IT work, combined with long hours, tight deadlines, and the need for continuous learning, places additional pressure on women, who may feel compelled to excel in both spheres simultaneously (Patriarca, 2023).

The concept of Role Theory is highly relevant in understanding the challenges women face in balancing work and personal life. Role Theory suggests that individuals adopt multiple roles—such as employee, parent, partner, or caregiver—and that balancing these roles effectively is essential for achieving work-life harmony (Brennan, 2024). However, when the demands of one role, like work, spill over into another, such as family responsibilities, this

equilibrium can be disrupted. For women in IT, who may find themselves working overtime, meeting high performance expectations, and participating in a male-dominated workplace, maintaining this balance often requires exceptional adaptability and resilience.

Work-Family Conflict Theory further explains the strain that arises when the demands of work and family become incompatible, creating stress and leading to negative outcomes in both domains. When women are overwhelmed by professional responsibilities, they may struggle to meet family obligations, leading to feelings of guilt, stress, and diminished well-being. Conversely, the demands of family life can make it difficult for women to fully engage in their work, potentially impacting career growth and job satisfaction. This constant push-pull effect can take a toll on both physical and mental health, making effective coping mechanisms essential.

In this context, spiritual resilience and a workplace culture that embraces spirituality can play vital roles in helping women in IT achieve work-life balance. Spiritual resilience, or the ability to draw on spiritual beliefs and practices to cope with adversity, can provide women with emotional grounding, optimism, and a sense of purpose. This inner resilience allows them to view setbacks as manageable and to find strength in their values, which can reduce stress and enhance their capacity to adapt to challenging situations. For example, by practicing mindfulness, meditation, or drawing on personal beliefs, women may be better able to handle stressors, view their roles with perspective, and maintain a positive outlook in the face of high demands.

A workplace environment that encourages spirituality can further support work-life balance by fostering a sense of community, purpose, and well-being among employees. Organizations that offer flexibility, well-being initiatives, and support networks enable women to better manage their roles without sacrificing their mental and emotional health. By creating a supportive culture that values employee well-being, IT companies can help mitigate work-family conflicts, reduce burnout, and promote a more balanced, engaged workforce. Work-life balance is essential for women in IT to thrive professionally and personally. Spiritual resilience and a supportive workplace that values spirituality can serve as critical resources, helping women manage the unique challenges they face in balancing demanding roles. These factors contribute to a healthier, more resilient workforce and enhance job satisfaction, retention, and overall productivity. Through policies and practices that foster work-life balance, organizations can empower women to excel in both their careers and personal lives, leading to long-term success and well-being.

## Interplay Between the Concepts

The interplay between workplace spirituality, spiritual resilience, and work-life balance is integral to overall well-being, particularly for women in demanding fields like information technology (IT). These interconnected concepts create a supportive framework that enables women to navigate the challenges of high-pressure work environments while maintaining a sense of fulfillment, mental stability, and life satisfaction.

Workplace spirituality fosters a sense of purpose, connection, and ethical alignment in professional settings, which can be deeply grounding in roles that demand both intellectual and emotional investment. For women, workplace spirituality often translates into meaningful engagement, as it allows them to align their personal values with their professional roles. This alignment not only strengthens job satisfaction but also reduces feelings of isolation or disconnect that can arise in male-dominated fields. When women feel that their work is meaningful and positively contributes to society, they are more likely to approach tasks with enthusiasm and resilience, leading to improved performance and fulfillment.

Spiritual resilience, on the other hand, provides the emotional tools needed to handle adversity. It allows individuals to draw on their inner beliefs, values, and practices to face challenges with a sense of calm, optimism, and perseverance. In the fast-paced IT sector, where stress and setbacks are common, spiritual resilience helps women remain composed and recover quickly from difficulties. For instance, through practices like mindfulness, meditation, or prayer, they can find solace and strength, preventing stress from escalating into burnout. Spiritual resilience thus acts as a buffer against high work pressures, empowering women to remain focused and emotionally balanced despite demanding schedules or stressful deadlines.

