

Impact of Yoga way of Life on Organizational Factors responsible for the success of the organization

Thesis Submitted
By
Hasmukh Adhia,

Under the Guidance of
H.R. NAGENDRA M.E., Ph.D.
Prof. B. Mahadevan (IIMB)

ABSTRACT

This Study deals with measuring the impact of adoption of Yoga Way of Life on the organizational factors responsible for success of an organization. The factors measured in this empirical study are Emotional Intelligence, Stress or Job Burnout, Job Satisfaction, Job Involvement, Goal Orientation, Affective Organizational Commitment and Organizational Citizenship Behavior. The term Yoga way of life here refers to a package of yoga practices and theory which was taught to the experiment group of 30 managers in a large manufacturing unit.

Background

Organizational success is the main objective of running an organization such as a company or an institution. Success can be measured in terms of different criteria for different organizations and the same depends to a great extent on the goals of that organization. But in the management literature, research is available which point to the organizational factors which are likely to decide the success or failure of an organization. Job Satisfaction, Job Involvement, Goal Orientation, Organizational Commitment and Organizational Citizenship Behavior are some of the major org. factors which can predict the organizational outcome. These factors are common to most organizations and therefore can be used to make comparison between companies or groups. The extant research further confirms that the extent to which such organizational factors exist in an organization depends on other factors of individual dispositions such as Emotional Intelligence, Stress or Job Burnout of people

manning the organizations. Yoga Way of Life (philosophy and practice both) could possibly make a positive impact on such individual dispositional factors which in turn can affect the organizational factors responsible for success of the organizations. This research is an attempt to look at this possibility and arrive at conclusions. While some studies have been done recently to measure impact of yoga on single disposition factor of Emotional Intelligence (Sony Kumari 2008) and Stress, no previous investigation has directly evaluated the effect of Yoga way of life on so many individual dispositional and organizational factors which are important for success of an organization.

Aim and Objectives

Aim and Objectives: The study is aimed at evaluating the impact of the Yoga way of life on two personal disposition factors and five organizational factors. The specific objective of this research is to test the following hypothesis..

Hypotheses 1: Yoga Way of Life has a positive impact on Emotional Intelligence of Managers.

Hypotheses 2: Yoga Way of Life helps to bring down stress or burn out.

Hypotheses 3: The two individual dispositional factors- Emotional Intelligence, and Job burnout and are correlated with 5 organizational factors – Job Satisfaction, Job Involvement, Organizational Commitment, Organizational Citizenship Behavior and Goal Orientation.

Methods

This experiment was conducted in a manufacturing company in the state of Gujarat. Those who agreed to participate in the study were divided in two equal groups of 42 each; Yoga group and the physical exercise group, which was the control group for this experiment. The Yoga group was given 30 hours of yoga practice (75 minutes every day) and 25 hours of theory lectures on philosophy of yoga spread over 6 weeks. The theory lectures included topics such as definitions of yoga way of life, implications of four types of yoga (Raja Yoga, Karma Yoga, Jnana Yoga and Bhakti Yoga) on life, analysis on aspects of true happiness in life, Ashtanga yoga steps and the central theme of universality of consciousness as propounded in these texts. The practice for elements of yoga including Asanas, Pranayama, Kriya and relaxation was given by a well-trained yoga instructor. The control group was also given training of an equal number of hours for normal physical workout and lectures on success

factors in life (based on modern thought). In order to test the hypotheses, all variables were measured for both groups, before and after the study, with the help of a standard self reported questionnaire. Out of the group of 42 in both groups, there were some who did not attend all theory and practice classes on several days, and hence only top 30 (in terms of regularity) were included for both groups in the final sample for the analysis. This came to a minimum attendance figure of 65% approximately for both groups.

Data Extraction and Analysis

The questionnaires were scored and the data extracted for analysis, using SPSS package. Adherence of data to Gaussian distribution was examined using histogram and summary statistics viz. mean median, standard deviation along with z-scores of skewness & kurtosis and Shapiro-Wilks' test. For correlated samples with equal observations at baseline and after the intervention paired t-test was used for within-group comparison whereas independent t-test was used for between groups comparisons at both the time points. In case any aberration from normality was suspected, the robustness of results of t-tests (paired as well as independent) reported here have been cross-validated with outcomes of non-parametric alternatives to affirm consistency of conclusions drawn.

El: The average EI score for yoga and control group was 5.50 and 5.61 respectively before the experiment. (Table 4) The average EI score after the experiment for yoga and control group was 5.97 and 5.55 respectively. In the paired t-test of the pre- and post- study data, EI showed significant enhancement in the yoga group ($p=0.005$), but not in the physical exercise group. (Table 5) The results further showed that while the difference in the average EI between yoga group and physical exercise group was not significant prior to the experiment (thus supporting random choice of samples), the same was statistically significant at the end of the experiment with $p=.001$. (Table 6)

Job Burnout: In the paired t-test done before and after the experiment, the result (Table 8) showed significant reduction of job burn-out in the yoga group ($p=0.000$). In physical exercise group however the job burn out level went up after the experiment, and that too the difference was statistically significant with $p=0.008$. This can be explained by the fact that the schedule of attending physical exercise practical and theory classes put further pressure on the

already heavy schedule of managers' time and hence the burn out level must have gone up temporarily post experiment. Further analysis shows that while the difference in the average MBI between yoga group and physical exercise group was not significant prior to the experiment, the same was statistically significant at the end of the experiment with $p=.000$. (Table 9)

Organizational Indicators: Statistics of five organizational indicators (Table 10) show that at baseline there is no difference between two groups in any indicator (Independent Sample T test). It can be concluded from that in the Yoga group remarkable positive changes are observed in all the Indicators except JI (Paired T test). (Table 11) However, the impact of physical exercise on indicators post intervention does not show statistically significant difference-post intervention.

It is also evident that there is significant improvement within Yoga group in all the indicators, except JI, the comparison of Post Intervention Averages between groups using T-test exhibits that the two groups after intervention (at endpoint) do not differ significantly in anyone of the five variables. (Table 12) The changes that are occurring in other indicators remain small in terms of effect due to the limited time frame of 2 months and in many cases because of the fact that the level of Job Satisfaction etc. in this organization is already too high at the outset for both the groups. It appears that in the long run the Yoga group will turn out to be improving significantly in all indicators compared to the Physical Group.

Correlations: The correlations among all seven variables (Table 13) clearly indicate that individual disposition measure of EI is correlated with four organizational factors (except JI) and Job Burn out is strongly correlated with three organizational variables of OC,JI and GO. While EI is correlated positively, Job Burn out is correlated negatively with organizational factors.

Conclusions

From the data analysis, first two hypotheses are proved, while the third hypothesis is also largely proved. The first conclusion is that Emotional Intelligence can be enhanced and Job burn out or stress can be reduced using yoga way of life. The second conclusion is that EI is positively correlated with four factors (except JI) and Job Burn out is negatively correlated with three organizational factors of Job Satisfaction, Organizational Commitment and Goal

Orientation. This in effect can mean that yoga way of life helps in bringing about better organizational climate which help in the success of the organization. However it may be pointed out that in this research, the difference between impact of yoga way of life on organizational factors between yoga group and control group is not statistically significant. This could be due to the time lag involved in transition effect of individual factors on organizational factors. However since correlation among them is well established in this research, the final impact has to take place