

## APPENDICES

### Appendix 1: INFORMED CONSENT FORM

#### Informed Consent Form

**Principal Investigator: Jyothi Vasu**

**Name of Organization: S-VYASA Yoga University**

**Name of Proposal: " Impact of SMET yoga program on Organisational Citizenship Behaviour, Positive Affectivity, Negative Affectivity and Occupational Stress of Employees; a randomised controlled study"**

**This Informed Consent Form has two parts:**

- Information Sheet (to share information about the research with you)
- Certificate of Consent (for signatures if you agree to take part)

#### **PART I: Information Sheet**

##### **Introduction**

I am smt. Jyothi Vasu, PhD Scholar, in S-VYASA Yoga University, Bangalore. I am doing this study to analyse the effect of yoga on Organisational Citizenship Behaviour, Positive Affectivity, Negative Affectivity and Occupational Stress of employees. We invite you to participate in the research related to practice of **SMET** a yoga based Stress management program. You can talk to anyone you feel comfortable before joining, about the research.

##### **Purpose**

This study is done to help employees to enhance their hidden positive potentialities which might have been suppressed due to various kinds of occupational stress. This helps to improve their working capacities tremendously.

## **Type of Research Intervention**

### **Self-Management of Excessive Tension (SMET) :**

Self-Management of Excessive Tension is a yoga-based stress management program. It is a holistic yoga module consisting of asanas, relaxation techniques and meditation. Cyclic Meditation (CM) which is a part of SMET program is a simple and effective technique to relieve stress and induce deep sleep and relaxation. It is based on the principle of stimulation and relaxation.

### **Participant selection**

Both male and female employees of the age group between 20 and 45 who meets certain basic criteria or requirements can participate.

### **Voluntary Participation**

Your participation is absolutely voluntary, and you are free to withdraw yourself from the study at any time without any reason; there will be no charge for your participation and confidentiality of your details will be maintained.

### **Procedures and Protocol**

- SMET program will be conducted 2 days a week for 3 months.
- It is about an hour's session per day.
- Ladies who participate in this program should wear leggings.
  
- This session will be conducted before lunch.
- Participants will be asked to fill in some questionnaires once before the study and once after the study i.e. 3 months.

### **Duration**

1 hour session - 2 days a week for 3 months

### **Side Effects:**

No known side effects

### **Safety of the participant is ensured**

- ▶ No known risks of yoga practice or in administering the questionnaires
- ▶ Any injury or complications - I will take the responsibility and will inform that to company authorities; Mr. Dinesh the HR dept. team leader will lend his help during such situations along with his other colleagues.
- ▶ No liabilities of any kind will be borne
- ▶ First-aid trained Instructor will handle and kit is available in the organisation

### **Benefits:**

1. Good relaxation for body and mind.
2. Improved efficiency.
3. Effective time management.
4. Reduced absenteeism and hospital admissions.
5. Musculoskeletal, Emotional and Visual problems can be reduced.

### **Incentives**

Your participation is absolutely voluntary and there is no incentive for this.

### **Confidentiality**

Your information will not be shared with any one.

### **Right to Refuse or Withdraw**

This is a reconfirmation that participation is voluntary and includes your right to withdraw any time.

**Control group**

**If the control group is interested, then the SMET practice will be provided for them after the study period.**

**Whom to Contact?**

For any query, kindly contact the following concerned person.

**Name:** Jyothi Vasu

**Contact No. :** +919886629778

**PART II: Certificate of Consent**

I have read the foregoing information, or it has been read to me. I have had the opportunity to ask questions about it and any questions that I have asked have been answered to my satisfaction. I consent voluntarily to participate as a participant in this research and understand that I have the right to withdraw from the research at any time.

**Name of Participant:** .....

**Signature of Participant** .....

**Date** ...26-02-2018.....

I have accurately read or witnessed the accurate reading of the consent form to the potential participant, and the individual has had the opportunity to ask questions. I confirm that the individual has given consent freely.

**Name of Researcher:** Jyothi Vasu

**Signature of Researcher** .....

**Date** .....

*Please fill in the following information :*

<b>Name</b>	
<b>Gender</b>	
<b>Age (in years)</b>	
<b>Qualification</b>	
<b>Profession</b>	
<b>Designation</b>	
<b>No. of years you are with this company</b>	

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## Appendix 2: QUESTIONNAIRES

### Questionnaire 1: Organisational Citizenship Behaviour

Confidential Consumable Booklet of

# OCBS

Item Booklet (16-0651-B)

Arti Bakhshi, Ph D, and Kuldeep Kumar

*Please fill in the following information:*

Name: \_\_\_\_\_

Gender: \_\_\_\_\_ Age (in years): \_\_\_\_\_

Qualification: \_\_\_\_\_

Profession: \_\_\_\_\_

Designation: \_\_\_\_\_

Numbers of years you have been on this job: \_\_\_\_\_

## INSTRUCTIONS

Here are a few statements. The responses to which are in no way a reflection of your job and personality. Each statement has five alternatives- Never, Rarely, Sometimes, Frequently and Always. You are requested to select just one alternative, which expresses your response the best, and encircle the same. Usually the spontaneous choice is the most correct response. Please do not give a longer thought over any statement unnecessarily. Please make sure that you have dealt with all the statements and no statement is left unmarked. Your results will be kept confidential.

Example: Q. I go for a morning walk.

Never

Rarely

Sometimes

Frequently

Always

Circle 'Rarely' if that describes you the best i.e you go for walks but very occasionally.

-----PLEASE DO NOT TURN OVER BEFORE YOUR TIME STARTS-----



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- |            |  |       |        |           |            |        |
|------------|--|-------|--------|-----------|------------|--------|
| <b>1.</b>  | <b>I obey the rules and regulations of my organization.</b>                            | Never | Rarely | Sometimes | Frequently | Always |
| <b>2.</b>  | <b>I help my coworkers in non-work matters.</b>  | Never | Rarely | Sometimes | Frequently | Always |
| <b>3.</b>  | <b>I complain about petty issues.</b>  | Never | Rarely | Sometimes | Frequently | Always |
| <b>4.</b>  | <b>I prohibit behavior harmful to my organization.</b>                                 | Never | Rarely | Sometimes | Frequently | Always |
| <b>5.</b>  | <b>I help my colleagues in completing their tasks.</b>                                 | Never | Rarely | Sometimes | Frequently | Always |
| <b>6.</b>  | <b>I spend a lot of time complaining about trivial matters.</b>                        | Never | Rarely | Sometimes | Frequently | Always |
| <b>7.</b>  | <b>I comply with organization's rules and procedures even when nobody is watching.</b> | Never | Rarely | Sometimes | Frequently | Always |
| <b>8.</b>  | <b>I avoid taking actions that hurt others.</b>  | Never | Rarely | Sometimes | Frequently | Always |
| <b>9.</b>  | <b>I assist new colleagues to adjust to the work environment.</b>                      | Never | Rarely | Sometimes | Frequently | Always |
| <b>10.</b> | <b>I take my job seriously and rarely make mistakes.</b>                               | Never | Rarely | Sometimes | Frequently | Always |



