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Striking Balance: Evaluating Adverse Work-life Factors and Productivity among Cochin Devaswom Board Temple Employees in Kerala

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Abstract: This study explores the impact of adverse work-life balance factors on organizational productivity among employees of the Cochin Devaswom Board temples in Kerala, based on data collected from 210 temple employees. Using factor analysis, this research identifies key challenges, including irregular working hours, lack of personal time, excessive religious duties and commitments, and lack of social support networks, which significantly affect the ability of employees to balance their professional and personal lives. Structural Equation Modelling (SEM) is then employed to examine the extent to which these factors influence organizational productivity. The empirical findings highlight the urgent need for flexible work arrangements, comprehensive employee wellness programs, and leadership development initiatives. Additionally, fostering transparent communication channels between employees and management is recommended to address workplace concerns and promote a supportive organizational culture. By prioritising employee well-being and cultivating a harmonious work environment, the Devaswom Board can enhance overall productivity while upholding the sacred mission of temple operations. This research contributes valuable insights into the complex interplay between work-life balance and organizational effectiveness within the unique socio-religious context of temple employment in Kerala.

1. Introduction

In the picturesque landscapes of Kerala, the Cochin Devaswom Board temples stand as epitomes of cultural heritage and spiritual sanctity. Within their hallowed precincts, a dedicated cadre of temple employees diligently carry out their duties, ensuring the smooth conduct of religious rituals and the preservation of centuries-old traditions. However, beyond the serene façade lies a dynamic interplay of challenges and responsibilities that define the daily lives of these individuals. Striving to strike a delicate balance between their professional commitments within the temple walls and the demands of their personal lives outside, these employees navigate a complex landscape where work and life converge in intricate ways. Amidst the lush greenery and tranquil backwaters of Kerala, the pursuit of work-life balance emerges as a pressing concern among the temple employees of the Cochin Devaswom Board. Their roles extend far beyond mere administrative tasks, encompassing a profound engagement with the spiritual ethos of the community and the cultural legacy enshrined within the temple premises.

The Cochin Devaswom Board temples in Kerala stand as prominent religious and cultural landmarks, attracting devotees and visitors worldwide. Cochin Devaswom Board was formed as per the provisions of XV of Travancore-Cochin Hindu Religious institutions Act,1950 and this Devaswom Board manages 408 temples in four districts of Kerala. However, beneath the tranquil exterior of these

temples lies a workforce grappling with work-life balance challenges. Adverse work-life balance factors have emerged as pressing concerns among employees, necessitating thorough investigation. Temple staff are entrusted with fulfilling various religious duties integral to temple operations, demanding significant time and dedication (Srinivas, 2018). Irregular working hours are inherent in temple operations, often requiring employees' presence during festivals, rituals, and other significant events, disrupting personal routines and work-life equilibrium (Menon et al., 2020). The demanding nature of temple service leaves employees with limited personal time for leisure, family, and self-care activities, potentially leading to stress and burnout (Menon et al., 2020). Despite the importance of social support networks in mitigating work-related stress, temple employees may encounter challenges in accessing adequate support within their work environment, exacerbating the impact of work-life balance factors (Srinivas, 2018). Imbalanced work-life dynamics can result in decreased job satisfaction, increased turnover intentions, and diminished well-being among employees (Menon et al., 2020; Srinivas, 2018). Investigating the detrimental effects of adverse work-life balance factors within Cochin Devaswom Board temples is crucial. This study seeks to uncover the specific challenges and consequences arising from imbalanced work-life dynamics, shedding light on their implications for employee well-being and organizational effectiveness within this distinctive religious setting.

2. Review of Literature

2.1 Excessive Religious Duties and Commitments

The literature surrounding work-life balance among temple employees, particularly within Cochin Devaswom Board temples in Kerala, emphasizes the profound impact of excessive religious duties on employee well-being. Srinivas (2018) reveals how religious obligations disrupt the delicate balance between work and personal life, as highlighted by Menon et al. (2020) and Nair (2019), who underscore the overwhelming pressure to prioritize religious duties over family responsibilities. These studies illustrate the challenges faced by temple employees in achieving a satisfactory work-life balance due to inflexible religious commitments. Thomas and George (2017) further examine the influence of religious practices on work-life balance, emphasizing the pervasive conflicts between professional and personal spheres. Together, these findings underscore the urgent need for organizational interventions within Cochin Devaswom Board temples to mitigate the adverse effects of excessive religious duties. Addressing these challenges could significantly improve the well-being and work-life balance of temple employees in Kerala.

