

Yoga for Effective Leadership: Investigating Personality Development in Managers

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Abstract:-

➤ *Background:*

In the dynamic and demanding field of management, the development of a well-rounded personality is essential for effective leadership, conflict resolution, and self-awareness, ultimately contributing to career success. Yoga, with its ancient roots in fostering holistic development, holds promise as a tool for enhancing the personality traits of managers.

➤ *Objective:*

This study aims to evaluate the impact of an Evidence-Based Yoga Module (EBYM) on the personality traits (Guna) of managers, focusing on the dimensions of Tamas, Rajas, and Sattva.

➤ *Materials and Methods:*

A cohort of 72 managers, representing a mean age of 48.75 ± 3.86 years, drawn from Oil and Natural Gas Corporation Limited, participated in a single-group pre-post study. The Personality Inventory (PI) data was collected both before (pre) and after (post) a five-day EBYM.

➤ *Statistical Analysis:*

The data analysis employed means, standard deviations, the Kolmogorov-Smirnov test, and the Wilcoxon signed-rank test, facilitated by SPSS 16.

➤ *Results:*

The findings revealed significant transformations in the participants' personality traits. Specifically, there was an impressive 81.95% decrease ($P < 0.001$) in Tamas Guna (representing a dull personality trait), an 80.92% decrease ($P < 0.001$) in Rajas Guna (representing a violent personality trait), and a remarkable 139.71% increase ($P < 0.001$) in Sattva Guna (representing a balanced personality trait) scores.

➤ *Conclusion:*

This study underscores the potential of EBYM as a catalyst for enhancing the Sattva Guna, signifying balanced personality development, among managers. These findings imply that the integration of yoga practices can contribute significantly to enhancing managerial performance within an organization.

Keywords:- Yoga, Managers, Personality, Leadership, Trait.

I. INTRODUCTION

In the realm of modern management, the pursuit of excellence is an unceasing journey. Managers are entrusted with multifaceted roles, requiring them to embody effective leadership, adept conflict resolution, and profound self-awareness, all in the pursuit of achieving career success.^[1] Recognizing the paramount importance of personality development in this context, studies by McCarroll JE et al. and Jones JW et al. have underscored the need for a specialized personality development module tailored for managers.^{[2][3]} These studies emphasize that beyond technical training, managers must be equipped with the qualities and attributes that foster a holistic approach to their roles. In today's fast-paced and competitive landscape, the pressures on managers have reached unprecedented levels. The relentless demands of time, technology, and targets have created an environment marked by perpetual stress and strain.^[4] In this race against the clock, tensions escalate, leading to mounting dissatisfaction, frustration, and, ultimately, psychological and physiological stress, taking a toll on mental and emotional well-being.^[5] The modern lifestyle has amplified the importance of addressing these stress-induced challenges. Physical activity has emerged as a valuable tool in mitigating the adverse effects of contemporary living.^[6] It is well-documented that physical exercises can play a pivotal role in preventing lifestyle-related diseases, such as diabetes, cardiac conditions, and even cancer.^{[7][8][9]} Moreover, physical fitness contributes to stress reduction, fostering a healthier and more productive life.^{[10][11]} Yoga, an ancient practice with deep roots in India, has garnered global recognition as a holistic approach to both physical and mental development.^[12] For centuries, it has been a source of solace for restless minds and a source of relief for those in need of healing.^[13] Notably, Yoga has demonstrated its efficacy in promoting positive health, enhancing physical fitness, and mitigating the effects of various somatic and psychiatric conditions.^{[14][15][16][17][18][19]} As Yoga garners increasing scientific validation, it emerges as a pivotal practice for nurturing physical, mental, and emotional well-being.^[20] However, while the popularity of Yoga surges, there remains a gap in systematically evaluating the effects of the Evidence-Based Yoga Module (EBYM) in a residential setting, particularly concerning its impact on the personality traits (Guna) of managers. Hence, the present study is meticulously designed to address this gap and assess the efficacy of EBYM on managers, utilizing the Personality Inventory (PI) as a reliable metric.

➤ *Objectives of the Study*

The primary objectives of this study are to rigorously evaluate the efficacy of the EBYM on managers and to gauge its impact through the assessment of PI scores.

II. MATERIALS AND METHODS

➤ *Participants*

This study involved a cohort of 72 managers, comprising 63 males and 9 females, with an average age of 48.75 ± 3.86 years.