Together, workplace spirituality and spiritual resilience contribute to a more balanced and harmonious work-life integration. By fostering a sense of purpose and equipping women with emotional tools, these concepts help reduce

stress and mitigate the impacts of work-family conflicts, enabling women to successfully manage their dual roles. A woman who perceives her work as meaningful and has spiritual resilience is more likely to navigate long hours, high expectations, and family obligations without feeling overwhelmed or sacrificing personal well-being. This balance is crucial, as it allows women to fulfill their professional ambitions while remaining connected and engaged in their personal lives.

This synergistic effect also has broader implications for organizational health. Women who experience high levels of workplace spirituality and spiritual resilience are more likely to be satisfied with their jobs, experience lower stress levels, and exhibit higher engagement, loyalty, and productivity. This translates to reduced turnover, less absenteeism, and a more positive work culture. Organizations that recognize the importance of these elements and support spirituality and resilience through flexible work arrangements, mental health resources, and inclusive policies can cultivate a more motivated, balanced, and resilient workforce.

In summary, the relationship between workplace spirituality, spiritual resilience, and work-life balance is vital to overall well-being for women in demanding industries. By enhancing purpose, emotional strength, and balance, these concepts create a foundation that enables women to thrive in both their personal and professional lives. This holistic approach to well-being supports both individual and organizational success, underscoring the importance of a workplace culture that values spiritual fulfillment and resilience as essential resources for maintaining a healthy work-life balance.

### THEORETICAL PERSPECTIVE:

#### Conservation of Resources (COR) Theory:

Developed by Stevan Hobfoll, COR theory posits that individuals strive to obtain, retain, and protect their resources, which can include personal characteristics (such as resilience), conditions (like a supportive work environment), and energies (time, money, knowledge) (Hobfoll, 2018). Stress occurs when these resources are threatened, lost, or when individuals are unable to gain sufficient resources following a loss (Niazi, 2024).

#### Relevance to the Study:

**Workplace Spirituality:** Can be viewed as a valuable resource, providing meaning, purpose, and alignment of personal and professional values. A spiritually supportive workplace helps employees conserve emotional and psychological resources, reducing stress.

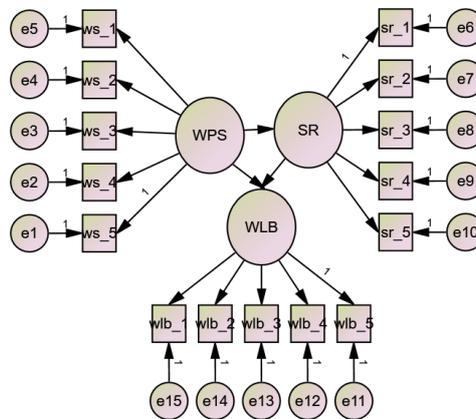
**Spiritual Resilience:** Acts as an internal resource, helping individuals recover from stress and adversity. Women professionals in IT, who often face work-life conflicts, can use spiritual resilience to replenish their personal resources.

**Work-Life Balance:** Achieving balance between professional and personal life is about managing resources effectively. COR theory explains how the accumulation and protection of resources, through workplace spirituality and spiritual resilience, can enhance work-life balance.

This theory effectively explains the dynamic interplay between maintaining resources (spirituality and resilience) and managing work-life demands, making it a solid theoretical framework for the study.

PROPOSED MODEL:

Figure No:1



METHODOLOGY:

This study adopts a mixed-method approach to gather comprehensive insights. Quantitative data were collected using a structured survey administered to 120 women IT professionals across various organizations. The survey included validated scales for measuring workplace spirituality, spiritual resilience, and work-life balance. For qualitative insights, 15 in-depth interviews were conducted to understand the personal experiences of women navigating these dynamics.

**Sample:** The sample comprised women working in low, mid - to senior-level IT roles in both multinational companies and startups.

**Data Collection:** Quantitative data were analysed using regression analysis to explore correlations, while qualitative interviews were coded thematically to identify recurring patterns and narratives.