2.2 Irregular Working Hours

The literature concerning irregular working hours among temple employees, particularly within Cochin Devaswom Board temples in Kerala, highlights significant implications for employee well-being and work-life balance. Menon, Kamath, and Prakash (2020) delve into the complexities of work-life balance among South Indian temple employees, emphasizing the disruptive nature of irregular working hours inherent in temple operations. Their research underscores how unpredictable schedules, driven by temple services, festivals, and rituals, challenge employees in maintaining personal routines and strain family relationships, leading to heightened stress levels. Similarly, Nair (2019) examines the impact of irregular working hours on work-life conflict among Kerala's temple employees, revealing frustrations due to the lack of predictability in work schedules, hindering effective time management outside of work. Thomas and George (2017) further explore the influence of irregular working hours on temple employees' work-life balance in India, advocating for organizational strategies to offer greater scheduling flexibility, accommodating personal commitments, and improving overall quality of life. These studies collectively emphasize the necessity of addressing irregular working hours to enhance employee well-being and job satisfaction.

2.3 Lack of Personal Time

The challenges associated with a lack of personal time are prevalent among temple employees, especially within the Cochin Devaswom Board temples in Kerala, as evidenced by various studies. Srinivas (2018) explores the work-life balance of temple staff, highlighting the significant constraints

resulting from the absence of personal time. The study illustrates how the demanding nature of temple service restricts opportunities for leisure, family interactions, and personal well-being. Menon, Kamath, and Prakash (2020) further examine the dynamics of work-life balance among South Indian temple employees, emphasizing the negative impact of limited personal time on morale and job satisfaction. Their findings reveal widespread dissatisfaction stemming from the inability to pursue personal interests outside of work duties. Similarly, Nair (2019) investigates the consequences of restricted personal time on work-life conflict among Kerala's temple employees, uncovering significant effects on mental health and productivity. This scarcity exacerbates burnout and reduces employees' quality of life, ultimately affecting organizational effectiveness. These insights stress the urgent need for organizational interventions to address the challenges of limited personal time among temple employees. Additionally, Thomas and George (2017) emphasize the importance of fostering supportive work environments and implementing policies to mitigate the adverse effects on employee satisfaction and organizational performance.

2.4 Lack of Social Support Networks

In the realm of temple employment, the absence or insufficiency of social support networks significantly impacts employee well-being and work-life balance. Jain and Gupta (2019) emphasize the pivotal role of peer relationships and organizational support in alleviating work-related stressors among temple employees. Their research highlights how the lack of robust social networks can lead to feelings of isolation and reduced morale. Sharma and Verma (2020) explore this dynamic among North Indian temple employees, noting the direct link between social support and job satisfaction, with supportive environments reducing burnout levels. Patel et al. (2018) stress the importance of fostering supportive workplaces in Gujarat temples to bolster employee resilience. Gupta and Singh (2017) demonstrate in Rajasthan that supportive networks positively impact employee motivation and performance, buffering against work-related stressors. These findings underscore the necessity for organizational efforts to promote social cohesion and supportive cultures within temple settings.

2.5 Organizational Productivity

Organizational productivity within temple operations hinges on the well-being and satisfaction of temple employees. Roy and Das (2019) highlight the importance of employee engagement and job satisfaction in West Bengal temples, emphasizing the necessity of positive work environments to boost productivity. Sharma et al. (2020) focus on leadership styles in North Indian temples, noting the role of effective leadership in driving engagement and commitment, particularly through transformational leadership practices. Singh and Yadav (2018) stress the impact of organizational culture on productivity in Uttar Pradesh temples, advocating for a culture of collaboration and innovation. Mishra et al. (2017) explore technology adoption in Maharashtra temples, pointing out the potential of technological innovations in enhancing efficiency and calling for strategic investments in technology infrastructure and training. These studies underscore the importance of various factors, including leadership, culture, and technology, in optimizing organizational productivity within temple settings.

3. Research Gap

While existing literature provides valuable insights into various dimensions of work-life balance challenges faced by temple employees, such as excessive religious duties, irregular working hours, lack of personal time, and inadequate social support, there remains a significant gap in understanding the interconnected impact of these factors on organizational productivity, specifically within the context of Cochin Devaswom Board temples in Kerala. Most studies have focused on individual stressors in isolation and have often examined temple employees' well-being without systematically analysing how these stressors cumulatively influence the functioning and productivity of temple organisations. Furthermore, there is a lack of region-specific empirical research that holistically evaluates which factors most adversely affect employees, and how these, in turn, impact institutional effectiveness. This study aims to bridge this gap by identifying the most critical work-life balance challenges specific to Cochin Devaswom Board temples and assessing their direct and indirect effects

on organizational productivity, thereby providing a contextualised and comprehensive framework for organizational intervention.

4. Objectives of the Study

1. To identify the most adverse work-life balance factors experienced by employees within Cochin Devaswom Board temples in Kerala.
2. To assess the impact of identified adverse work-life balance factors on overall organizational productivity within the context of Cochin Devaswom Board temples in Kerala.