- |            |   |       |        |           |            |        |
|------------|---|-------|--------|-----------|------------|--------|
| <b>11.</b> | <b>I help colleagues to solve work-related problems.</b>  | Never | Rarely | Sometimes | Frequently | Always |
| <b>12.</b> | <b>I keep workplace neat and clean.</b>   | Never | Rarely | Sometimes | Frequently | Always |
| <b>13.</b> | <b>I engage in self-study to increase the quality of work output.</b>                             | Never | Rarely | Sometimes | Frequently | Always |
| <b>14.</b> | <b>I cooperate with my supervisor and colleagues at work.</b>                                     | Never | Rarely | Sometimes | Frequently | Always |
| <b>15.</b> | <b>I participate in company-organized group activities.</b>                                       | Never | Rarely | Sometimes | Frequently | Always |
| <b>16.</b> | <b>I try to avoid creating problems for colleagues.</b>   | Never | Rarely | Sometimes | Frequently | Always |
| <b>17.</b> | <b>I fulfill the responsibilities stated in my job description.</b>                               | Never | Rarely | Sometimes | Frequently | Always |
| <b>18.</b> | <b>I maintain harmonious relationships and diffuse conflicts.</b>                                 | Never | Rarely | Sometimes | Frequently | Always |
| <b>19.</b> | <b>I perform tasks that are expected of me.</b>   | Never | Rarely | Sometimes | Frequently | Always |
| <b>20.</b> | <b>I read and follow all announcements, memos and other inputs given out by the organization.</b> |       |        |           |            |        |

21. **I arrive early and start to work immediately.**
- |       |        |           |            |        |
|-------|--------|-----------|------------|--------|
| Never | Rarely | Sometimes | Frequently | Always |
|-------|--------|-----------|------------|--------|
22. **I take on extra responsibilities.**
- |       |        |           |            |        |
|-------|--------|-----------|------------|--------|
| Never | Rarely | Sometimes | Frequently | Always |
|-------|--------|-----------|------------|--------|
23. **I take steps to avoid problems with other workers.**
- |       |        |           |            |        |
|-------|--------|-----------|------------|--------|
| Never | Rarely | Sometimes | Frequently | Always |
|-------|--------|-----------|------------|--------|
24. **I complain about things which are not important (trivial).**
- |       |        |           |            |        |
|-------|--------|-----------|------------|--------|
| Never | Rarely | Sometimes | Frequently | Always |
|-------|--------|-----------|------------|--------|
25. **I help new workers to adapt even though it is not required for me to do so.**
- |       |        |           |            |        |
|-------|--------|-----------|------------|--------|
| Never | Rarely | Sometimes | Frequently | Always |
|-------|--------|-----------|------------|--------|
26. **I attend meetings that are not compulsory, but are considered important.**
- |       |        |           |            |        |
|-------|--------|-----------|------------|--------|
| Never | Rarely | Sometimes | Frequently | Always |
|-------|--------|-----------|------------|--------|
27. **I find fault with what the organization is doing.**
- |       |        |           |            |        |
|-------|--------|-----------|------------|--------|
| Never | Rarely | Sometimes | Frequently | Always |
|-------|--------|-----------|------------|--------|
28. **I use personal resources to aid the company (e.g. personal social connections).**
- |       |        |           |            |        |
|-------|--------|-----------|------------|--------|
| Never | Rarely | Sometimes | Frequently | Always |
|-------|--------|-----------|------------|--------|
29. **I focus on what's wrong with the situation, rather than the positive side of it.**
- |       |        |           |            |        |
|-------|--------|-----------|------------|--------|
| Never | Rarely | Sometimes | Frequently | Always |
|-------|--------|-----------|------------|--------|
30. **I make a big issue out of small matters.**
- |       |        |           |            |        |
|-------|--------|-----------|------------|--------|
| Never | Rarely | Sometimes | Frequently | Always |
|-------|--------|-----------|------------|--------|

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Questionnaire 2: Occupational Stress Index

# OCCUPATIONAL STRESS INDEX

**Dr. A. K. Srivastav**

**and**

**Dr. A. P. Singh**

***Department of Psychology***

**Banaras Hindu University**

**VARANASI (U. P.)**

**INSTRUCTION**

This questionnaire is meant for a psychological investigation. The questionnaire consists of some statements that employees say or feel about various components and condition of their Job. You are required to select any one of the following five responses to indicate the extent to which you or disagree with each statement to describe the nature and conditions of your job and also your own experiences and feelings about your job.

I have to do such work as ought to be done by others.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
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Give your responses frankly. Your responses will be kept strictly confidential.

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U. H. B.-28 SANJAY NAGAR COLONY

CHOWKAGHAT-VARANASI (U.P.)

## KINDLY ANSWER ALL THE QUESTIONS

1. I have to do a lot of work in this job.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
2. The available information relating to my job-role and outcomes are vague and insufficient.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
3. My different officers often give contradictory instructions regarding my works.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
4. Sometimes it becomes complied problem for me to make adjustment between political/group pressures and formal rules and instructions.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
5. The responsibility for the efficiency and productivity of many employees is thrust upon me.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
6. Most of my suggestions are heeded and dimplemented here.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
7. My decisions and instruction concerning distribution of assignments among employees are properly followed.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
8. I have to work with persons whom I like.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
9. My assignments are monotonous nature.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
10. Higher authorities do care for my self respect.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
11. I get less salary in comparison to the quantum of my labour/work.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
12. I do my work under tense circumstances.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
13. Owing to excessive work load I have to manage with insufficient number of employees and resources.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
14. The objectives of my work-role are quite clear and adequately planned.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
15. Officials do not interfere with jurisdiction and working methods.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
16. I have to do some work unwillingly owing to certain group/political pressures.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
17. I am responsible for the future of a number of employees.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
18. My co-operation is frequently sought in solving the administrative or industrial problems at higher level.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
19. My Suggestions regarding the training programmes of the employees are due significance.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree

20. Some of my colleagues and subordinates try to defame and malign me as unsuccessful.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
21. I get ample opportunity to utilize my abilities and experience independently.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
22. This job has enhanced my social status.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
23. I am seldom rewarded for my hard labour and efficient performance.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
24. Some of my assignments are quite risky and complicated.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
25. I have to dispose off my work, hurriedly owing to excessive work load.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
26. I am unable to perform my duties smoothly owing to uncertainty and ambiguity of the scope of my jurisdiction and authorities.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
27. I am not provided with clear instructions and sufficient facilities regarding the new assignments trusted to me.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
28. In order to maintain group-cohesiveness sometimes I have to do/produce more than the usual.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
29. I bear the great responsibility for the progress and prosperity of this organization.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
30. My opinions are sought in framing important policies of the Organization/ Department.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
31. Our interests are duly considered in making appointment for important posts.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
32. My colleagues do co-operate with me voluntarily in solving administrative and industrial problems.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
33. I get ample opportunity to develop my aptitude and proficiency properly.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
34. My higher authorities do not give due significance to my post and work.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
35. I often feel that this job has made my life cumbersome.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
36. Being too busy with official work I am not able to devote sufficient time to my domestic and personal problems.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
37. It is not clear that what type of work and behaviour my higher authorities and colleagues expect from me.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree

38. Employees attach due importance to the official instructions and formal working procedures.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
39. I am compelled to violate the formal and administrative procedures and policies owing to group/political pressures.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
40. My opinion is sought in changing or modifying the working system, instrument and conditions.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
41. There exists sufficient mutual co-operation and team-spirit among the employees of this organization/ Department.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
42. My suggestions and co-operation are not sought in solving even those problems for which I am quite competent.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
43. Working conditions are satisfactory here from the point of view of our welfare and convenience.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
44. I have to do such work as ought to be done by others.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
45. It becomes difficult to implement all of a sudden the new dealing procedures and policies in place of already in practice.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
46. I am unable to carry out my assignment to my satisfaction on account of excessive load of work and lack of time.	Strongly disagree	Disagree	Undecided	Agree	Strongly agree

**THANKS !**

### Questionnaire 3: Positive and Negative Affect Schedule

## The Positive and Negative Affect Schedule (PANAS; Watson et al., 1988)

### PANAS Questionnaire

This scale consists of a number of words that describe different feelings and emotions. Read each item and then list the number from the scale below next to each word. **Indicate to what extent you feel this way right now, that is, at the present moment OR indicate the extent you have felt this way over the past week (circle the instructions you followed when taking this measure)**

1	2	3	4	5
Very Slightly or Not at All	A Little	Moderately	Quite a Bit	Extremely

- |                       |                      |
|-----------------------|----------------------|
| _____ 1. Interested   | _____ 11. Irritable  |
| _____ 2. Distressed   | _____ 12. Alert      |
| _____ 3. Excited      | _____ 13. Ashamed    |
| _____ 4. Upset        | _____ 14. Inspired   |
| _____ 5. Strong       | _____ 15. Nervous    |
| _____ 6. Guilty       | _____ 16. Determined |
| _____ 7. Scared       | _____ 17. Attentive  |
| _____ 8. Hostile      | _____ 18. Jittery    |
| _____ 9. Enthusiastic | _____ 19. Active     |
| _____ 10. Proud       | _____ 20. Afraid     |

**Scoring Instructions:**

**Positive Affect Score:** Add the scores on items 1, 3, 5, 9, 10, 12, 14, 16, 17, and 19. Scores can range from 10 – 50, with higher scores representing higher levels of positive affect. Mean Scores: Momentary 29.7 ( SD 7.9); Weekly 33.3 ( SD 7.2)

**Negative Affect Score:** Add the scores on items 2, 4, 6, 7, 8, 11, 13, 15, 18, and 20. Scores can range from 10 – 50, with lower scores representing lower levels of negative affect. Mean Score: Momentary 14.8 ( SD 5.4); Weekly 17.4 ( SD 6.2)

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## Appendix 3: INSTITUTIONAL ETHICAL COMMITTEE APPROVAL



# स्वामी विवेकानन्द योग अनुसंधान संस्थान Swami Vivekananda Yoga Anusandhāna Samsthāna

(Declared as Deemed-to-be University under Section 3 of the UGC Act, 1956)

Ekmath Bhavan, # 19, Gavipuram Circle, Kempegowda Nagar, Bangalore - 560 019

Ph: 080 - 2661 2669, Telefax: 080 - 2660 8645

E-mail: svyasa@svyasa.org Website: www.svyasa.org

**RES/IEC-SVYASA/99/2017**

**27 January 2018**

To,  
Smt Jyothi Vasu,  
Research Scholar,  
S-VYASA University,  
Bengaluru.

Reference:

"Impact of SMET yoga program on Organisational Citizenship Behaviour, Positive Affectivity, Negative Affectivity and Occupational Stress of Employees; a randomised controlled study- Committee Approval of the above-mentioned study.

**Dear Smt Jyothi Vasu,**

We have received from you the following study related documents vide your letter dated 29 November 2017

1	Project Proposal
2	Informed consent form

Ethics committee meeting was held on **02 December 2017** between 2:00 PM and 5:00 PM at Ekmath Bhavan, Bengaluru. Above documents were examined and discussed in the meeting. After due consideration, the committee has decided to approve conducting the aforementioned study.



# स्वामी विवेकानन्द योग अनुसंधान संस्थान

## Swami Vivekananda Yoga Anusandhāna Samsthāna

(Declared as Deemed-to-be University under Section 3 of the UGC Act, 1956)

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This is to confirm that neither Smt Jyothi Vasunor any staff participating in this study was involved in the voting procedures and decision making.


The Institutional Review Board / Institutional Ethics Committee (IEC) is expected to be informed about the progress of the study / any changes in the protocol and patient information / informed consent. The investigators are also expected to submit a copy of the final report to IEC for records.

This approval is valid up to the completion of the study at the site.

Please submit to the IEC, the status report of the study as per the SOPs.

The IEC is organized & operates according to the requirements of ICH-GCP, Indian Council of Medical Research Guidelines & Schedule Y.

Best Wishes,

  
Dr. Sanjib Kumar Patra,  
Member Secretary,  
Institutional Ethics Committee,  
S-VYASA, Bengaluru.



## Appendix 4: Letter from Vee - Technologies



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Date: 27-June-2018

Place: Bangalore

### TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Smt. Jyothi Vasu**, a Research Scholar from S-VYASA Yoga University – Jigni Bengaluru has carried out **3 months** Stress Management Yoga program from **March 1st 2018 to May 31st 2018** in our organization. Total of 240 employees (120 – experimental group and 120 - waitlisted control group) working in our two units participated in the study.

She conducted weekly two sessions of **SMET** (Self-Management of Excessive Tension) Yoga program each of 1 hour duration during the above said period.

We understand that **Smt. Jyothi Vasu** conducted this Yoga program as a part of her PhD curriculum and approval to conduct this study in our organization was accorded as per her request.

