

## **COVER PAGE**

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# **IMPACT OF YOGA WAY OF LIFE ON ORGANISATIONAL PERFORMANCE**

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## **CERTIFICATE**

This is to certify that the project work entitled “Impact Of Yoga Way Of Life On Organisational Performance “ is submitted to Karuna Yoga Vidya Peetham. The report has not been presented for the award of any degree/ Diploma/ Associateship/ Fellowship/ or other titles to any other candidate of any university. Also certify that the report represents entirely on independent work on the part of the candidate.

## **DECLARATION**

I hereby declare that the project work report entitled “Impact Of Yoga Way Of Life On Organisational Performance “ is submitted to Karuna Yoga Vidya Peetham and that the project work has not formed the basis for the award of any other degree , diploma, associateship, fellowship or other titles to any other candidate of any University.

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## ABSTRACT

Organisational performance can be attributed to a number of factors. However, there are certain organisational factors, the presence or absence of which can determine the success or failure of the organisation. There are different ways in which organisations try to improve their performance by working on such factors. In the research presented in this article, an attempt is made to find out whether adoption of the Yoga Way of Life by managers can have a positive impact on such organisational performance indicators. To measure the effect of yoga way of life on five different indicators through an empirical study. The five indicators are job satisfaction, job involvement, goal orientation, affective organisational commitment and organisational citizenship behaviour.

STATISTICS ANALYSIS: Pre- and post-data was measured using a self-reported questionnaire. Independent T-test (Paired) and Pearson's correlation test were conducted using SPSS. The results of the study show that Yoga has a significant positive impact on four out of five of these indicators. Only job involvement does not show significant improvement. The construct used for measuring job involvement had a Chronbach alpha of 0.613, which is an indicator of moderate reliability, which could be the main reason for not getting a positive result.

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## INTRODUCTION

Swami Shivananda Saraswati said: 'Yoga is a process of education leading to inner discipline, inner clarity and inner strength. With strength comes all the qualities that are appropriate and right. With clarity comes wisdom to apply those qualities, the right one at the right time. With confidence, one is able to bypass arrogance, the negative expression of ego and can elevate. Equanimity is yoga, serenity is yoga, skill in action is yoga, control of all senses and mind is yoga. Yoga is all embracing, all inclusive and leads to all-round development of mind, body and soul.'

In Bhagavad Gita Lord Krishna told Arjuna that 'Skill in action is yoga (yogah karmasu kausalam). Put in your efforts but don't expect results from that. Result is not in your hand (karmena vadhika raste, ma falesu kadachana)'. It says that yoga brings evenness in mind that abandons the effects of both good and bad actions. It suggests that yoga can be applied in day-to-day living, which seems largely utilitarian.

On the question of spirituality in the workplace, it has been proved that spiritual workers have a balanced objective view of the world, they listen as much as they speak, have broad minds, believe in the presence of higher force and purpose behind the existence of mankind. They find time to think things through objectively, encourage and motivate others selflessly; consistently display loyalty, honesty, integrity and trust. Thus spiritual workers are also happier than their non-spiritual counterparts.

Alexander Kjerulf, the Chief Happiness Officer and founder of Happy at Work Project says: Anyone can be happy at work, and they should be because happy companies have

- Higher Productivity – happy people achieve better quality.
- Higher Quality – because happy employees care about quality.
- Lower Absenteeism – people actually want to go to work.
- Less Stress and burnout – happy people are less prone to stress.
- The best People – people want to work for happy companies.
- Higher Sales – happy people are the best sales people.
- Higher Customer Satisfaction – happy employees are the best basis for good service.
- More Creativity and Innovation – happy people are more creative.
- More Adaptability – happy people are much more adaptive and open to change.
- Better Stock performance and higher Profits – for all of the above reasons.



Simply put, yoga brings happiness in a person and happy people transform an ordinary company into a happy company. Happy companies are more efficient and make more money. And they make people happy.