5. Research Methodology:

This study employs a mixed-methods research design to comprehensively assess the adverse work-life factors and productivity among Cochin Devaswom Board temple employees in Kerala. The mixed-methods approach allows for triangulation of data from multiple sources, enhancing the validity and reliability of the findings. The sampling frame consist of all employees working within Cochin Devaswom Board temples in Kerala. This includes administrative staff and operating staff across various temples under the purview of the board. The list of Cochin Devaswom Board temples and their employees have been obtained from official records and administrative departments. Stratified random sampling (Benny, 2022) will be employed to ensure representation across different temple sizes (small, medium, large temples based on the number of employees), and equal allocation (Benny, 2021; Benny, 2023) of strata has been done by the researcher. Stratification allows for the selection of equal samples from each category of temples (70 each from different category) representativeness in the final total of 210 samples. Stratification criteria will be applied to categorize the temples and employees based on size into different strata. After that, random sampling techniques, such as random numbers or random selection from employee lists, has be used to select participants within each stratum.

A structured questionnaire collects quantitative data on adverse work-life factors and productivity, employing Likert scales and closed-ended questions. Descriptive statistics analyze survey data, while factor analysis identifies underlying dimensions of adverse work-life balance factors, utilizing Eigenvalues, scree plots, and factor loadings. Structural Equation Modeling (SEM) examines complex relationships between adverse work-life factors and productivity, conceptualizing hypothesized relationships into a structural model. SEM estimates structural paths, evaluating standardized coefficients and significance levels. Goodness-of-fit indices, including CFI, TLI, RMSEA, and SRMR, assess model fit. This comprehensive approach allows for a nuanced understanding of work-life dynamics and productivity among temple employees, offering insights for organizational interventions and improvements.

6. Data Analysis Result and Discussion

Table1: Demographic Profile of Cochin Devaswom Board Employees

Gender	No. of Temple Employees	Percent
Male	125	59.5
Female	85	40.5
Total	210	100.0
Age	**No. of Temple Employees**	**Percent**
Below 35	16	7.6
35-40	71	33.8
40-45	70	33.3
Above 45	53	25.2
Total	210	100.0
Marital Status	**No. of Temple Employees**	**Percent**
Single	66	31.4

Married	144	68.6
Total	210	100.0
Designation	No. of Temple Employees	Percent
Administrative	126	60.0
Operating	84	40.0
Total	210	100.0
Qualification	No. of Temple Employees	Percent
Below SSLC	18	8.6
SSLC	61	29.0
Higher Secondary	69	32.9
Graduation	40	19.0
Post-Graduation	22	10.5
Total	210	100.0
Area	No. of Temple Employees	Percent
Urban	91	43.3
Semi Urban	56	26.7
Rural Area	63	30.0
Total	210	100.0

Source: Authors' compilation

The table1 provides a comprehensive overview of the demographic profile of employees working within the Cochin Devaswom Board. It delineates key demographic characteristics including gender, age distribution, marital status, designation, qualification, and area of residence. Among the 210 temple employees surveyed, there is a slight male predominance, constituting 59.5% of the workforce compared to 40.5% female employees. Regarding age distribution, a significant proportion falls within the 35-40 and 40-45 age brackets, collectively representing 67.1% of the workforce, while those above 45 years old comprise 25.2%. Maritally, 68.6% of employees are married. Designation-wise, 60% are in administrative roles, while the remaining 40% are in operating positions. In terms of educational qualifications, a substantial proportion (61.9%) possess at least a Higher Secondary qualification, with 19.0% holding Graduation degrees and 10.5% having completed Post-Graduation. Geographically, the workforce distribution is relatively balanced across urban (43.3%), semi-urban (26.7%), and rural (30.0%) areas. The data encapsulates the diverse demographic composition of the Cochin Devaswom Board employees, shedding light on their gender, age, marital status, designation, qualification, and residential distribution.

Table 2: Descriptive Statistics of adverse work-life balance factors

	Mean	Std. Deviation
Excessive duties and commitments are not conflict with my personal time and work (ERDC1)	2.781	1.414
Not at all faced challenges to balance my religious duties (ERDC2)	2.848	1.495
Fulfilling religious commitments negatively impacts my ability (ERDC3)	3.219	1.496
Supported by the organization in managing my excessive religious duties (ERDC4)	3.052	1.748
Irregular working hours make it difficult for me (IWH1)	3.786	1.365
The unpredictable schedule affects my ability (IWH2)	3.686	1.270
I struggle to adapt to the irregular working hours (IWH3)	3.795	1.198
I feel adequately compensated for working irregular hours (IWH3)	2.195	1.378
Personal time outside of work to pursue my interests and hobbies (LPT1)	2.095	1.257

	Mean	Std. Deviation
The demands of my job leave me with little personal time (LPT2)	2.462	1.418
Lack of personal time resulting from work commitments (LPT3)	1.829	1.169
I am satisfied with the amount of personal time (LPT4)	2.471	1.387
Strong social support networks within the organization (LSN1)	2.714	1.357
Colleagues and supervisors provide me with adequate support (LSN2)	3.024	1.656
I feel isolated and unsupported by colleagues (LSN3)	3.557	1.454
Organization fosters a supportive environment that encourages employees (LSN4)	2.971	1.722