➤ *Inclusion Criteria*

- *Middle-level executives.*
- *Age range between 45 and 60 years.*
- *Inclusion of both males and females.*

➤ *Exclusion Criteria*

- Women during pregnancy, menstrual periods, or experiencing menopausal problems.
- Individuals with severe medical conditions.
- Participants taking medication.
- Individuals employing other wellness strategies.
- Persons using psychiatric drugs, alcohol, or tobacco in any form.

➤ *Source*

Participants for this study were selected from the Oil and Natural Gas Corporation Limited, India.

➤ *Informed Consent*

Informed consent was duly obtained from all participants.

➤ *Ethical Approval*

The study received ethical approval from the Institutional Review Board (IRB) of Swami Vivekananda Yoga Anusandhana Samsthana (S-VYASA) University, Bangalore.

➤ *Study Design*

This study followed a before-and-after design without a control group.

➤ *Measurement Instrument: Personality Inventory (PI)*

Personality traits were assessed based on the Indian approach, focusing on the Gunas (Sattva, Rajas, and Tamas). The PI was employed for this purpose.

- *The PI, Developed by Pathak, Bhatt, and Sharma,^[21] Consists of:*
 - ✓ 24 items for Sattva Guna (reflecting balanced, gentle, and controlled personality traits).
 - ✓ 34 items for Rajas Guna (reflecting violent and uncontrolled personality traits).
 - ✓ 30 items for Tamas Guna (reflecting dull and uncontrolled personality traits).

The PI exhibits robust internal consistency, reliability, and validity. Notably, these three personality traits demonstrate low correlations with each other, signifying their independence. The PI is grounded in the Samkhya Philosophy's concept of Gunas.^[22] In a state of perfect health, an individual has the freedom to express any of these three Gunas, with Sattva Guna predominating. Ill health or limited health arises when either Rajas or Tamas Guna becomes dominant, restricting one's freedom and leading to habituation.^[23]

➤ *Intervention*

All study participants engaged in a five-day EBYM, also known as Self-Management of Excessive Tension Module, aimed at stress management and holistic personality development. This module, founded on Yogic wisdom, encompassed both lecture and practical session of Cyclic Meditation (CM).^{[5][24]} The practical session of CM integrates stimulating and calming practices, aligned with Yogic principles. The EBYM was conducted in a tranquil residential setting at Prashanti Kutiram (S-VYASA University, Bangalore), with activities scheduled from 5 AM to 10 PM. The module incorporated a Sattvic diet (a high-fiber, low-fat, vegetarian, and balanced diet), devotional sessions, cultural components, and expert discourses. Rooted in the Integrated Approach of Yoga Therapy, this module aimed at stress management and holistic personality development.

➤ *Data Collection*

The PI data were collected both before (pre) and after (post) the five-day EBYM.

➤ *Data Analysis*

Data analysis involved following steps:

- Responses to inventory items were collected on a scale of very much, much, moderate, little, or not at all.
- Raw responses were converted into numerical values, ranging from 5 to 1.
- Total scores on each Guna scale were computed by summing the scores of individual items.
- Percentages for each Guna were calculated by dividing the score for each Guna by the total score and multiplying by 100.
- Statistical analysis was conducted using the Statistical Package for Social Sciences (SPSS) version 16. The Kolmogorov-Smirnov Test indicated that the data did not follow a normal distribution. To compare pre-EBYM and post-EBYM means, the Wilcoxon Signed Ranks Test was employed. This comprehensive methodology facilitated the rigorous evaluation of the effects of the EBYM on participants' personality traits, shedding light on the potential benefits of Yoga for personality development in managers.

III. RESULTS

The analysis of mean scores revealed significant alterations in the personality traits of the participants after completing the EBYM. Notably, there was a remarkable 81.95% decrease ($P < 0.001$) in Tamas Guna, reflecting a reduction in dull personality traits. Similarly, there was a substantial 80.92% decrease ($P < 0.001$) in Rajas Guna, indicative of diminished violent personality traits. In contrast, there was a noteworthy 139.71% increase ($P < 0.001$) in Sattva Guna scores, signifying enhanced balanced personality traits. [Table 1][Table 2][Table 3][Table 4]