Our employees who participated are very well benefited and are happy about this program.

Yours faithfully,

for Vee Technologies Pvt Ltd

Soujanya Prakash  
Associate Vice President – Human Resources



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**USA:** New York, 90 Park Avenue Suite 1700, New York, NY 10016, Tel: 646 837 0837

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**Appendix 5: PUBLICATION DETAILS**

<b>Sl. No.</b>	<b>Name of the Article / Title</b>	<b>Published/ Accepted</b>	<b>web link of article if published</b>	<b>Name of the Journal and Publisher</b>	<b>Is it indexed journal? Yes/No If yes provide details</b>	<b>Impact Factors (Thomson Reuters-2018)</b>	<b>UGC Listed Yes/No If yes provide the details</b>
1	Effect of SMET yoga program on Organisational Citizenship Behaviour and Occupational Stress of employees; a randomised controlled study.	Published March 2020 Volume 9, Issue 3, March 2020	<a href="https://drive.google.com/file/d/1detxDo6_0EV2FySZyiYfmvbtS3uH8K0Y/view">https://drive.google.com/file/d/1detxDo6_0EV2FySZyiYfmvbtS3uH8K0Y/view</a>	ADALYA Journal; Web of Science Group	Yes ISSN NO: ISSN NO: 1301-2746 301-2746		Yes UGC Care List Group II Web of Science
2	Effect of SMET yoga program on Positive and Negative Affectivity of employees; a randomised controlled study.	Published  MARCH 2020  Volume XIII Issue III MARCH 2020	<a href="http://jctjournal.com/Current-Issue/">http://jctjournal.com/Current-Issue/</a>	A Journal of Composition Theory; (JAC) Georgia State University, Department of English	Yes ISSN NO: 0731-6755		Yes UGC Care List Group II Scopus Listed

3	SMET as a tool to combat Stress and to enhance the persona of an individual; a Review	Published July 2020  Volume XIII Issue VII JULY 2020	<a href="http://www.jctjournal.com/Current-Issue/">http://www.jctjournal.com/Current-Issue/</a>	A Journal Of Composition Theory; (JAC)  Georgia State University, Department of English	Yes  ISSN NO: 0731-6755		Yes  UGC Care List Group II  Scopus Listed
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**Appendix 6:**

**PHOTOS of the employees of Vee-Technologies; actively participating in SMET program:**











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## SMET AS A TOOL TO COMBAT STRESS AND TO ENHANCE THE PERSONA OF AN INDIVIDUAL; A REVIEW

**Jyothi Vasu**

Research Scholar, S-VYASA University, Bengaluru, Karnataka, India

**Dr. Sony Kumari**

Professor, S-VYASA University, Bengaluru, Karnataka, India

**Dr. K. B. Akhilesh**

Professor, Indian Institute of Science, Bengaluru, Karnataka, India

**Dr. H. R. Nagendra**

Chancellor, S-VYASA University, Bengaluru, Karnataka, India

### **Abstract**

This article states about the importance of Stress management programs conducted in corporate offices and in other working sectors. Stress Management programs (SMP) are conducted in organisations to help employees to overcome occupational stress. It also improves mental health and behaviour of an individual. The Stress Management program assists individuals in effectively managing stress in healthy ways, which includes - exercising, seeking social support, using pleasant activities and relaxation techniques. The Stress Management programs in the workplace, builds a better Work-Life balance. Earlier studies have proved that yoga techniques can bring down the stress levels enormously.

In this study, a sincere effort has been made to show that previous research studies have proven that, Self-Management of Excessive Tension (SMET) module is one such holistic yoga-based stress management program which helps in all round personality development of an individual and to maintain good health. Cyclic Meditation (CM) is in practice part of SMET. Thus earlier studies shows that, SMET program is the need of the hour for every organisation to reach the individual as well as organisational goals. Hence more and more studies and researches on impact of SMET must be carried out and encouraged.

**Key words:** Cyclic Meditation, Occupational stress, Self-Management of Excessive Tension, Stress Management programs

## Introduction

### SMET- Self-Management of Excessive Tension

Self-Management of Excessive Tension (SMET) module is a holistic yoga-based stress management program which is developed by Swami Vivekananda Yoga Anusandhana Samsthana (S-VYASA) University, Bengaluru. It is a simple and easy technique to practice which is based on traditional concept of yoga for improving both internal and external well-being of an individual. It is specially suited to the modern day executives, professionals, management experts, housewives and others. Yoga offers total rehabilitation by integrated module of SMET.

SMET is based on Māndukya Upanishad consisting of Yogic science and Vedic ideology for combating stress and ensuring all round health of the body and mind combined. It is a series of successive stimulations and relaxations that can solve the complex problems of the mind. It helps to release stress at deeper levels. This technique is interspersed and an aspirant finds it easy in comparison with other practices of yoga.

The cardinal principles of Yoga are; “stimulation and relaxation of the body; slow down the breath and calm down the mind”. Crystallizing such principles into practical techniques, S-VYASA has developed highly effective programs of stress management, offered under the following four headings:

1. Instant Relaxation Technique (IRT)
2. Quick Relaxation Technique (QRT)
3. Deep Relaxation Technique (DRT)
4. Self-Management of Excessive Tension (SMET)

SMET Program is exclusively and extensively developed for those having “work pressure” and ‘Occupational Stress’ in specifically corporate world. The techniques are simple but very much effective if practiced regularly.

In a very short span of time, the program helps to acquire the power to perform better, free from stress in a relaxed and balanced way.

### Aim and Objectives of SMET:

1. Stimulate the mind.
2. Calm down the distractions.
3. Recognize the Stagnations.
4. Achieve peace and happiness.
5. Enhancing the efficiency of staff involved in management and other stream
6. Promoting health and wellbeing through yoga
7. Recovering and managing various physical and mental ailments through specific yoga techniques.
8. Improving the skills and equipoise in action by developing concentration and absolute focus towards work through various Yoga techniques.

**Components of SMET:**

- (a) Theory sessions namely Lectures, Talks, Counselling, Discourses and  
 (b) Practice sessions - Cyclic Meditation (CM) which includes Āsanas, Relaxation techniques and Meditation.

**(a) Theory sessions - topics:**

1. Concept of Stress
2. Growth of Executives
3. Group Dynamics
4. Introduction to SMET
5. Recognition of problem is half solution
6. S-VYASA movement
7. Researches on SMET
8. Benefits and Advantages of going through SMET program

**(b) Practice session - Cyclic Meditation - CM:**

Cyclic Meditation is a practice, built on the principle of alternate Stimulation and Relaxation. This technique was developed by Dr. H. R. Nagendra of S-VYASA university, Bengaluru. It is a simple and effective technique to relieve stress and induce deep sleep and relaxation. There are proven results that, CM can reduce the number of hours needed in order to feel rejuvenated.