Source: Authors' compilation

The table presents descriptive statistics outlining various aspects of work-life balance experienced by temple employees, focusing on factors such as excessive duties, irregular working hours, personal time, and social support within the organization. The mean values provide insights into the average level of agreement or disagreement with each statement, while the standard deviation indicates the extent of variability among responses. Employees seem to perceive challenges in balancing religious duties with personal time and work commitments, as evidenced by relatively high mean scores for factors such as fulfilling religious commitments negatively impacting their ability and struggles with managing excessive religious duties. Additionally, irregular working hours appear to be a significant concern, as indicated by high mean scores across factors related to irregular schedules and struggles to adapt to them. However, employees seem relatively satisfied with the support provided by colleagues and supervisors, although there are indications of feelings of isolation and lack of support in certain instances. Overall, the table provides valuable insights into the perceived work-life balance challenges faced by temple employees and the level of support they perceive within the organization.

Table 3: KMO and Bartlett's Test on adverse work-life balance factors

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.800
Bartlett's Test of Sphericity	Approx. Chi-Square	1359.861
	DF	120
	Sig.	0.000

Source: Authors' compilation

Table 3 presents the results of the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity conducted on the adverse work-life balance factors experienced by temple employees. The KMO measure, with a value of 0.800, indicates that the data is sufficiently adequate for conducting factor analysis, suggesting that the correlations among variables are strong enough to proceed with further analysis. Bartlett's test of sphericity, with an approximate chi-square value of 1359.861 and 120 degrees of freedom, demonstrates that the correlations among variables are statistically significant ($p < 0.001$), indicating that the variables are interrelated and suitable for factor analysis. Overall, the results suggest that the data is suitable for exploring underlying factors related to work-life balance among temple employees.

Table 4: Communalities of variables related to adverse work-life balance factors

	Extraction
Excessive duties and commitments are not conflict with my personal time and work (ERDC1)	0.578
Not at all faced challenges to balance my religious duties (ERDC2)	0.575
Fulfilling religious commitments negatively impacts my ability (ERDC3)	0.686
Supported by the organization in managing my excessive religious duties (ERDC4)	0.572
Irregular working hours make it difficult for me (IWH1)	0.656
The unpredictable schedule affects my ability (IWH2)	0.593
I struggle to adapt to the irregular working hours (IWH3)	0.662

I feel adequately compensated for working irregular hours (IWH3)	0.767
Personal time outside of work to pursue my interests and hobbies (LPT1)	0.771
The demands of my job leave me with little personal time (LPT2)	0.711
Lack of personal time resulting from work commitments (LPT3)	0.604
I am satisfied with the amount of personal time (LPT4)	0.751
Strong social support networks within the organization (LSN1)	0.735
Colleagues and supervisors provide me with adequate support (LSN2)	0.773
I feel isolated and unsupported by colleagues (LSN3)	0.642
Organization fosters a supportive environment that encourages employees (LSN4)	0.809

Extraction Method: Principal Component Analysis.
Source: Authors' compilation

Table 4 displays the communalities of variables related to the most adverse work-life balance factors experienced by temple employees, obtained through Principal Component Analysis (PCA). Communalities represent the proportion of variance in each variable that is accounted for by the underlying factors extracted during the analysis. The values range from 0 to 1, where higher values indicate a greater proportion of variance explained by the extracted factors. The communalities range from 0.572 to 0.809, suggesting that the extracted factors collectively explain a substantial amount of variance in the observed variables. Variables such as "Organization fosters a supportive environment that encourages employees" (LSN4) and "Colleagues and supervisors provide me with adequate support" (LSN2) exhibit higher communalities, indicating that they are well-represented by the underlying factors identified through PCA. Conversely, variables like "Excessive duties and commitments are not in conflict with my personal time and work" (ERDC1) and "Not at all faced challenges to balance my religious duties" (ERDC2) demonstrate relatively lower communalities, suggesting that they may have unique characteristics not fully captured by the extracted factors.

Table 5: Total Variance Explained by the variables related to adverse work-life balance factors