A research by University of Texas in 1992 on effect of Transcendental Meditation, founded by Maharishi Mahesh Yogi, showed that meditators display greater physiological equilibrium than non-meditators. They also showed that meditators maintain this equilibrium under stress more effectively than non-meditators. It has also been seen by other researchers on TM techniques that meditators show increased job satisfaction, a decreased desire to change jobs, better performance and better relationships with higher authorities as well as co-workers in an organisation. It has also been found by research that practising yoga, meditation and pranayama makes the mind still, thus enabling workers and managers to purify their mind and make it spiritual, expand themselves to include others around them, and help them grow and transform without expecting anything in return.

Organisational performance can be attributed to a number of factors. However, there are certain organisational factors, the presence or absence of which can determine the success or failure of the organisation. There are different ways in which organisations try to improve their performance by working on such factors. In the research presented in this article, an attempt is made to find out whether adoption of the Yoga Way of Life by managers can have a positive impact on such organisational performance indicators.

## NEED FOR STUDY

In today's highly interconnected global economy, employees spend a large portion of their time in their offices. An unhealthy, unhappy employee will lead to inefficiencies, which directly affect your organisation's outputs. Ensuring a company invests in the wellbeing of its people is one of the primary purposes of the People function.

As an employee advocate, HR should focus on keeping workers motivated, engaged, and happy. The key to achieving this is prioritising employee health. When done well, these employee wellness programs can lead to an 80% improvement in organisational performance.

A healthy workforce directly translates to increased productivity and decreased employee absenteeism. The benefits of introducing an employee wellness program are manifold. Besides improving employee health, such programs help employees become more satisfied and motivated in their work and personal lives.

Corporate life requires a mix of soft and hard skills in employees. Here are some attributes that employers look for:

- Balanced and objective view of life
- Effective listening
- Broad-mindedness
- Interest in encouraging and motivating others
- Loyalty, honesty, integrity and trust

It has been found that yoga enables employees to display these traits. Yoga energises the mind and body. You feel more positive and are able to take a compassionate as well as an objective stance at work.

## OBJECTIVE OF THE STUDY

One day, wellness programs will be the norm, and with yoga being one of the most versatile ways to build a culture of mental strength and good physical health, I see it playing a HUGE role in the future of corporate wellness.

At the end of the day, the companies AND employees will benefit from corporate yoga being implemented into their wellness programs. If the company doesn't already have a wellness program, then it's a great way to start incorporating the importance of mental/physical wellness into the company's culture.

As mental health becomes more of a priority, employees are wanting a healthy company culture that cares about their mental well-being. Therefore, a corporate yoga program will also draw in more employees that have a sense of self-worth. This can also act as an additional filter when a company is looking for prospective employees that are a good fit for their culture!

The benefits could go on forever, but here are the main benefits that will be the backbone of the corporate yoga scene..

- Company benefits include:
- Lowered stress-related health care costs
- Less absenteeism and disability claims
- Higher productivity
- A more harmonious workplace
- Improved overall morale
- Better customer service
- Less employee turnover
- A more fulfilled and joyful workforce

This all makes sense when you look at recent studies on work site health programs. They noticed that corporations realised \$3-\$6 in savings for every \$1 invested in wellness programs. This indicates that companies who offer yoga and other wellness programs to their employees reduce their annual health insurance premiums, which improves their bottom line. Also, the same study showed more than a 25% average reduction in health-care costs for the programs that are well-designed (American Journal of Health Promotion).

These savings have a lot to do with lowered operating costs. This is because the benefits that yoga offers employees can also help lower the employees' number of sick days and disability claims.

Yoga can have a positive influence on one's ability to reduce stress, increase focus, and embody confidence. As a work-place, all these things can lead to higher productivity, a more harmonious work environment, and an overall elevated sense of morale. It's no wonder these companies are releasing so much savings with these programs!

Overall, offering yoga classes at work is a low-cost solution to many of the largest employee-related costs of doing business. For companies wanting to relieve workplace stress, reduce healthcare expenses, and create a work culture that places emphasis on mental and physical well-being, implementing yoga classes is the simplest and one of the most cost-effective ways to do so!