**Cyclic Meditation involves the following steps:**

- Step1 Lie down in śavāsana and chant Opening Prayer  
 “Layesambodhayetchittam.....”

लयेसंबोधयेच्चित्तंविक्षिप्तंशमयेत्पुनः।

सकषायंविजानीयात्समप्राप्तंनचालयेत्॥३-४४॥

layesambodhayeccittaṃvikṣiptaṃśamayetpunaḥ |

sakaṣāyaṃvijānīyātsamapṛāptaṃnācālayet ||māndukyopaniśat kārīka|| 3-44 ||

Meaning: If the mind becomes inactive in a state of oblivion awaken it again. If it is distracted, bring it back to the state of tranquility. (In the intermediary state) know the mind containing within it desires in potential form. If the mind has attained to the state of equilibrium, then do not disturb it again.

Stimulate & awaken the sleeping mind, calm down the distractions, recognize the innate stagnations & stay in steadiness without disturbing it.

- Step 2 (a) Perform IRT - Instant Relaxation Technique  
 (b) Coming up to Tādāsanasthiti (standing position)– Linear awareness  
 (c) Relaxation and centering in Tādāsana

- Step 3 Standing asana - Perform Ardhakaticakrāsana (first right and then left)  
 (a) Coming down tośavāsana from right side
- Step 4 Perform QRT - Quick Relaxation Technique
- Step 5 Sitting āsanās - Sit up and relax in Danḍāsana (sitting with leg stretching)  
 (a) Perform Vajrāsana  
 (b) Perform Sasankāsana and return to Vajrāsana  
 (c) Perform Ardha-uśtrāsana or uśtrāsana  
 (d) Relax in leg stretching sitting position  
 (e) Go straight back to śavāsana
- Step 6 Perform DRT – Deep Relaxation Technique  
 (a) Come up straight and assume any sitting position -preferably Vajrāsana  
 (b) Chant Closing Prayer “ Omsarvebhavantusukhinah.....”

ॐ सर्वे भवन्तु सुखिनः|सर्वे सन्तु निरामयाः ।  
 सर्वे भद्राणि पश्यन्तु ।मा कश्चिद्दुःखभाग्भवेत् ।  
 ॐ शान्तिः शान्तिः शान्तिः ॥

sarve bhavantu sukhinah, sarve santu nirāmayāh, sarve bhadraṇi  
 paśyantu, mā kaścit dukkha bhāgbhavet; om śāntih śāntih śāntihi ॥

Meaning: May all become happy, May none fall ill; May all see auspiciousness everywhere,  
 May none ever feel sorrow, Om Peace Peace Peace.

## Concept of Stress and its occurrence:

### 1. Concept of stress according to modern medical system :

Stress is defined as “a non-specific, conventional and phylogenetic based response pattern, the primary function of which is to prepare the body for physical activity such as resistance or flight called Eustress. If the subject lacks the means of restoring either to fight or flight, i.e. of relieving the stress reaction, stress gives rise to Distress which manifests itself in the form of psychosomatic symptoms or disorders - by Selye and Levi.

Eustress is healthy essential stress produced by positive impulse such as joy, sports, recreational activities, hobbies etc.

Distress is produced by continuous physical or mental strain of any kind like anger, frustration or tension which has to be controlled.

Stress occurs at two levels namely;

- 1) Physical- like accidents, surgeries, burns, infections etc.
- 2) Psychological – fear, anxiety, tension, worry, jealousy, hatredness, anger, excitement, emotional conflicts etc.

Stress can be a temporary one or a long lasting one. Irrespective of the cause of stress namely physical, psychological or emotional, some changes in the physiology of our body takes place. This is known as the Stress Reaction. This is controlled by a) the autonomic nervous system and b) the endocrine system of our body. Thus Stress leads to many ailments, diseases and dis-orders, hence it has to be managed well (Nagendra.H.R, & Nagarathn.R (1986)).

### **Occupational Stress:**

Occupational stress is THE stress related to one's job. Occupational stress often comes from unexpected responsibilities and pressures that do not align with a person's knowledge, skills, or expectations, inhibiting one's ability to cope. It can increase when workers do not feel supported by supervisors or colleagues, or feel as if they have little control over work processes.

Occupational stress is treated as a state of tension which occurs when a person senses a disagreement between the working environment challenges and their possibilities of coping.

## **2. Concept of stress according to our ancient texts:**

### **a) according to Māndukya Upanishad:**

Meditation – “Modern researches have shown that Meditation can induce greater rest. Meditation is a Yogic process of providing deep rest to the system by allowing the mind to calm down in its basal states. It's features are; deep relaxation of all parts of the body, mind dwelling on a single thought, reduced metabolic rate by slowing down of breath, freshness, lightness, feeling of expansion at mental level, calmness, peace, bliss and continuous awareness” (Vivekananda Kendra. (2005)).

The underlying idea is that, for most persons, the mental state is routinely somewhere between the extremes of being 'inactive' or of being 'agitated' and hence to reach a balanced/relaxed state, the most suitable technique would be one which combines 'awakening' and 'calming' practices.

### **b) according to Bhagavadgita:**

Bhagavad Gita (BG) presents the genesis of stress and its management in a dramatic narration:

ध्यायतो विषयान्पुंसः सङ्गस्तेषूपजायते।  
सङ्गात् संजायते कामः कामात्क्रोधोऽभिजायते ॥२-६२॥

dhyāyatoviṣhayānpuṁsaḥsaṅgastēṣhūpajāyate  
saṅgātsaṅjāyatekāmaḥkāmaṭkrodho'bhijāyate //2-62||

क्रोधाद्भवति संमोहः संमोहात्स्मृतिविभ्रमः।  
स्मृतिभ्रंशाद् बुद्धिनाशो बुद्धिनाशात्प्रणश्यति ||२-६३||  
krodhādbhavatisammohaḥsammohātsmṛiti-vibhramah  
smṛiti-bhranśhādbuddhi-nāśhobuddhi-nāśhātpraṇaśhyati //2-63||

Repeated thinking about objects leads to attachment, attachment to desires, desires (strong likes and dislikes) to anger (greed, lust, fear, possessiveness, etc.) which in turn leads to infatuation, lack of awareness and power of discrimination and finally one gets lost. BG 2-62 & 63

This dramatic narration matches with the description of Patanjali's comprehensive concept of kleśa. Egocentric personalities are characterized by strong obsessions, ambitions, likes and dislikes. Emotional imbalances often emerge out of them as upsurges. Else, if they get suppressed they percolate to the physical level resulting in heart attacks or nerve shattering diseases. When the emotional outbursts like anger continues for a long time, we become infatuated and obsessed, losing all power of discrimination and act from the instinctive level. Patanjali called this as 'Abhiniveśa', a state of helplessness, constriction, slavery or bondage which is the grossest manifestation of stress.

