

## ABSTRACT

The present study inspected the viability of yoga practices in lessening counterproductive work behavior (CWB) and its predictors, such as, aggression and negative affectivity (NA), and in enhancing positive affectivity (PA). Variables utilized as part of this study were aggression, NA, PA and CWB. Study test comprised of two groups and they were the yoga and the control groups, having 80 subjects in each group with subjects those who showed involvement in CWB were included. Yoga module covered *āsana* (postures), *prāṇāyāma* (breathing techniques), *dhyāna* (meditation), and yogic theories for yoga group. Mild to moderate level of physical activities and management theories were included for the control group. Duration of the intervention was ten weeks comprising five days session per week. Pre and Post measurements were implemented in an identical manner at the baseline and end of the interventions.

### **BACKGROUND:**

CWB is a subject of critical significance to numerous organizations since it poses expansive number of psycho-social results and negative performance for organization and its individuals and it results in enormous direct financial losses and other indirect losses to the organizations.

Personality traits of people, additionally impact CWB on the grounds that these people settle on conscious decisions to choose whether to follow these practices. Anger has been shown to have link between both physical and verbal aggressive behavior and hostility. Similarly, interpersonal aggression has been linked to many psychological end results, such as, anxiety, depression, frustration, and stress. If these practices are not controlled, they can

result in social, physiological, psychological, and damages in organization. Studies demonstrated that hostility and NA have moderating impact on the relationship between CWB and different work related stressors.

Aggression is additionally identified with substantial health issues and weaknesses. NA is characterized as the level to which people undergo different emotional states which are not in their favour. NA as variable at work is related to personality and it is crucial for the person who encounters it and it may be problematic for his or her colleagues. High NA can incorporate sentiments of anger, hatred, blame, fear, and nervousness. Negative feelings with higher tendency to moral disengagement, have been found to result in creating more CWB.

Yoga is known for its impact on the body and the mind. Yoga sessions are known for its constructive outcomes on psychosomatic issues and quality of day to day life. Yoga sessions have illustrated being advantageous in positive improvement of affectivity which can lead to effect of diminishing NA and enhancing PA. Yoga practices have been examined before to lessen the parameters of hostile behaviors and negative emotions. Mindfulness is about monitoring inner and outer stimuli by observing the act of life in non-judgmental way. Earlier researches suggest that PA is adversely identified with hostility, NA and CWB. These are typically common attributes of psychological issues. To put it plainly, yoga gives both physiological and mental advantages including: lowered mental distress, perceived stress and enhanced well-being; enhanced function on measures of attention; enhanced cognitive functions; enhanced quality of life; increased positive moods and decreased negative moods. In the present study, role of yoga in reducing aggression, NA and CWB has been studied in detail. This may play a key role that organizations can actualize as a preventive measures to diminish CWB.

## **AIM AND OBJECTIVES OF THE STUDY:**

**Aim:** The aim of this study is to evaluate the evidence of the effectiveness of yoga on aggression, NA, CWB and PA.

**Objectives:** The objectives of this study are as follows

Study 1: To evaluate the effect of Yoga on NA in the employees involved in CWB

Study 2: To evaluate the effect of Yoga on PA in the employees involved in CWB

Study 3: To evaluate the effect of Yoga on Aggression in the employees involved in CWB

Study 4: To evaluate the effect of Yoga on CWB in the employees

## **METHODS:**

### **Participants:**

Members were enrolled from a private undertaking in engineering division of information technology sector in Pune. Sufficient background information about the process of the study was given to the members and they were permitted to partake after they signed written informed consent form. Management of CWB-checklist and other questionnaires score was done by independent person from psychology background and who was not part of allocation process or part of any yoga session program. CWB studies are always very intricate to deal with on the grounds that CWBs frequently reflect negative and even unlawful nature of an individual required into it. In the case of CWB, it is anticipated that the members would typically rate themselves low on CWB scale. Since a number of them were reluctant and uncertain about the self-witnessed results of their rating on CWB, they were guaranteed of confidentiality of the data and their inquiries of particular surveys were also resolved in detailed way while rating the scale to permit them to be honest in their feedback and responses.

**Design:**

After randomization, subjects were allotted into two groups, that is: Yoga and Control groups. Randomization was done utilizing a computer based random generator by a separate person who was not included in the study evaluations but had statistical background. Altogether, 160 subjects with 88 males and 72 females were randomly chosen and divided into two groups having 80 members in each, yoga and control groups. In addition to that, an official authorization from Institutional Research Ethical Committee was taken before the initiation of the trial. Duration of the intervention was 10 weeks (5 Days/Week) with practice of one hour daily. Pre and Post measurements were implemented in an identical manner at the baseline and end of the interventions.

Repeated-measures analysis of variance (RM-ANOVA) was used to analyse variable scores across the groups for baseline and post-intervention timeframes. Analysis of covariance (ANCOVA) was used to examine the impact of covariate on the results and for this, baseline scores were used as covariate. Gender difference for CWB scores was measured using independent *t*-test. The relationship of various variables was analysed utilizing Pearson correlation. A hierarchical regression analysis was utilized to prepare the information gathered, planning to test the relationship between the aggression and CWB, and role of gender difference was also considered in directing the relationship of aggression found in subjects with CWB.

**Inclusion and Exclusion Criteria:**

Employees (male/female) volitionally involved in CWB and less than 60 years of age were recruited for the intervention. Employees who were inadvertently involved in CWB were excluded from the study. Employees under medication or pregnant ladies and with

history of any major surgery or contraindication were also not allowed to take part in the study.