At the end of the day, a corporation is only as good as the people running it. Since a corporate yoga program will directly benefit the health of your employees, the program will be improving the health of your company.

This leads me into the individual benefits that the employees will get..

Employee benefits include:

Improved concentration, decision-making skills and ability to handle large workloads

A better sense of recognition, due to the conscious efforts of the upper management investing in their employee's mental/physical well-being

Relieved head, neck and back strain, insomnia, carpal tunnel syndrome, high blood pressure and work-related injuries from repetitive motions

- Better customer service
- More fulfilment from the work they produce
- Enhanced outlook and attitude towards work
- Increased well-being in the workplace
- Reduced personal costs that are linked to stress-related illnesses and absenteeism
- Improved productivity, focus, and ability to think clearly in stressful situations

This benefit list could go on and on, literally. This is because the employees (along with all levels of management) will get the chance to relax and learn

how to regulate their sympathetic nervous system, which is our messenger of stress response.

By learning conscious breathing techniques during yoga, we can manipulate our stress responses. Now, it probably makes sense that breathwork is one of the main aspects of most forms of yoga, so when it comes to boosting our ability to cope with stress in the workplace, there will always be a higher emphasis on the breath whenever I'm holding space within corporations.

Lastly, these techniques will not only help them in the workplace, but they'll help them in all areas of life! As I said earlier, stress is the cause of nearly 90% of doctor visits in the U.S., so if the employees are learning how to regulate stress through their breath, bodily postures and mindfulness exercises, a hospital visit will be the last thing on their mind the next time they find themselves experiencing high levels of stress or anxiety/panic attacks.

For a corporation, these employee benefits are simply priceless..

## FINDINGS/DISCUSSIONS

There have been various studies in recent times on the effects of yoga on an individual's well-being. Here are a couple of findings:

Stress is estimated to cost American industries more than USD 300 billion annually. This is a function of reduced productivity, compensation claims and increased absenteeism.

### **Yoga increases Emotional Intelligence (EI)**

Researchers at the Indian Institute of Management – Bangalore (IIM-B) conducted a study on a sample of 60 managers of a company.

**Methodology:** They divided employees into two teams – the yoga group and control group. The yoga group was given 30 hours of yoga practice and 25 hours of lectures on yoga philosophy. The control group was given training in normal physical workout. They also attended lectures on Six Sigma, interpersonal relationships, attitude, and effective communication. Both studies were for the same number of hours over a period of six weeks.

**Findings:** The yoga group's average EI increased from 5.50 to 5.97 while the control group's average reduced from 5.61 to 5.55.

**Analysis:** Yoga helps managers become more self-aware and self-regulated individuals. These employees were more tolerant to failure and less susceptible to stress. It, thus, improves managerial performance in organisations.

### **Reduces job-burnout**

The Indian Institute of Management – Ahmedabad conducted a similar study on a group of 84 executives of a leading Indian corporation.

**Methodology:** IIM-A adopted the same methodology as IIM-B above.

**Analysis:** Adoption of corporate yoga significantly reduces job burnout and stress. This also helps reduce an organisation's attrition costs.

*Are you in front of a computer all day long? You can watch these desktop yoga poses or read how you can do yoga in the office. It will help you unwind and refresh yourself.*

## **Relationship between yoga and the gunas**

Regular practice of yoga helps manage the gunas or qualities inherent in you. Happiness is a product of balance and harmony within you.

Yoga helps by:

- balancing the Rajas - quality that makes you restless, impatient and over-active
- reducing the Tamas - quality that makes you lethargic
- increasing the Sattva – quality that makes you joyful and happy

A bit of spirituality at the workplace can help motivate employees at all levels and is a win-win situation for the organisation. In a way, corporate yoga can be the catalyst for change that your organisation needs.

## **How are corporate yoga classes useful?**

Corporate yoga has never been more relevant than it is today. Let's look at why this is.

Yoga brings out your positivity

Corporate life requires a mix of soft and hard skills in employees. Here are some attributes that employers look for:

- Balanced and objective view of life
- Effective listening
- Broad-mindedness
- Interest in encouraging and motivating others
- Loyalty, honesty, integrity and trust

It has been found that yoga enables employees to display these traits. Yoga energises the mind and body. You feel more positive and are able to take a compassionate as well as an objective stance at work.