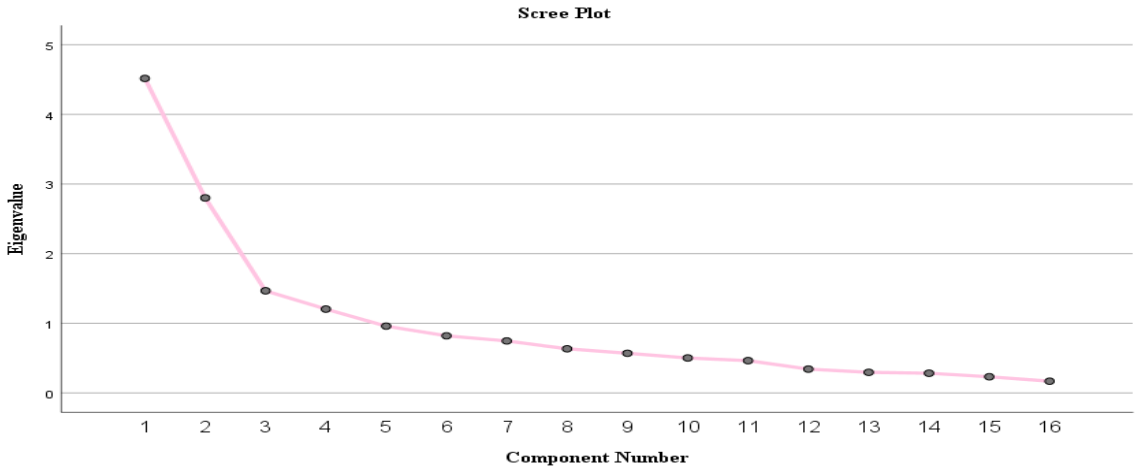
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.516	28.225	28.225	4.516	28.225	28.225	3.148	19.672	19.672
2	2.800	17.502	45.726	2.800	17.502	45.726	2.493	15.581	35.253
3	1.466	9.165	54.891	1.466	9.165	54.891	2.413	15.083	50.336
4	1.203	7.521	62.413	1.203	7.521	62.413	1.932	12.077	62.413
5	0.959	5.994	68.407						
6	0.820	5.126	73.533						
7	0.746	4.665	78.198						
8	0.633	3.959	82.156						
9	0.569	3.557	85.713						
10	0.502	3.137	88.850						
11	0.464	2.898	91.748						
12	0.342	2.135	93.883						
13	0.296	1.847	95.730						
14	0.283	1.767	97.497						
15	0.232	1.451	98.949						
16	0.168	1.051	100.000						

Extraction Method: Principal Component Analysis.
Source: Authors' compilation

Table 5 illustrates the total variance explained by variables related to the most adverse work-life balance factors experienced by temple employees, utilizing Principal Component Analysis (PCA). The initial eigenvalues show that the first component accounts for 28.225% of the variance, while the

second component explains 17.502%, totaling 45.726% collectively. As the analysis progresses, the cumulative variance explained increases, with the first four components collectively explaining 62.413% of the variance. Subsequent components contribute less to the overall variance explained, with the total variance reaching 100.000%. These percentages provide insights into the extent to which the extracted components capture the variability in the observed variables, facilitating the understanding of the underlying structure of work-life balance factors among temple employees. The screen plots related to thirty variables related to this study depict in figure 1

Figure 1: Screen Plot of the variables related to adverse work-life balance factors



Source: Authors' framework and calculation

Table 6: Rotated Component Matrix of variables related to adverse work-life balance factors

Variables	Statements	Component			
		1	2	3	4
1	Excessive duties and commitments are not conflict with my personal time and work (ERDC1)	-0.036	-0.094	***0.729***	0.620
2	Not at all faced challenges to balance my religious duties (ERDC2)	0.018	0.302	***0.860***	0.693
3	Fulfilling religious commitments negatively impacts my ability (ERDC3)	0.059	-0.090	***0.714***	0.524
4	Supported by the organization in managing my excessive religious duties (ERDC4)	0.431	-0.053	***0.690***	0.589
5	Irregular working hours make it difficult for me (IWH1)	***0.857***	-0.232	0.460	0.353
6	The unpredictable schedule affects my ability (IWH2)	***0.717***	-0.015	0.248	0.134
7	I struggle to adapt to the irregular working hours (IWH3)	***0.767***	0.257	0.051	-0.073
8	I feel adequately compensated for working irregular hours (IWH3)	***0.710***	0.326	-0.267	0.002
9	Personal time outside of work to pursue my interests and hobbies (LPT1)	0.459	***0.776***	0.203	0.042
10	The demands of my job leave me with little personal time (LPT2)	0.107	***0.680***	0.008	0.082
11	Lack of personal time resulting from work commitments (LPT3)	0.117	***0.755***	-0.096	-0.107
12	I am satisfied with the amount of personal time (LPT4)	0.055	***0.850***	0.250	-0.130

13	Strong social support networks within the organization (LSN1)	0.169	0.485	0.473	***0.712***
14	Colleagues and supervisors provide me with adequate support (LSN2)	0.339	0.431	-0.003	***0.738***
15	I feel isolated and unsupported by colleagues (LSN3)	-0.166	0.177	0.218	***0.749***
16	Organization fosters a supportive environment that encourages employees (LSN4)	0.250	0.356	-0.363	***0.881***
Eigenvalues		4.516	2.800	1.466	1.203
% of Variance		28.225	17.502	9.165	7.521

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 16 iterations.