### **Informed Consent**

Written informed consent was taken from all the subjects in the beginning of study.

### **Approval by Institutional Ethics Committee**

Permission of the Institutional Ethics Committee of SVYASA was taken for the study.

### **Data extraction and analysis**

The scoring guidelines of the questionnaires as per the recommendations given by authors of different scales were followed. The analysis of the information was done in SPSS which is “Statistical Package for Social Sciences” (ver. 21). The outcomes relating to the analysis was presented and results were also shown using graphical charts and diagrams wherever required.

A self-report measure, is the methodology which has been taken in the current research which attempts to set up basic characteristics of different sorts of conducts. There are potential issues with self-report measures because nature of the deviant behavior topic is very sensitive. People will probably be hesitant to report and identify that they participated in degenerate practices if they feel that their reactions won't be kept confidential or anonymous. In such cases, there is a probability of underreporting of their feedback and hence deviant behaviors captured in the study may be underestimated. This conceivable issue was taken into consideration by guaranteeing that the review information will be totally confidential and it will be anonymous as well. Making members comprehend that the information gathered for the study would be utilized for the examination purposes only and that their

supervisors would not have access to the information, made it more probable that people reacted in a direct and genuine way.

Baseline evaluation was done by self-administering internationally known questionnaires. Deviant behavior questionnaires were scored utilizing 5 point-likert scales. Data points collection was accomplished at two time periods that is before (Pre) and after (Post) yoga intervention.

**Assessment:**

*Counterproductive Work Behavior:*

The Counterproductive Work Behavior Checklist (CWB-C) was used that contains 45 items, covering behavioral reactions of an individual. This scale contains two subscales in such a way that scoring is possible on all items or as two subscales. These subscales are categorized into CWB for the individual and the organization. Responses of the participants were collected on a 5-point Likert scale, with range from 'never' to 'everyday'. For this study, the internal consistency with the present sample was 0.868.

*Aggression:*

Buss and Perry's Aggression Questionnaire was used to measure trait aggressiveness. There are four distinct behavioral sub traits, and can be represented by individual subscales. These subscales are physical and verbal aggression, anger, and hostility. Responses of the participants were collected on a 5-point Likert scale with range from 'Extremely uncharacteristic of me' to 'Extremely characteristic of me'. Alpha for the scale in this study was 0.866.

### *Positive and Negative Affectivity:*

PANAS scale of 20-item scale was used to study emotions related to PA and NA. “Positive and Negative Affect Schedule” scale was authored by Watson, Clark, and Tellegen (1988). This scale covers words of emotion which are positive (e.g., Determined, Attentive, and Active) and negative emotions (e.g., irritable, upset, and scared). Participants were allowed to mention these emotions based on the level to which they feel them, with response range of 1 (very low or not at all) to 5 (extremely). High scores indicate high levels of PA and NA. The internal consistency for the PA scale in this study was 0.865 for baseline scores and NA scale in this study was 0.951 for baseline scores.

### **Intervention:**

The intervention consisted of a series of daily one hour yoga classes over a 10-week period. Yoga group participant were taught postures, pranayama and meditation, along with yogic theory lectures. Those who were assigned to the control group participated in a mild to moderate kind of physical activity and management lectures.

### **Results:**

Results have shown that this yoga study of ten week duration demonstrated significant changes in the scores of study variables between the yoga and the control groups. The results of current trial showed that at the baseline there was no significant difference in the variable scores between both the groups. The outcomes revealed that the yoga group indicated statistically significant reduction ( $p < 0.001$ ) in aggression, NA and CWBs in contrast with the control group. Post-intervention results showed that the yoga group demonstrated measurably significant ( $p < 0.001$ ) improvement in PA in comparison with the participants of the control group. The yoga group indicated better change (the effect sizes of

the variables were in the range from .70 to 1.2 indicating large effect size change) towards controlling their negative emotions and enhancing positive emotions in comparison with the other group, that is control group.

The relationship study among demographic variables, aggression, NA, PA, and CWB outlined that there was a strong negative association of PA with Aggression, NA, and CWB. It was additionally found that aggression has positive relationship with NA and CWB. The gender difference relationship additionally demonstrated that the gender difference showed fundamentally differences with CWB involvement. Investigation of CWB examples as for gender difference demonstrated that men were more engaged in deviant behaviors than did women. The present study performed regression analysis of CWB on aggression and gender of the subjects. It was found that the impact of aggression on CWB relied on upon the gender difference.

### **Conclusion:**

The present study gives initial proof in regards to the beneficial outcomes of yoga on the negative conduct of professionals at work setting. Managements of the organizations can use capability of yoga to make a foundation for bigger cost-effective preventive measures in fighting and controlling CWB at the working environment assertively. This will help Management to create and strengthen positive working environment at the same time. Positive perception of employees can help administration encourage effectiveness and productivity in the organization to guarantee integrity of organization and reliability of workers. This could bring about the twin advantages of substantial savings for businesses by diminishing CWB and wellbeing enhancement of

representatives by reducing aggression. Studies support the practice of yoga in the work setting to develop wellbeing by diminishing threatening practices and making positive environment. Strength of yoga is that it can be utilized as a self-administration method where an individual does not have to go to the healing center or advisor. Consistent monitoring and coaching in this regards should result more grounded stronger synergy among working experts which will demonstrate higher efficiency.

In summary, present study has demonstrated the viability of yoga that the administration of any organization can adopt in reducing aggression, NA, and CWB and in improving PA so that shared objective and targets of the organizations can be accomplished productively.