Yoga helps achieve work-life balance

People are, sometimes, grouchy at work because they struggle to find that elusive work-life balance. Yoga helps you manage time better. You will find time not only for work and home but also for the society at large.

Yoga reduces stress

Corporate employees suffer from depression, hypertension, obesity and general anxiety because of high stress levels. Research shows that yoga can, indeed, regulate blood pressure and stress. It spurs your creative juices and, therefore, improves work performance.

Pranayamas help keep you centred

Research shows that practising yoga, meditation and pranayama makes the mind still. This enables workers and managers to think clearly. They come outside their parochial selves and think about others. They grow and transform with the organisation's best interests at heart. Such thoughtfulness and caring is possible when you are secure and at peace, and yoga helps you achieve this.



## **Tips for hosting corporate yoga classes**

- Ensure that the trainer is well-qualified and knows to cater to different kinds of people.
- Introduce yoga through lectures and practical sessions. Both the philosophy and poses are important for maximum benefit.
- Explain the asanas or poses in simple steps, so as not to intimidate first-timers.
- Be clear about precautions for every asana to avoid accidents and injuries.
- It always helps to be flexible in your approach and offer variations of poses according to convenience and ability.
- Stress on the importance of regularity in yoga practice.

## **MATERIALS AND METHODS**

### **Top Factors Contributing To Organisational Performance**

Organisational performance can be termed as the achievement of the goals of an organisation. The goals of an organisation may differ from organisation to organisation and may also include in its fold quantitative and qualitative aspects. When an organisation achieves its goals, it is said to have performed well. As performance is the main reason for the survival of an organisation, there is considerable interest among practitioners and researchers to understand what results in a better organisational performance.

Marmol and Murray studied High Performing Organisations (HPOs) from a variety of sectors including financial services, technology, consumer goods, retail manufacturing, transportation, customer services, and energy. The focus of the study was on identifying qualities and practices that helped organisations sustain a superior performance over a long period. They observed that of the six attributes that were common to the HPOs, the most important was leadership competence. According to Uma, most organisations are impacted by globalisation, new challenges, and complexities irrespective of whether they operate globally or not. Leadership competence is critical to the success of the organisation perhaps more than ever before.

Prahalad, discussed the challenges that leaders face in the current environment and the qualities required. The main competencies that he emphasised to face these are:

- Coping with ambiguities and uncertainties
- reconciling the coexistence of opposites
- Managing the diversity in terms of race, age, gender, culture, and intellectual person integrity Selflessness
- Humility and courage
- Networking across organisations
- Contextual influence and authority

According to Tichy the single most important factor that differentiates winning companies from losing ones is that the winning companies possess a leadership engine - a proven system for creating dynamic leaders at every level. Warren I`observed that the key to future competitive advantage will be the organisation's capacity to create a social architecture capable of generating intellectual capital; and leadership is the key to realise full intellectual capital.

The quality and disposition of managerial level employees is thus a key to organisational performance. Some of the factors that can measure these qualities are job satisfaction, job involvement, goal orientation, organisational commitment, and organisational citizenship behaviour. We present a review of their influence on the quality of leadership and organisational performance.

### ***Job Satisfaction***

According to Bullock, job satisfaction is an attitude that results from a balancing and summation of many specific likes and dislikes experienced in connection with the job. Smith has defined job satisfaction as an employee's judgement of how well his job has satisfied his various needs. Blum and Naylor have defined job satisfaction as a general attitude formed as a result of specific job factors, individual characteristics, and relationships outside the job. Robbins too has defined job satisfaction as an employee's general attitude toward his job.