Research Questions:

1. What is the direct relationship between Workplace Spirituality and Work-Life Balance among women IT professionals?
2. Does Spiritual Resilience mediate the relationship between Workplace Spirituality and Work-Life Balance?
3. How do Workplace Spirituality and Spiritual Resilience collectively influence Work-Life Balance among women IT professionals?

ANALYSIS

1. Chi-Square Test

**H<sub>0</sub>:** There is no association between the work experience and Job Role

S.No	Particular	Value	DF	P Value	Remarks
1	Work experience and Job Role	8.292	12	0.62	NS

**S=Significant @ 5% level (P value <= 0.05); NS = Not Significant @ 5% level (P value > 0.05).**

Hence the hypothesis is not rejected therefore is it concluded that there is association between relationship between work experience and job role.

2. ANOVA:

**H<sub>0</sub>:** There is no Significant Difference between respondent’s social economic profile and Spiritual Resilience

S. No	Factors	Particular	Mean	Variance	Sum of Square	Df	Mean Square	F	P Value	Remarks
1	Age Group	20-30 yrs	37.7692		16.846	4	4.212	0.173	0.952	NS

		31-40 yrs	37.1556	Between Groups					
		41-50 yrs	37.9048	Within Groups	1.391	1.391			
		51 yrs	37.8095						
2	Marital Status	Married	38.1176	Between Groups	72.573	18.143	0.758	0.555	NS
		Un Married	38.3590						
				Within Groups	24.391	4	24.391		
3	Number of Dependents	None	37.7692	Between Groups	271.897	38.842	1.700	.115	NS
		1	37.1556						
		2	37.9048						
		3	37.8095						
		More than 3	36.7500	Within Groups	40.937	7	40.937		
4	Work Experience	Less than 5	37.6944	Between Groups	25.896	8.632	.358	.784	NS
		5-10 Yrs	38.8333						
		11-15 Yrs	37.4390	Within Groups	1.288	1.288	3		
		More than 16	37.3585						

Source: Primary Data

The ANOVA results show no significant differences in the perceptions of spirituality and resilience across demographic factors. For age group, the F value is 0.173 with a p-value of 0.952, indicating no significant difference. Similarly, for marital status, the F value is 0.758 with a p-value of 0.555, showing no significant variation between married and unmarried respondents. The number of dependents also shows no significant difference, with an F value of 1.700 and a p-value of 0.115. Lastly, work experience has an F value of 0.358 and a p-value of 0.784, indicating no significant effect on perceptions. In all cases, the p-values are greater than 0.05, suggesting that these demographic factors do not significantly influence respondents' views on workplace spirituality and spiritual resilience.

### 3. Correlation

S. No	Work life Balance Among IT Employees	Description	F1	F2	F3	F4	F5
1	I can effectively balance my work and personal life	Pearson Correlation	1				
		Sig.(2-tailed)					
		N					
2	My work does not interfere with my family or personal time	Pearson Correlation	.093	1			
		Sig.(2-tailed)					
		N					
3	I have enough time to relax outside of work	Pearson Correlation	.118	.361**	1		
		Sig.(2-tailed)					
		N					

4	I can set boundaries between work and personal commitments	Pearson Correlation	.071	.303**	.066	1	
		Sig.(2-tailed)					
		N					
5	I feel satisfied with the balance I have between my work and personal life	Pearson Correlation	.039	.322**	.195*	.109	1
		Sig.(2-tailed)					
		N					

**Source: Primary Data**

The correlation analysis of work-life balance among IT employees reveals several notable relationships between the factors. There is a weak positive correlation ( $r = 0.093$ ) between the ability to balance work and personal life and ensuring that work does not interfere with family or personal time, though this is not statistically significant. A moderate positive correlation ( $r = 0.361, p < 0.01$ ) exists between having enough time to relax outside of work and the non-interference of work with personal life, suggesting that when work does not intrude on personal time, employees feel more relaxed. Similarly, a moderate positive correlation ( $r = 0.303, p < 0.01$ ) is observed between setting boundaries between work and personal commitments and work not interfering with personal time, indicating that stronger boundaries lead to better separation of work and life. A weak positive correlation ( $r = 0.195, p < 0.05$ ) exists between feeling satisfied with the work-life balance and having enough time to relax, suggesting that relaxation contributes somewhat to overall satisfaction with work-life balance. Overall, these results suggest moderate but important relationships between various aspects of work-life balance, particularly around boundaries and relaxation time.