Source: Authors' compilation

The first four eigenvalues of the rotation matrix of thirty variables are taken from the rotated component matrix (4.516, 2.800, 1.466, and 1.203). These eigenvalues suggest a factor solution with four factors, as shown in Table 6. The principle component factor analysis method is used to estimate the factor loadings. The 5^{th}, 6^{th}, 7^{th}, and 8^{th} variables in the first factor have high loadings, with eigenvalues of 4.516 and 28.225 % variation, respectively. Irregular Working Hours (IWH) is the name given to this aspect. The term Lack of Personal Time (LPT) refers to the high loading of the second factor, as well as the 9^{th}, 10^{th}, 11^{th} and 12^{th} variables, which have eigenvalues of 2.800 and 17.502 percent of variation. With eigenvalues of 1.466, the third factor, 1^{st}, 2^{nd}, 3^{rd}, and 4^{th} variables exhibit high loading and account for 9.165 percent of variation. Excessive Religious Duties and Commitments (ERDC) is the name given to this aspect. With eigenvalues of 1.203 and 7.521 percent of variation, the 13^{th}, 14^{th}, 15^{th} and 16^{th} variables in the fourth factor are characterized as Lack of Social Support Networks (LSN).

Model Validity:

In the Structural Equation Modelling (SEM), the evaluation of model fit is paramount to ascertain the effectiveness of the proposed theoretical framework in explaining observed data. In order to lay the groundwork for examining the relationship between construct dimensions and their items, "construct validity" for dimensions related to the impact of most adverse work-life balance factors on organizational or Devaswom productivity (Figure 2). The values determine the model's suitability for the information in Table 7.

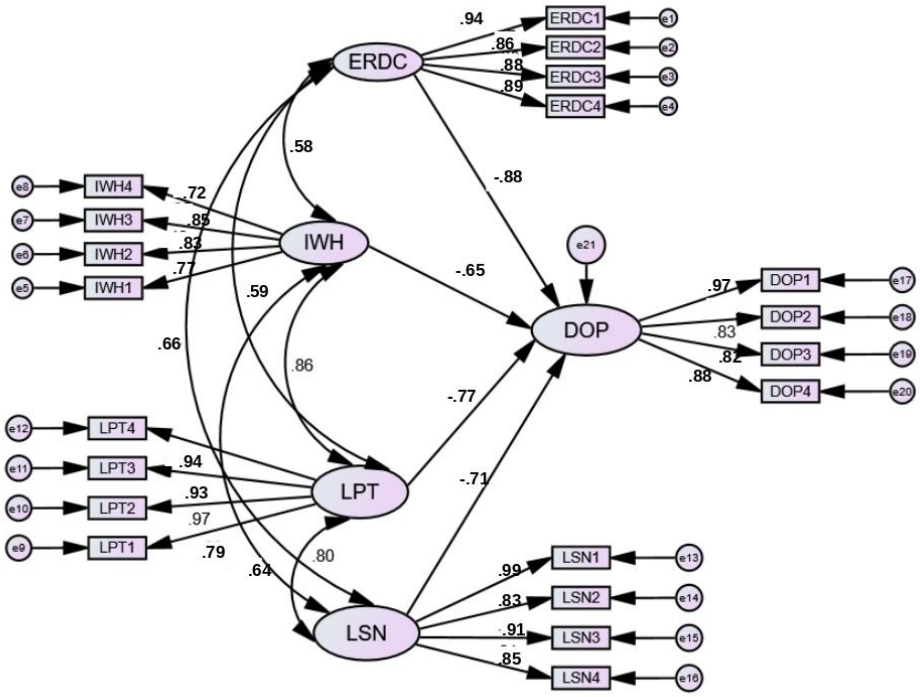


Figure 2: The impact of adverse work-life balance factors on Devaswom productivity
Source: Author framework and calculation

Table 7: Model Fit Measures related to adverse work-life balance factors on Devaswom productivity

Model Fit Indices	Citation	Threshold Limit	Estimated Value	Interpretation
Normed Chi-Square	Kline, R. B. (2015), Schermelleh-Engel, K., Moosbrugger, H., & Müller, H. (2003)	< 3	444.8/ 160- CMIN/DF = 2.78	Excellent
CFI	Hu, L. T., & Bentler, P. M. (1999), Marsh, H. W., Hau, K. T., & Wen, Z. (2004)	> 0.90	0.945	Acceptable
GFI	Bentler, P. M., & Bonett, D. G. (1980), Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019)	>.90	0.937	Good
IFI	Bentler, P. M. (1990), Hooper, D., Coughlan, J., & Mullen, M. R. (2008)	>.90	0.912	Good
NFI	Kline, R. B. (2015).	>.90	0.911	Good
RMSEA	Browne, M. W., & Cudeck, R. (1993)	< 0.08	0.055	Acceptable
SRMR	Hu, L. T., & Bentler, P. M. (1999)	< 0.06	0.039	Excellent

Source: Authors' compilation

The appropriate model's indices are shown in Table 7. According to the model fit requirements, the GFI, IFI, NFI, and CFI values should be greater than 0.9, the goodness of fit to degrees of freedom ratio should not be greater than 3, and the RMSEA should be less than 0.08. A better model fit is indicated by a lower SRMR. A decent model is one with values of RMSEA of less than 0.08 and CMIN/DF of less than 3.