In the mid-seventies, Locke reviewed the research work done on job satisfaction during the preceding 40 years, beginning with the classic study by Hoppock. Locke reported that more than 3000 studies had been published during the said period of 40 years. A critical review of the researches indicated that although there was no direct or consistent relationship between job satisfaction and productivity, the scholars and management practitioners were still interested in the study of job satisfaction for the following reasons, which had broad implications for the individual, the organisation, and the society at large;

Absenteeism is higher among dissatisfied employees  
Dissatisfied employees are more likely to quit

Satisfied employees enjoy better health and live longer

Job satisfaction is infectious and carries over to life outside the workplace

In a survey of 440 commercial bank employees in Bangladesh, Mosharraf concluded that job satisfaction had a significant positive contribution to performance. Judge and Bono found through empirical evidence that self-esteem, generalised self-efficacy, internal locus of control, and emotional stability are among the best dispositional predictors of job satisfaction and job performance. Lopez found that self-esteem moderates the job performance - job satisfaction relationship. Cropanzano Bonnet (2007) established that the employees' psychological well-being and employee morale have a moderating effect on the relationship between job-performance and job-satisfaction. Based on Korman's Consistency Theory of Work Motivation, Inkson established that

self-esteem exercised a significant moderating effect on the correlation between performance and intrinsic satisfaction, but not on the correlation between performance and extrinsic satisfaction.

These studies point to the role 'job satisfaction' plays in creating a positive ambience for the employees, motivating them and thereby ensuring high productivity. These in turn are likely to contribute to the performance of an organisation.

### ***Job Involvement***

Job involvement is an important factor in the lives of most people. Work activities consume a large proportion of time and constitute a fundamentally important aspect of life for most people. People may be stimulated by and drawn deeply into their work or alienated from it mentally and emotionally. The quality of one's entire life experience can be greatly affected by one's degree of involvement in or alienation from work. A state of involvement implies a positive and relatively complete state of engagement of the core aspects of the self in the job, whereas, a state of alienation implies a loss of individuality and separation of the self from the work environment. For example, Argyris, Kanungo, Marx, McGregor, Kanungo considered involvement and alienation to be polar opposites.

Lawler and Hall defined job involvement as a 'psychological identification with one's work' and 'the degree to which the job situation is central to the person and his (or her) identity'. Increasing job involvement can enhance organisational effectiveness and productivity by engaging employees more completely in their work, and making the work a more meaningful and fulfilling experience.

The 'individual difference perspective' holds that job involvement results from socialisation processes that inculcate the importance of work as a virtuous and necessary activity, as well as from other stable individual differences. This research draws on the work of Weber, with its emphasis on individuality and the virtue of work as an end in itself. Such beliefs are likely to predispose people to be more job involved. Individuals with an internal locus of control (i.e., those who believe they are active causal agents) are likely to be more job involved than individuals with an external locus of control.

Previous research has not established the causal ordering of job involvement with respect to job satisfaction and organisational commitment. We can classify job satisfaction as a consequence of job involvement, even though reciprocal causation is likely. One can consider job satisfaction primarily as a

consequence, because cognitive appraisal of the potential for need satisfaction logically precedes actual need satisfaction. It is also likely that actual satisfaction then reciprocally influences job involvement. Conclusively, disentangling the causal priority of these two constructs empirically is likely to be difficult. Stumpf concluded that both work performance and work satisfaction had antecedent influences on job involvement. All of these studies were co-relational, and none conclusively ruled out alternate causal orderings.

### ***Organisational Commitment***

Robbins has pointed out that dedicated or committed employees serve as 'pivotal variables without which the inanimate assets are worthless'. Several research and consulting organisations also suggest that a committed workforce is the 'hallmark' of a successful organisation. 'Committed or dedicated employees are expected to be more productive and work with focus on quality, to increase customer satisfaction and profitability of their organisation'. In a study of skilled workers of a private manufacturing unit (n=200) Pal, found that a humane and fair management style significantly related to organisational commitment. Objectivity and rationality was found to be significantly related to organisational commitment in a study undertaken by Sharma.

In a study conducted on 400 employees at the Indian Institute of Management Bangalore, Adhia found that three factors, organisational politics, distributive justice, and procedural justice are strong predictors of affective organisational commitment. In the regression of affective organisational commitment, taking these three as predictors, the adjusted R square comes to 0.224, with  $P < 0.01$ .