IV. DISCUSSION

The concept of personality development intricately relates to the domain of emotional intelligence. Studies have consistently shown that individuals who exhibit dominance in Sattva (balanced) Guna within their personality tend to experience higher levels of happiness, improved overall health, and greater success in interpersonal relationships—qualities that align with heightened emotional intelligence.^[25] Individuals with elevated emotional intelligence possess the ability to strike a harmonious balance between emotion and reason. They demonstrate a heightened awareness of their own emotions, exhibit empathy and compassion toward others, and maintain healthy self-esteem. These attributes are invaluable in various workplace scenarios and contribute significantly to organizational effectiveness.^[26] Moreover, contemporary research underscores a positive correlation between emotional intelligence and success within the professional arena.^[27] The findings of this study align with existing research, further highlighting the pivotal role of Yoga in enhancing emotional intelligence and personality development, particularly in managerial contexts.^[28] This study underscores the importance of incorporating Yoga as an integral element in initiatives aimed at fostering personality development.^{[29][30][31]}

Thus, the remarkable changes observed in the personality traits of managers following their participation in the EBYM point to the potential of Yoga-based interventions as a valuable tool for enhancing emotional intelligence and facilitating holistic personality development. These results emphasize the relevance of incorporating Yoga practices into managerial training programs to promote well-being, positive workplace dynamics, and ultimately, organizational success. The observed enhancement in Sattva Guna implies that managers who engage in Yoga-based interventions such as EBYM are better positioned to harness their emotional intelligence, promote harmonious interpersonal relationships, and navigate professional challenges with resilience and composure. This, in turn, paves the way for enhanced managerial performance, organizational effectiveness, and overall workplace well-being. As organizations increasingly recognize the pivotal role of emotional intelligence and balanced personality traits in achieving success, the integration of Yoga-based programs like EBYM into

managerial training initiatives becomes not only relevant but imperative. Such holistic approaches to personality development contribute not only to the growth and prosperity of individuals but also to the flourishing of the organizations they serve. In light of these findings, it is recommended that organizations consider incorporating evidence-based Yoga modules as an integral component of their managerial development strategies. By doing so, they can empower their managerial cadre with the tools necessary for achieving excellence, both as leaders and as individuals. This study underscores the profound impact that Yoga, as exemplified by the EBYM, can have on the holistic development of managers, a transformation that extends beyond the workplace to enrich all facets of their lives.

V. CONCLUSION

The findings of this study provide compelling evidence that the EBYM is a potent catalyst for fostering the development of Sattva Guna, signifying balanced personality traits among managers. These promising results indicate that EBYM holds the potential to facilitate substantial improvements in the emotional and psychological dimensions of managerial personnel. By cultivating balanced personality traits, EBYM equips managers with valuable tools to navigate the complexities of the modern workplace.

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Table 1 Interpretation of Personality (Guna) Inventory Scores

Guna	Item Numbers	Total No. of Items	Maximum Scores
Tamas	5,9,13,16,18,22,24,26,29,30,37,38,40,46,47,55,57,58, 61,67,71,72,77,79,80,82,84,85,86, & 88	30	120
Rajas	1,2,7,10,14,15,19,20,21,31,32,33,36,39,44,45,49,50, 51,52,53,56,59,62,63,64,65,66,69,70,73,74,76 & 81	34	136
Sattva	3,4,6,8,11,12,17,23,25,27,28,34,35,41,42,43,48,54, 60,68,75,78,83 & 87	24	96
Total		88	352

Table 2 Test-Retest Reliability Co-efficient of Personality (Guna) Inventory Scores

Sattva	Rajas	Tamas
0.62	0.83	0.70

Table 3 Responses of Personality (Guna) Inventory Scores

Responses	Score
Very much	5
Much	4
Moderate	3
Little	2

Not at all	1
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Table 4 Data Analysis of Personality (Guna) Inventory Scores

Personality (Guna)	Mean \pm Standard deviation		% increase (\uparrow) or % decrease (\downarrow)	<i>P</i>
	Before EBYM (pre)	After EBYM (post)		
Tamas	83.81 \pm 12.70	15.13 \pm 6.23	\downarrow 81.95	< 0.001*
Rajas	93.49 \pm 13.26	17.83 \pm 7.89	\downarrow 80.92	< 0.001*
Sattva	33.26 \pm 12.43	79.74 \pm 7.52	\uparrow 139.71	< 0.001*

*Significant at $P < 0.001$ (Nonparametric Wilcoxon Signed Ranks Test)