**4. Structural Equation Modelling: Model Fit Assessment**

The variables used in the SEM model are

**Observed, Exogenous Variable**

WLB1: I can effectively balance my work and personal life.

WLB2: My work does not interfere with my family or personal time.

WLB3: I have enough time to relax outside of work.

WLB4: I can set boundaries between work and personal commitments.

WLB5: I feel satisfied with the balance I have between my work and personal life.

**Observed, Endogenous Variable**

Workplace Spirituality and Spiritual Resilience

**Unobserved, Exogenous Variable**

“e1”- Error variable relating to Workplace Spirituality

“e2”- Error variable relating to Spiritual Resilience

Hence the number of variables in the SEM:

Number of Variable in Model	7
Number of Observed Variables	5
Number of Unobserved Variables	2
Number of Exogenous Variables	5
Number of Endogenous Variables	2

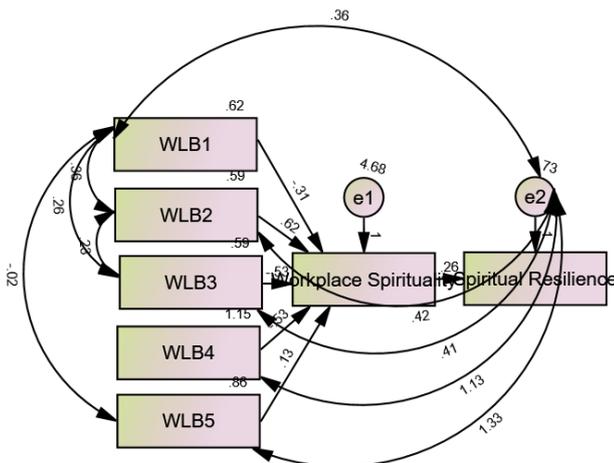


Fig 2 a Unstandardized Estimates of the Research Model

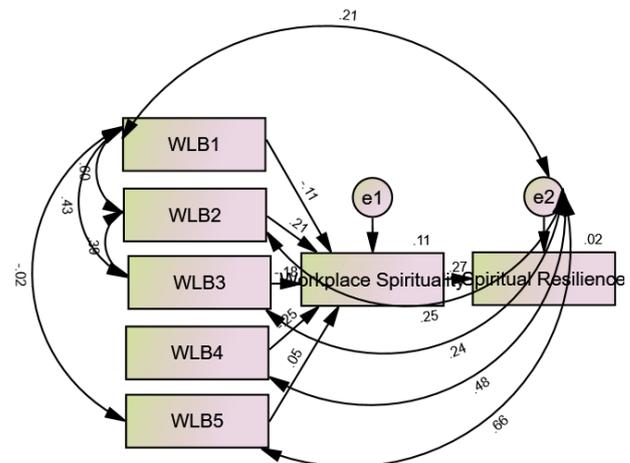


Fig 2 b Standardized Estimates of the Research Model

Regression Weight of Default Model

			Estimate			S.E	C.R	P
			Unstandardized	Standardized				
WPS	←	WLB_1	-0.314	-0.108	.325	-0.965	.334	
WPS	←	WLB_5	0.133	0.054	.214	0.621	.535	
WPS	←	WLB_4	-0.529	-0.247	.185	-2.862	.004	
WPS	←	WLB_2	0.615	0.207	.326	1.887	.059	
WPS	←	WLB_3	-0.526	-0.176	.291	-1.812	.070	
SR	←	WPS	0.255	0.267	.045	5.640	***	

**Unstandardized Coefficients:** These indicate the direct effect of each Work-Life Balance indicator (WLB\_1 to WLB\_5) on Workplace Spirituality (WPS).