It appears from this that organisational commitment is an obvious contributor to organisational performance because loyalty to the organisation significantly enables the organisation to achieve its objectives. The primary difference between organisational commitment and job involvement is that job involvement primarily reflects one's attitude toward a specific job, whereas, organisational commitment refers to one's attachment to the organisation. It would be possible, for example, to be very involved in a specific job but not be committed to the organisation and vice versa.

### **Organisational citizenship behaviour**

Organisational Citizenship Behaviour (OCB) pertains to the employees' behaviour over and above the call of duty (job description and job specification), which is very important for organisational effectiveness. The globalisation of the industrial world makes it imperative for organisations to put special emphasis on organisational innovation, flexibility, productivity, and responsiveness to changing external conditions for their performance. It has been increasingly felt that work behaviour such as OCB, which is beyond the

reach of traditional measures of job performance, holds promise for long-term organisational performance. A comprehensive theoretical discussion is available in the works of Organ, Konovsky and Pugh, Moorman and Blakey, and Podsakoff and MacKenzie. Attempts are also made to assess the probable factors (causes) which may lead employees to foster organisational citizenship behaviour.

In 1983, Denis Organ and his colleagues were the first to use the term OCB. Later, drawing on the concept of 'willingness to cooperate' based on Bernard's, the distinction between dependable role performance and innovative and spontaneous behaviours, Organ, defined OCB as an individual behaviour that was discretionary, and not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective performance of the organisation.

This concept has also been characterised as including constructive and cooperative extra role gestures that are neither mandatory nor directly compensated by a formal organisational reward system. In addition such behaviours have been described as having an accumulative positive effect on organisational functioning. Bateman and Organ [51] attempted to cluster a list of employee behaviours that managers typically need and appreciate, but are helpless to demand. These behaviours also formed part of what they called OCB. Included in the list are gestures such as, constructive statements for improvement of the organisation / department, expressing personal interest in the work of others, monitoring the new entrants in the organisation, respecting the spirit as well as the rules of the organisation, care for organisational property, and so on. It also takes into account specific behaviours that employees refrain from indulging in, even though they may have every right to do so. To be more specific, these behaviours include finding fault with coworkers / managers, expressing resentment, complaining against trivial / insignificant issues, arguing with others, and so forth. The contention behind including such behaviours within the purview of the concept is that OCB does not only include enactment of positive gestures and contributions, but it also takes into account the quality of forbearance.

Clearly, the concept of OCB induces behavioural and attitudinal patterns on the part of managers that influence organisational performance.

### ***Goal Orientation***

Goal orientation refers to taking one's goals seriously and being persistent in pursuing the goal. Achievement goal theory and research suggest that employee job performance and job satisfaction depend on their goal

orientations. Goal orientation can be regarded as a personality concept, implying the existence of individual differences in the extent to which people set goals and pursue them. Highly goal-oriented persons develop long range and clear goals. They are persistent in pursuing them, especially when difficulties arise. Therefore, goal orientation is assumed to be an important prerequisite for effective leadership.

Previous research has shown that a person's goal orientation was related to his or her performance in individual settings. In a study reported by Sonnentag, Stolte, Frese, Heinbokel, and Brodbeck, it was stated that the team leaders' goal orientation is related to the quality of the development process, the quality of the final product, and the interaction within the team. The goal orientation of individuals in an organisation does lead to focused action, which helps in achieving organisational objectives.

On the basis of the review of literature one can make certain inferences pertaining to factors influencing organisational performance. We summarise them below:

The quality and disposition of managerial level employees is the key to organisational performance.

These are indeed reflected in some organisational indicators, such as, job satisfaction, job involvement, goal orientation, organisational commitment, and organisational citizenship behaviour.

These factors are suitable for our study also, because they can be studied and measured in respect of any organisation, irrespective of their goals or line of business.