### **Stress Management Principles as mentioned in Bhagavad Gita:**

- 1) Becoming emotionally intelligent
- 2) Resolving conflicts
- 3) Removing jealousy
- 4) Standing for righteousness
- 5) Belief in Karma
- 6) Tackling emotional upsets

### **c) according to Patanjali Yoga Sūtras:**

Patanjali's idea of stress can be understood by the study of his concepts of modifications of the mind (citta vritti) and the causes for pains in the mental status (kleśā).

He puts forth five major modifications of the mind as the determinants of stress (Patanjali YogaSūtra 1:6): right knowledge (Pramāṇa), wrong knowledge (Viparyaya), fancy (Vikalpa), sleep (nidrā), and memory (smṛiti).

व्याधिस्त्यानसंशयप्रमादालस्याविरतिभ्रान्तिदर्शनालब्धभूमिकत्वानवस्थितत्वानि  
चित्तविक्षेपास्तेऽन्तरायाः ॥१-३०॥

Vyādhistyānasamśayapramādālasyaiviratibhrāntidarśanālabdhabhūmikatvānavasthitatvāni  
cittavikṣepāste'ntarāyāḥ || 1-30 ||

Meaning: Disease, dullness (chronic fatigue), doubt, procrastination, laziness, craving, erroneous perception, inability to achieve finer stages and instability are the obstacles.

दुःखदौर्मनस्याङ्गमेजयत्वश्वासप्रश्वासा विक्षेपसहभुवः॥१-३१॥

Duḥkhadaurmanasyāṅgamejayatvaśvāsapraśvāsā vikṣepasahabhuvah || 1-31 ||

Meaning: Mental pain, depression, nervousness and hard breathing are the accompanying symptoms of mental distraction (vikṣepasahabhuvah).

### Stress Management Principles according to Patanjali:

In the Yoga Sūtras (1: 32- 39), Patanjali suggests 8 suitable stress management principles to come out of the stress to a state of complete mental well- being.

- 1) For removing of those obstacles and accompanying symptoms, the practice of concentration on one principle is undertaken.
- 2) In relation to happiness, misery, virtue and vice, by cultivating the attitudes of friendliness, compassion, gladness and indifference respectively, the mind becomes purified and peaceful
- 3) By the expiration and retention of the breath one can control the mind
- 4) The mind can be made steady by bringing it into activity through sense experience
- 5) The luminous state which is beyond sorrow can control the mind
- 6) The mind can be brought under control by making passionless persons the object for concentrating
- 7) The mind can be made steady by giving it the knowledge of dream and sleep for support
- 8) By any desired meditation, mind can be steadied.

Four Qualities for Effective Stress Management through Cognitive Behavioral Transformation according to Patanjali: Patanjali states that four qualities should become the basis of our association with other people.

मैत्रीकरुणामुदितोपेक्षाणां सुखदुःखपुण्यापुण्यविषयाणां भावनातश्चित्तप्रसादनम्॥१-३३॥

Maitrīkaruṇāmuditopekṣāṅāṃ sukhaduḥkhaṇyāpūṇyaviṣayāṅāṃ  
bhāvanātaścittaprasādanam ||1-33||

The meaning is that: “The mind becomes purified and peaceful by cultivating the attitudes of friendliness, compassion, gladness and indifference respectively towards happiness, misery, virtue and vice”



समाधिभावनार्थः क्लेशतनूकरणार्थश्च ॥२-२॥

Samādhībhāvanārthaḥ kleśatanūkaraṇārthaśca ||2-2||

(They are for) the practice of Samadhi and minimising the pain-bearing obstructions.

अविद्यास्मितारागद्वेषाभिनिवेशाः पञ्च क्लेशाः ॥२-३॥

Avidyāsmītārāgadveṣābhīniveśāḥ pañca kleśāḥ |2-3||

The pain-bearing obstructions are - ignorance, egoism, attachment, aversion, and clinging to life.

Here, Patanjali uses the term - kleśā; which aptly describes stress. In his text ‘Yoga Sūtras’ (Yoga Aphorisms) the kleśas have been described as:

Stress in the form of mental, emotional, and biopsychic hindrances (kleśās) originates from Avidyā (unawareness) of our true nature. As a result of this ignorance [which veils the bright light of truth] the other kleśās arise such as Asmitā (the limited false identification of egoism), Rāga (fixation and craving), Dveśa (repulsion, dislike, hatred, anger, fear, antipathy, or aversion), and the fear of dissolution (Abhiniveśa). In our original state we are totally stress-free. We are blissful. That state, devoid of any tension and pressure is the source of all bliss, knowledge, creativity and freedom. This stress-free state which Patanjali calls ‘Svarūpa’ (our true nature) is given as:

तदा द्रष्टुः स्वरूपेऽवस्थानम् ॥१-३॥

Tadā draṣṭuḥ svarūpe'vasthānam ||1-3||

At that time (the time of concentration) the seer (the puruśa) rests in his own (unmodified) state.

Then the seer abides in the unbiased primordial all-pervading clear light consciousness, which is our true nature (Svarūpa).

#### d) according to Taittiriya Upanishad:

Proper understanding of stress helps man to keep a holistic concept of himself in view and not merely his physical body existence. The Taittirīya upaniśad has presented this holistic concept of man systematically. It sees man as having five major kośas or sheaths of existence, named the Annamaya, Prāṇamaya, Manomaya, Vijnānamaya & Ānandamayakośa. Keeping all these in mind makes yogic stress management totally holistic. It is based on understanding the impact of stress at all these levels.

Emotional imbalances in the form of strong likes ( Rāga) and dislikes (Dveśa) bring about imbalances in Prāṇa (the vital energy) in the Prāṇamayakośa which percolates to

the Annamaya kośa causing stress symptoms and hazards. Origin of desires and action guided by strong likes and dislikes (and not by what is right and wrong) will be the expression of imbalance at Manomayakośa. In Vijnānamayakośa, the Avidyā (Ignorance) goes on reducing until in Ānandamayakośa. Ānandamayakośa. is all bliss which is a totally stress-free state.