Table 8: The relationship between adverse work-life balance factors on Devaswom productivity

Dependent Variable	<---	Independent Variables	Estimate	S.E.	C.R.	P
DOP	<---	ERDC	-1.451	0.098	-14.806	0.000
DOP	<---	LPT	-1.344	0.081	-16.592	0.001
DOP	<---	LSN	-1.225	0.167	-7.335	0.000
DOP	<---	IWH	-1.204	0.236	-5.101	0.003

Source: Authors' framework and calculation

Hypothesis 1: There is no significant relationship between temple employee's excessive religious duties and commitments (ERDCF) and organizational or Devaswom board productivity (DOP).

In the Structural Equation Modeling (SEM) analysis, the estimated relationship between the dependent variable i.e. organizational or Devaswom board productivity (DOP), and the independent variable i.e., employee's excessive religious duties and commitments (ERDCF). The associated p-value, denoted as 0.000, is less than the significance level of 0.05, therefore, the researcher rejecting null hypothesis. This implies that the employee's excessive religious duties and commitments (ERDCF) play a significant role in the organizational or Devaswom board productivity (DOP). The negative estimate suggests that as employee's excessive religious duties and commitments (ERDCF) decreases, there is a corresponding increase in the organizational or Devaswom board productivity (DOP).

Hypothesis 2: There is no significant relationship between temple employee's lack of personal time (LPT) and organizational or Devaswom board productivity (DOP).

In the Structural Equation Modeling (SEM) analysis, the estimated relationship between the dependent variable i.e. organizational or Devaswom board productivity (DOP), and the independent variable i.e., employee's excessive lack of personal time (LPT). The associated p-value, denoted as 0.000, is less than the significance level of 0.05, therefore, the researcher rejecting null hypothesis. This implies that the employee's lack of personal time (LPT) play a significant role in the organizational or Devaswom board productivity (DOP). The negative estimate suggests that as employee's lack of personal time (LPT) decreases, there is a corresponding increase in the organizational or Devaswom board productivity (DOP).

Hypothesis 3: There is no significant relationship between temple employee's Lack of Social Support Networks (LSN) and organizational or Devaswom board productivity (DOP).

In the Structural Equation Modeling (SEM) analysis, the estimated relationship between the dependent variable i.e. organizational or Devaswom board productivity (DOP), and the independent variable i.e., employee's Lack of Social Support Networks (LSN). The associated p-value, denoted as 0.000, is less than the significance level of 0.05, therefore, the researcher rejecting null hypothesis. This implies that the employee's Lack of Social Support Networks (LSN) play a significant role in the organizational or Devaswom board productivity (DOP). The negative estimate suggests that as employee's Lack of Social Support Networks (LSN) decreases, there is a corresponding increase in the organizational or Devaswom board productivity (DOP).

Hypothesis 4: There is no significant relationship between temple employee's Irregular Working Hours (IWH) and organizational or Devaswom board productivity (DOP).

In the Structural Equation Modeling (SEM) analysis, the estimated relationship between the dependent variable i.e. organizational or Devaswom board productivity (DOP), and the independent variable i.e., employee's Irregular Working Hours (IWH). The associated p-value, denoted as 0.000, is less than the significance level of 0.05, therefore, the researcher rejecting null hypothesis. This implies that the employee's Irregular Working Hours (IWH) play a significant role in the organizational or Devaswom board productivity (DOP). The negative estimate suggests that as employee's Irregular Working Hours (IWH) decreases, there is a corresponding increase in the organizational or Devaswom board productivity (DOP).

Table 9: Composite Reliability and Convergent Validity of the Model

	CR	AVE	MSV	MaxR(H)
LSN	0.944	0.808	0.425	0.981
LPT	0.951	0.831	0.741	0.972
IWH	0.871	0.628	0.441	0.880
DOP	0.932	0.774	0.326	0.963
ERDC	0.938	0.792	0.338	0.947

Source: Authors' framework and calculation

Table 9 summarizes the composite reliability (CR), average variance extracted (AVE), mean shared variance (MSV), and maximum reliability (MaxR(H)) of the model. Composite reliability (CR) measures the internal consistency reliability of the constructs, with higher values indicating greater reliability. Average variance extracted (AVE) indicates the amount of variance captured by the construct's indicators relative to measurement error, with values above 0.5 generally considered acceptable for convergent validity. Mean shared variance (MSV) reflects the average amount of variance shared between the construct and other constructs in the model, while maximum reliability (MaxR(H)) signifies the highest reliability value among indicators. The values presented suggest strong reliability and convergent validity across all constructs, with CR ranging from 0.871 to 0.951 and AVE ranging from 0.628 to 0.831. Additionally, the MSV and MaxR(H) values demonstrate satisfactory levels of construct validity, indicating robustness in the measurement model.