## YOGA WAY OF LIFE

The yoga way of life encompasses the philosophy of Karma Yoga (path of detached action), Jnana Yoga (knowledge of self), Bhakti Yoga (Trust in the supreme order) and Raja Yoga (Asana, Pranayam, Meditation etc.). Practising this knowledge may bring about a complete transformation of one's personality, on the physical, mental, emotional, and spiritual levels, which strengthens one's ability and desire to put in one's best. Yoga is one of the six foundations of Indian philosophy and has been used for millennia to study, explain, and experience the complexities of the mind and human existence. Patanjali, an ancient yoga sage, defines yoga as a technique used to calm the mental fluctuations of the mind to reach the central reality of the true self. Patanjali's Yoga Sutras outline a skillful way of conducting life that fosters moderation and harmony. These guidelines, which include ethical and moral standards of living in addition to postural and breathing exercises, are used to foster spiritual growth and evolve one's consciousness.

Ashtanga Yoga, the eight step path of yoga, encompasses cognitive learning, moral conduct, physiological practices, and psychological therapy. The first two steps of Yama and Niyama seek and shape external behaviour and thought patterns and thus minimise disturbances in the mind and the body. On the behavioral side, abstinence is sought from violence, falsehood, dishonesty, sexual excess, and acquisitive tendencies. On the cognitive moral side, the ideals prescribed are - purity, contentment, austerity, self study, and forbearance. The stages of Asana and Pranayama are meant for disciplining the body and regulating subtle energy flows. In the fifth stage of Pratyahara, the secondary input is regulated so the mind is not distracted. The stages of dharana, dhyana, and Samadhi are for uplifting one's spiritual self and for heightening consciousness.

According to Srinivas, a series of techniques collectively known under the general label 'Yoga' present a rich source for generating indigenous organisational development techniques that may perhaps find better acceptance than imported intervention designs from the west. Originally developed for personal spiritual growth, yoga offers a well-formulated approach to planned change.



## **YOGA AS A VIABLE AND POSITIVE ORGANISATIONAL TOOL**

Today, there is considerable interest among the management practitioners and researchers on the role and benefits of introducing spirituality at the workplace. The Harvard Business School study drawn over a period of 11 years showed a marked relation between the strength of the organisations' corporate culture and its profitability. Lloyd maintains that organisations high in workplace spirituality outperform those without it by 86%.

According to Sharma, Indian management ideas such as yoga in management, Vedanta in management, and the Kosha model in management offer new approaches to the concept of management, wherein competitive advantage, collective advantage, and karma advantage are balanced. According to Sharma, the Indian word 'Udyoga' (which means Industry) contains in itself the word 'yoga'. Thus, in Indian management thought, Udyoga is a yoga (Udyog hi yog hai/Udyog bhi ek yog hai). In popular terms Sharma refers to this as the BHMS (Body-Heart-Mind-Soul) model. There is an interactive relationship between the Body, Heart, Mind, and Soul. They influence each other in varying ways. Even organisations can be conceptualised as BHMS systems. With the arrival of the services and knowledge economy, the need for the BHMS approach to management is getting attention. This implies a shift from a fragmented view to a holistic view of human beings, society, and organisations.

Vedanta in management implies management by higher values and higher vision. Thus, YVK (Yoga, Vedanta, Kosha) constitute three 'Eastern Doors' that can be combined with 'Western Windows' (traditional Western Management theories and concepts). These ideas can be combined with various wisdom traditions to arrive at a new philosophy of what Sharma calls 'Western Windows, Eastern Doors, and Wisdom Corridors' in the field of management and related social sciences.

How can we explain the result, obtained in this experiment, is a moot question? Yoga Way of Life, the concept presented in this article is an integrated approach of the changing physical, mental, vital, and emotional personality of an individual. It aims at making managers more evolved individuals, with a better understanding of their job situation in the overall context of life. The teachings of Karma Yoga are useful in changing outcome orientation to effort orientation, and in reducing the managers' expectations from the job. The system of Yoga is analytical and makes an individual more aware of his situation and allows him to give a considered rather than an intuitive response to it.