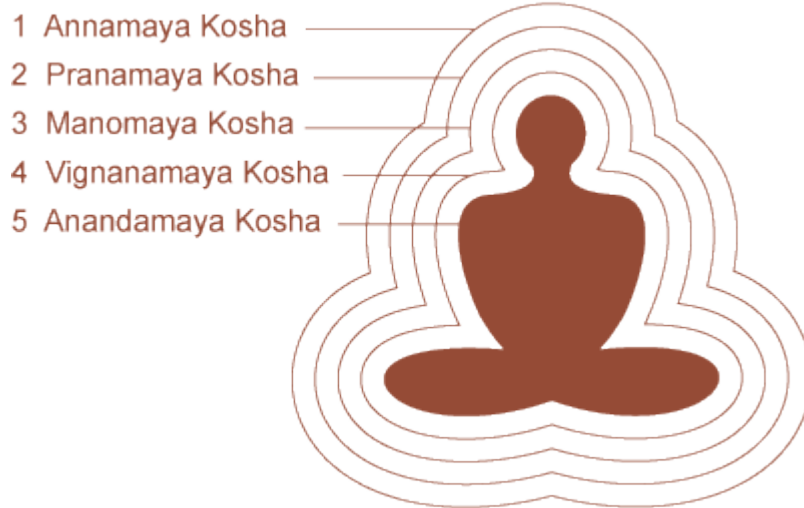
Working at physical level (Annamayakośa) alone is not enough to reduce stress. Bringing balance to the other four levels is mandatory; the Prāṇamaya, Manomaya, Vijnānamaya & Ānandamayakośasmust all be brought to states of balance. This is the holistic approach used in Yoga.

### **Pancakośas:**

The understanding of Pancakośa concept is very much important, to know the structure of the human body before commencing any study related to human beings. This tells us the path that is how the propagation of the energy or stress etc. takes place inside the human body.

Pancakośas or the five sheaths, hide within their folds - covers the ātman. The process of unveiling of these sheaths is done to reach the ātman. They are discussed in the Brahmaanandavalli Chapter of Taittiriya Upanishad which is a part of the Taittireya Samhita of the 'Krishna Yajur Veda'.

The teacher as well as the father 'Varuṇa' guides his son (student) 'Bhrgu' in his search for reality. The father asks him to perform 'Tapas' to find out answers for his questions. That is when he finds about these Pancakośas and the analysis is called the 'Pancha Kosha Viveka'. Father becomes extremely happy that his son has been able to arrive at one common principle of the external universe.



Annamayakośa - Physical component

Prāṇamayakośa - Energy component

Manomayakośa - Mental component

Vijnānamayakośa - Wisdom component

Ānandamayakośa - Bliss component

ātman - Self component

Pancakośas are part of the sthūla śarīra made up of matter.

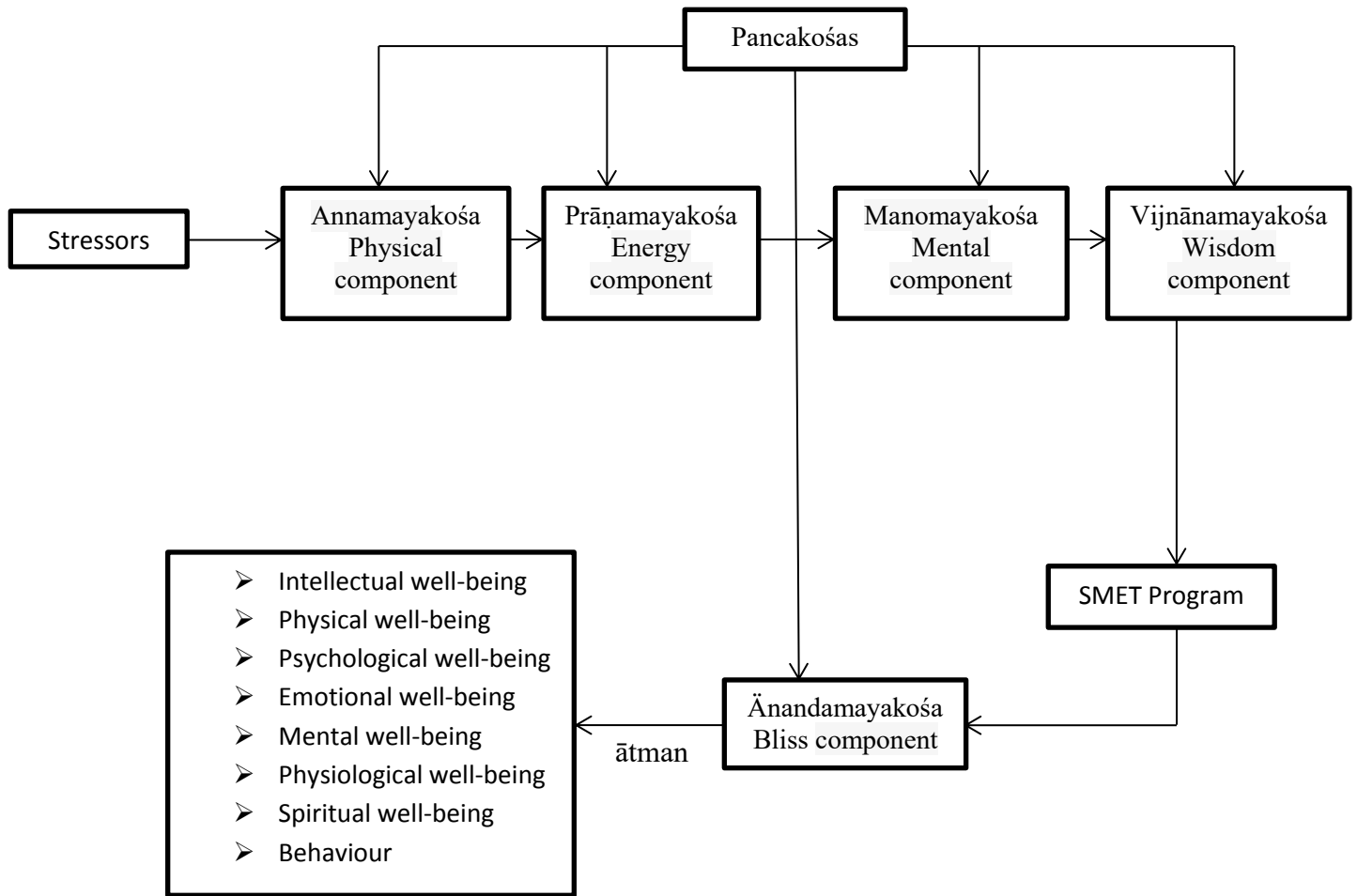
The Sūkśma śarīra is made up of;

- 1) The five jnanendriyas that give knowledge of external objects,
- 2) The five karmendriyas that lead to action,
- 3) The five Prāṇas ,
- 4) The five "subtle elements",
- 5) The four aspects of antahkaraṇa,
- 6) avidyā ,
- 7) Kāma and
- 8) Karma

These eight collectively are the 'puryāstakam' also called the lingaśarīra and the kāraṇaśarīrais the vehicle of the higher mind. The ātman is behind the Pancakośas . The sthūla śarīrais the Annamaya kośa (food-full, consisting of the gross body). The Sūkśmaśarīra is made up of the Prāṇamaya kośa (energy-full, the subtle body), the Manomaya kośa (instinctive, the perceptual body) and the Vijnānamaya kośa (cognitive, the conscious body). The kāraṇaśarīra is the Ānandamaya kośa (blissful, the transcendental body). The Sruti insists upon elimination of these five sheaths of the śarīra.