Table 10: Discriminant Validity of the Model

	LSN	LPT	IWH	DOP	ERDC
LSN	**0.899**				
LPT	0.529	**0.911**			
IWH	0.652	0.861	**0.792**		
DOP	0.543	0.571	0.567	**0.879**	
ERDC	0.471	0.352	0.581	0.458	**0.889**

Source: Author framework and calculation

Table 10 presents the discriminant validity of the model, showcasing the correlation coefficients between different constructs: LSN (Strong social support networks within the organization), LPT (Personal time outside of work), IWH (Irregular working hours), DOP (Demands of the job), and ERDC (Excessive duties and commitments). Discriminant validity indicates the extent to which constructs measure different concepts distinct from one another. The table illustrates that the diagonal elements represent the square root of the AVE of each construct, demonstrating the variance extracted by each construct. Off-diagonal elements showcase the correlations between constructs. Discriminant validity is established when the square root of the AVE of a construct is higher than the correlations between that construct and other constructs in the model. From the presented correlations, it's evident that the square root of the AVE for each construct is higher than the correlations between that construct and other constructs, thereby indicating satisfactory discriminant validity. Therefore, the model demonstrates that each construct measures a distinct aspect of work-life balance among temple employees.

7. Findings and Suggestions

The findings from the regression analysis reinforce and extend the existing literature on work-life balance among temple employees, particularly within the Cochin Devaswom Board temples in Kerala. The significant negative relationships observed between organizational productivity (DOP) and factors such as limited personal time (LPT), excessive religious duties and commitments (ERDC), lack of social support networks (LSN), and irregular working hours (IWH) align closely with previous research. For instance, Srinivas (2018), Menon et al. (2020), and Nair (2019) highlighted how excessive religious duties and inflexible commitments disrupt employees' personal lives, a sentiment echoed in the regression results that shows ERDC as a significant detractor of productivity. Similarly,

Thomas and George (2017) and Menon, Kamath, and Prakash (2020) documented the disruptive impact of irregular working hours on employees' ability to manage personal and professional responsibilities, which is reaffirmed by the current study's finding of a strong negative correlation between IWH and DOP. Additionally, the influence of lack of personal time on productivity has been substantiated by previous studies (e.g. Srinivas, 2018; Nair, 2019), who reported increased burnout, reduced morale, and hindered personal well-being due to restricted personal time. The study also reinforces Jain and Gupta (2019) and Sharma and Verma (2020), who emphasized the critical role of social support networks in promoting job satisfaction and mitigating burnout—findings directly supported by the current evidence showing LSN's negative impact on productivity. Moreover, the regression finding that employees' perceptions of workload significantly influence their productivity suggests a direct link between stress management and organizational outcomes, resonating with Roy and Das (2019) and Singh and Yadav (2018), who advocate for supportive organizational cultures and leadership styles to boost employee engagement and efficiency. In light of these findings, this study underscores the urgent need for strategic organizational interventions, such as flexible scheduling, mental health support systems, effective leadership communication, and recognition mechanisms, which address the multifaceted nature of work-life imbalance. These measures not only validate the recommendations found in the literature, but also provide a more localised and empirical basis for improving productivity within the Cochin Devaswom Board temple context, thereby fostering a more sustainable and employee-centric operational environment.

In addressing the overarching theme of work-life balance and productivity among Cochin Devaswom Board Temple employees in Kerala, several general suggestions could be considered. First, implementing flexible work arrangements tailored to the unique needs of temple staff could help alleviate stressors associated with workload and personal commitments. Providing resources for stress management, mental health support, and work-life balance workshops would foster a supportive organizational culture that prioritizes employee well-being. Additionally, fostering transparent communication channels between employees and leadership would enable constructive feedback and facilitate the identification of potential areas for improvement. Moreover, recognizing and celebrating employees' contributions through reward and recognition programs can enhance morale and motivation. Ultimately, cultivating a holistic approach that integrates the physical, emotional, and spiritual dimensions of employee wellness would contribute to a more harmonious work environment and bolster productivity within the temple community.

8. Conclusion

The findings of this study reveal the complex and significant relationship between adverse work-life balance factors and organizational productivity among employees of Cochin Devaswom Board temples in Kerala. Factors such as irregular working hours, limited personal time, excessive religious duties, and a lack of social support were found to negatively impact employee productivity and overall well-being. In light of these insights, it is crucial for temple management to adopt proactive and targeted interventions that holistically address these challenges. Prioritising employee welfare through flexible work arrangements such as staggered shifts, flexible scheduling, or remote work options can help alleviate the strain of unpredictable workloads. Furthermore, investing in comprehensive wellness initiatives, including stress management resources, mental health support, and work-life balance training, can foster a resilient and motivated workforce. Strengthening leadership support, promoting transparent communication, and recognising employee contributions are vital in creating a positive and supportive organizational culture. By embracing these strategies, the Cochin Devaswom Board can not only enhance productivity, but also uphold the dignity, well-being, and spiritual commitment of its temple employees, ensuring sustainable and harmonious temple operations across Kerala.

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