Yoga psychology conceives the self (atman) in terms of different levels of being. The innermost core or atman is covered by a hierarchy of five sheaths or layers. This continuation of layers corresponds to a sort of stepwise ladder, leading inward to the atman; the journey inward forms the basis of growth and development: Biological evolution from a protozoan to man, psychological evolution from child to adult, consciousness enhancement from mere cognitive to universal consciousness, wherein there is no ego and there is realisation that the concerns and needs of all people are the same, and that what is good for one is good for all. In this growth process, feelings and emotions are accepted as having a place, they are not considered wrong or repressed, but are transformed and redirected.

According to Rama Swami, Yoga psychology integrates behavioural and introspective approaches to growth. It provides a perspective by which one can become disengaged from involvement in the unhappy personalities he has created for himself and in the negative role he has adopted. It moves quickly to a training program for changing habits, thought patterns, and self concepts.

The positive results obtained in this research confirm this. Yoga Philosophy helps a person to have a broader view of life, with greater awareness of his actions. This automatically results in enhanced commitment to his job and organisation. It also means that his willingness to go beyond the call of his duty is a result of his understanding the concept of karma yoga, in which the performer does not depend on rewards for his / her performance. The high level of OCB found in the Yoga group here can be attributed to this. Furthermore, as at least four out of the five factors measured here are strongly correlated, this positive impact is also found in job satisfaction, affective organisational commitment, and so on.

Some people may be unnecessarily apprehensive about the renunciation effect that introduction of this philosophy may have on the drive or killer instinct of their executives. Such apprehensions come out of the wrong understanding of the true concepts of yoga. For example, far from being against 'goal orientation', the concept of Karma Yoga is so dynamic in nature that it frees an individual from all worries and propels him to action immediately. Also a person who is not excessively worried about the results can only be a true risk-taker, who will take tough decisions in the best interest of his organisation. The results of this research show that the yoga way of life can bring about better 'Goal-orientation' among managers.

In most organisations, leaders play a pivotal role in driving performance. There are varieties of leadership training programs being tried nowadays by

successful companies. However, the yoga way of life is rarely taught in these training programs. At the most, yoga asanas are being taught to the group, as part of a morning physical work-out. There are few companies who have of late started providing meditation rooms at the workplace, for the ease of managers who want to go into solitude to sharpen their creativity.

It may be a good idea to now start thinking of giving systematic exposure of wisdom, enshrined in our ancient scriptures, to all managerial cadres of companies, which would help them personally as well as professionally. They can become better self-aware and self-regulated individuals, with a proper perspective of life and various relationships. The Yoga way of life is all about the correct attitude to life, which can result in a better organisational climate. In the Indian context, the assimilation of this knowledge may be better and easier, as the Indians have grown with all these concepts right from childhood.

'How can one proceed in this?' is a very important question. First of all, the top leaders of the company have to be convinced about the utility of this idea. They should themselves have the necessary trust in this philosophy and in the results it can bring. Once convinced about the utility of this kind of training, the tougher challenge lies in finding the right people to train company executives. And second, this has to be a continuous training, which is repeated periodically. Third, the atmosphere of the yoga way of life has to be created in the company policy. The company policies have also to pass the test of the yoga way in terms of completely adhering to the ethical-moral code prescribed in Yama and Niyama.v

## CONCLUSION

There are certain organisational factors, such as Job Satisfaction, which have a crucial bearing on organisational effectiveness. Our study confirms the useful role that the Yoga way of life can play in improving these factors positively among managers. The results show a significant difference among those who are introduced to the practice of the yoga way of life. However, in order to get the benefit of yoga in its entirety, one has to adopt yoga as a technique of life management. This would include not only the Raj Yoga practices of asana, pranayama, and meditation, but also imbibe the concept of detached action (Karma Yoga), trust in God's justice system (Bhakti Yoga), and seeking the knowledge of self (Jnana Yoga). Such an integrated approach can yield superior results for individual happiness and also for organisational performance.

On the basis of our study we are motivated to recommend similar experimental studies in multiple organisational settings to further refine these findings and insights. One approach is to conduct a similar study with a large sample size, which may corroborate this initial attempt. Also in case of other similar experiments, different instruments for measuring these factors may be tried, in order to take care of social desirability.