**Standardized Coefficients:** These are the coefficients standardized to allow comparison across variables measured in different units. A higher absolute value indicates a stronger relationship.

**S.E. (Standard Error):** The standard error of the estimate provides an idea of the accuracy of the coefficient.

**C.R. (Critical Ratio):** This is the ratio of the coefficient to its standard error. It assesses the significance of the coefficient. A higher absolute value indicates a more significant relationship.

**P:** The p-value indicates the statistical significance of the coefficient. A p-value less than 0.05 typically indicates statistical significance.

**Level of Significant for Regression Weights:**

**WLB\_1 (I can effectively balance my work and personal life):** The unstandardized coefficient for WLB\_1 is -0.314, and the standardized coefficient is -0.108. This suggests a slight negative relationship between the perception of balancing work and personal life and workplace spirituality (WPS). However, with a p-value of 0.334 and a critical ratio (C.R.) of -0.965, this relationship is not statistically significant. This indicates that the ability to balance work and personal life does not significantly impact workplace spirituality in this sample.

**WLB\_5 (I feel satisfied with the balance I have between my work and personal life):** The unstandardized coefficient for WLB\_5 is 0.133, and the standardized coefficient is 0.054, indicating a weak positive relationship between satisfaction with work-life balance and workplace spirituality. With a C.R. of 0.621 and a p-value of 0.535, this relationship is not statistically significant. Therefore, feeling satisfied with work-life balance does not significantly influence workplace spirituality in this context.

**WLB\_4 (I can set boundaries between work and personal commitments):** WLB\_4 has an unstandardized coefficient of -0.529 and a standardized coefficient of -0.247, showing a stronger negative relationship with workplace spirituality. The C.R. is -2.862, and the p-value is 0.004, indicating that this relationship is statistically significant. This means that individuals who feel they can set boundaries between work and personal commitments report lower levels of workplace spirituality. This finding suggests that strict boundary-setting may reduce the integration of spirituality in the workplace.

**WLB\_2 (My work does not interfere with my family or personal time):** The unstandardized coefficient for WLB\_2 is 0.615, and the standardized coefficient is 0.207, suggesting a positive relationship between work not interfering with personal time and workplace spirituality. The C.R. is 1.887, and the p-value is 0.059, indicating that this relationship approaches statistical significance but does not quite meet the conventional threshold ( $p < 0.05$ ). This result suggests that minimizing work interference in personal life may positively influence workplace spirituality, but further evidence is needed to confirm this.

**WLB\_3 (I have enough time to relax outside of work):** WLB\_3 has an unstandardized coefficient of -0.526 and a standardized coefficient of -0.176, indicating a negative relationship with workplace spirituality. The C.R. is -1.812, and the p-value is 0.070, which shows that this relationship is close to statistical significance but falls short of being conclusive. This suggests that having enough time to relax outside of work may negatively impact workplace spirituality, although the effect is not strong enough to be considered statistically significant.

**WPS → SR (Workplace Spirituality on Spiritual Resilience):** The relationship between workplace spirituality (WPS) and spiritual resilience (SR) shows a positive, statistically significant effect. The unstandardized coefficient is 0.255, and the standardized coefficient is 0.267, with a C.R. of 5.640 and a p-value of less than 0.001 (\*\*\*) indicating a highly significant result. This means that higher levels of workplace spirituality are associated with greater spiritual resilience, suggesting that workplace spirituality plays a critical role in enhancing individuals' ability to cope with spiritual challenges or adversities.

### MANAGERIAL IMPLICATIONS

The findings of this study offer crucial insights for human resources (HR) practices and organizational policies, especially within IT firms where work-life balance challenges are common and impactful. By integrating workplace spirituality and promoting spiritual resilience, organizations can create an environment where employees are not only more engaged but also better equipped to handle the demands of high-pressure roles. This focus on holistic well-being has the potential to drive significant improvements in employee satisfaction, productivity, and retention rates.

