ABSTRACT

BACKGROUND

Globalization, technological advances, mixing of work cultures, the 2008-11 recession and subsequent changes in the nature of work, have occurred in rapid succession and are challenging to leadership practices. Workplace stress is an obstacle to leadership development. The role and responsibility of leaders is vital in every industrial sector. To fulfill their responsibilities, leaders compromise their physical and mental health. That stress develops when leaders fail to address issues, and targets are not achieved, is quite evident, yet there is no search for a solution. Could yoga offer the required solution?

LITERARY RESEARCH

The transformational leadership style demonstrated by Sri Rama in Valmiki Ramayana has become a role model of leadership which has inspired and transformed millions of Indians and continues to do so even today. The Mahabharata portrays many instances of great leadership by supreme warriors and kings. The Bhisma Parva of Mahabharata, which contains the sacred text Srimad Bhagavad Gita, also focuses on the many qualities of a leader told by Supreme Lord Sri Krishna himself to Arjuna. The literary work of Dhananjay in his Dasha Rupakam clearly portrays various types of leaders. With this background, we can evaluate many scientific studies in the field of leadership and leadership development.
AIM

The aim of the study is to examine the effects of Integrated Yoga Module on leadership development of managers.

OBJECTIVES

1. To unravel the qualities of leaders identified in texts concerning yoga and spiritual lore.

2. To investigate the effects of integrated yoga module on transformation in leadership qualities, styles and behaviors in managers assessed by the multi-factor leadership questionnaire (MLQ).

3. To assess changes in guna of managers.

4. To evaluate improvements in General Health (GHQ etc.) after practice of IYM.

5. To assess changes in Emotional Intelligence after Yoga practice.

6. To check the moderating effect of three Gunas on Emotional Intelligence and General Health.

METHODOLOGY

Subjects were eighty four business leaders (mean age 52.01±sd 5.73) undergoing Self Management of Excessive Tension (SMET), an intensive five day short term Integrated Yoga Module (IYM) on ONGC (Oil & Natural Gasses Corporation) managers including top level managers. Data was recorded on the first and sixth days of the program and Pre-Post comparison was made using paired sample t tests with ‘R’ Statistical Package.
RESULTS

MLQ Components: There were positive changes in all the components of Transformational Leadership style. Idealized Influence-Attributed has increased by 5.88%, which has significantly increased from the pre score. Idealized Influence-Behaviour has increased by 0.82%, Inspirational Motivation has increased by 4.11%, Intellectual stimulation has increased by 9.3%, which statistically highly significant at p<0.001, individualized consideration by 6.93%, contingent reward has increased by 2.59%. Again the Transactional Leadership which is negatively related to Transformational Leadership, there is decrease in all the components. Management-by-Exception (Active) has decreased by -0.37%, Management-by-Exception (Passive) by -52.94%, which has decreased significantly p<0.05 and Laissez-faire Leadership has decreased by -50.77% and this is also statistically highly significant p<0.0000. There should be a decrease in these components. We also found positive improvements in the outcomes of the leadership styles that are the last three components named Extra Effort, Effectiveness and Satisfaction. This has shown an increased score of 1.07%, 1.92% and 0.60% respectively. And, a positive trend was noticed in the Post mean scores in comparison to pre mean scores. EI Components: Perception of emotions, Managing own emotions, Managing others emotions all improved significantly (p<0.001), Utilization of Emotions improved but not significantly (p>0.05).

GHQ Domains: Somatic Symptoms, Anxiety and Insomnia, Social Dysfunction and Severe Depression All improved significantly (p<0.001) as did total GHQ.
Other clinical variables: Trends were seen to be improved, Systolic Blood Pressure (p<0.001), Pulse Rate (p<0.001), Respiratory Rate (p<0.001) and weight (p<0.05) were significantly lower. Diastolic Blood Pressure was found to decrease (p>0.05).

Personality Traits: All components changed significantly: Satva, Rajas and Tamas (p<0.001). Satva (balanced trait) score was higher, whereas Rajas (Dynamic traits) and Tamas (Lethargy traits) score were significantly decreased after the intervention.

CONCLUSION

The SMET Integrated Yoga Module significantly improved measures in most, of all four kinds of psychological and health variables assessed: transformational leadership, guna (Personality trait), Emotional Intelligence, GHQ, and various Health Parameters. Satvic guna establishes a significant relation between general health and emotional intelligence. The module seems to induce greater depth of perception and relaxation of mind, and thus bring about a total change in managers’ general health in addition to vital physiological and psychological improvements. SMET apparently developed leadership qualities, style and behavior in managers undergoing the module and it is a fine tool for leadership development in managers.

KEYWORDS

Yoga, Integrated Yoga Module, SMET, Guna, Emotional Intelligence, General Health