To integrate workplace spirituality into corporate culture, organizations can start by offering wellness programs and mindfulness sessions that encourage employees to reconnect with their personal values and sense of purpose. These programs, which could include meditation, yoga, and other mindfulness practices, provide a mental break from the fast-paced nature of IT work, allowing employees to recharge and reduce stress. Such initiatives also foster a culture that values and respects the whole person, acknowledging that well-being is essential to sustained performance. Encouraging spirituality does not mean promoting specific religious beliefs; instead, it focuses on creating an inclusive environment where employees feel connected to their work, motivated by purpose, and aligned with ethical values. A corporate culture that openly supports these values can cultivate a greater sense of belonging, reducing feelings of isolation or burnout.

Leadership training centered on spiritual resilience is another key strategy that can empower managers to support employees more effectively. Managers trained in spiritual resilience can model positive coping mechanisms, helping their teams remain calm and focused even during stressful times. This training enables managers to create safe, supportive environments where employees feel comfortable discussing their challenges, promoting a workplace atmosphere grounded in empathy and understanding. Leadership that values spiritual resilience also has the advantage of fostering a workforce that is better prepared to face setbacks, view failures as opportunities for growth, and maintain a balanced perspective under pressure. These qualities are particularly beneficial in the IT sector, where rapid technological changes and tight deadlines can heighten stress levels.

Additionally, flexible working conditions and mental well-being initiatives are fundamental to enhancing work-life balance. Policies that support remote work, flexible hours, and the option to customize work schedules help employees tailor their workdays to align with personal needs and responsibilities. For women in IT, who often juggle family responsibilities alongside demanding careers, such flexibility can significantly reduce work-family conflicts, making it easier to find balance. Mental well-being initiatives, such as access to counseling services, stress management workshops, and peer support groups, further reinforce this support by providing employees with practical tools to manage their mental health. When employees feel that their well-being is a priority, they are more likely to remain committed, engaged, and resilient.

In the long term, these HR strategies and policies offer mutual benefits for employees and organizations alike. Employees experience greater job satisfaction, a stronger sense of purpose, and improved resilience, all of which contribute to their overall quality of life and work. Organizations, in turn, benefit from a more engaged and motivated workforce, which can lead to higher productivity, creativity, and reduced turnover rates. By fostering workplace spirituality, promoting spiritual resilience, and supporting flexible work arrangements, IT firms can create a sustainable work environment where employees feel valued, balanced, and supported in their professional and personal lives. This approach not only addresses the immediate challenges of work-life balance but also positions organizations as leaders in progressive HR practices that prioritize holistic employee well-being.

### CONCLUSION

This study highlights the significant influence of workplace spirituality and spiritual resilience on work-life balance among women IT professionals. The findings indicate that a higher sense of workplace spirituality and greater spiritual resilience are positively correlated with enhanced work-life balance. This underscores the importance of these constructs as effective coping mechanisms for women navigating the demanding nature of the IT sector.

The quantitative analysis revealed a notable relationship between workplace spirituality and work-life balance, supporting the hypothesis that a meaningful connection to work facilitates a better balance between professional responsibilities and personal life. Furthermore, spiritual resilience emerged as a crucial mediator, illustrating how inner strength and the ability to recover from adversity contribute to maintaining this balance.

Qualitative insights from the in-depth interviews further reinforced these findings, revealing that supportive work cultures and spiritual practices serve as essential factors in achieving work-life balance. Themes such as the importance of mindfulness, flexible working conditions, and mental well-being initiatives were identified as key elements that organizations could implement to promote both workplace spirituality and resilience among employees.

Given the persistent challenges women face in the IT sector, organizations should consider integrating strategies that foster workplace spirituality and enhance spiritual resilience. By doing so, they can improve employee satisfaction, reduce burnout, and create a healthier work environment conducive to achieving work-life balance.

This research contributes to a deeper understanding of how spirituality and resilience can mitigate the pressures of high-demand work environments, particularly for women in IT.

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