The doctrine of Pancakośas represents the hierarchy of human values and is held to be a useful spring board for a modern scientific understanding of cosmology and evolution.

### Conceptual Model for Pancakośas



### Yoga:

Yoga is a conscious process of gaining mastery over the mind. It’s a process of elevating oneself through calming of mind.

The great sage Patanjali ‘father of yoga’ uses the word ‘Kleśā’ in his ‘Yoga Sutras’ for stress and proposes the techniques of yoga for reducing (thinning) stress. It will not be a sudden elimination but gradual systematic process of moving from higher stress levels to lower ones and slowly eliminating.

Hence yoga is one of the popular ways to reduce stress to a greater extent. It helps to set right the defects in different koshas. The negative emotions like Negative Affectivity can be minimised

which helps to develop confidence, to increase optimism, enthusiasm and other positive characters . An employee with more positivities, tries to improve his performance and in turn strives for the growth of the organisation and also helps to achieve its goals and targets.

### Streams of yoga:

1. Jnana Yoga - path of Intellect
2. Raja Yoga - path of Willpower
3. Bhakthi Yoga - path of Emotions
4. Karma Yoga – path of Action

By following one or more or all these paths of Yoga, one may attain the state of Svarūpa. This state of Svarūpa in other scriptures or cultures are also known as Mokśa or Mahānirvāṇa, or Pure Consciousness.

According to Yoga, stress is imbalance; imbalance is misery. At the mental and physical level, excessive speed and demanding situations cause pain, leading to disease and ailments. Definitions of stress according to Yoga are as given below:

Imbalances on the mental level manifesting as upsurges in emotion are caused by strong likes and dislikes. At the psychological level, imbalances lead to conflicts, and often manifest in petty ego-centric behavior. Lack of holistic knowledge and balanced outlook at subtle levels are responsible for imbalances found at gross levels.

AśtāṅgaYoga (eight limbs) proposed by Patanjali for Stress Management:

#### a) Bahiranga Yoga:

1. Yama (Universal Moral Commandments)
  - a. Ahimsā (Non- violence) b. Satya (Truth) c. Asteya (Non-stealing) d. Brahmacharya (Continence) e. Aparigraha (Non-coveting)
2. Niyama (Self- purificationbydiscipline)
  - a. Ćauca (Cleanliness) b. Santośa (Contentment) c. Tapas (Austerity) d. Svādhyāya (Self-study) e. Eśvarapraṇidhāna (Surrender to God)
3. Āsana (Posture)
4. Prāṇāyāma (Breath control)
5. Pratyāhāra (Withdrawal of mind from senses)

#### b) Antaranga Yoga:

6. Dhāraṇa (Concentration)
7. Dhyāna (Meditation)
8. Samādhi (Super-consciousness)

The ultimate goal of yoga is to bring about the status of complete mental well-being by restraining mental modifications. Control over the mind's fluctuations comes from persevering practice (Abhyāsa) and non-attachment (Vairāgya). Repeating the sacred syllable (Prāṇāvalāpa)

and pondering its meaning (Arthabhāvanam) lead to experience of the ultimate mental well-being.

### **Benefits of Yoga:**

Yoga offers man a conscious process to solve menacing problems of unhappiness, restlessness, emotional upset, hyper-activity and so on. It helps to gain mastery over the mind. It helps to evoke the hidden potentialities of man in a systematic and scientific way by which man becomes a complete individual. His physical, mental, emotional, spiritual and intellectual faculties develop in a harmonious and integrated manner to meet the all-round challenges of the modern technological era with its hectic speed. Helps to maintain good health. It also helps for muscular relaxation, developing willpower and improving creativity.

### **Scientific studies and researches about CM and SMET:**

#### **A. Reduction in the occupational stress levels:**

A study on SMET, reported decrease in occupational stress levels and baseline autonomic arousal in managers, showing significant reduction in sympathetic activity. The mechanisms underlying beneath the decrease in occupational stress levels can be related to decreased autonomic arousal i.e. sympathetic activation, as well as psychological factors. These results support the idea that a combination of Yoga postures with supine rest reduces the energy expenditure as compared to supine rest alone (Vempati, R. P., and Telles, S. (2000)).

In a similar study correlating CM and heart rate variability, a two-day CM program decreased occupational stress levels and baseline autonomic arousal in 26 asymptomatic, male, middle managers. Significant reduction in sympathetic activity was also noticed (Subramanya, P., and Telles, S. (2009)).

#### **B. Reduced sympathetic arousal and restored homeostasis, autonomic and respiratory variables:**

Studies on CM have mentioned that sympathetic activation occurs predominantly during the initial Yoga posture phases of CM. And after CM, sympathetic arousal will be reduced and homeostasis will be restored. Hence CM brings a shift towards sympatho-vagal balance in favour of parasympathetic dominance during sleep (Patra, S., and Telles, S. (2010)).

In a previous study, heart rate variability (HRV) was studied in 42 male volunteers during CM and supine rest (SR) sessions. The high frequency (HF) power of the HRV increased during both CM and SR practice, and it also showed the increase in vagal tone. However, there was a marginally greater increase during CM (4.4 %) compared to SR (1.0 %)

In the same study, the low frequency (LF) power which correlates with sympathetic activity was significantly less during both CM (1.8 % decrease) and SR (0.3 % decrease). The study showed parasympathetic dominance. The exact mechanism underlying the effect of CM on the autonomic nervous system is difficult to determine. The effect may be brought about by reduced cortical activity, which in turn may modify the activity at the level of the hypothalamus (Sarang, P., and Telles, S. (2006)).

An earlier study on 35 male volunteers (between 20- 46 years of age) showed a significant decrease in oxygen consumption and increase in breath volume. They were recorded after guided relaxation that was practiced for 10 minutes, compared to the equal duration of supine rest. During guided relaxation, the power of the LF (Low Frequency) component of the heart-rate variability spectrum reduced, whereas the power of the HF (High Frequency) component increased, proving the reduced sympathetic activity (Vempati, R. P., and Telles, S. (1999)).

More recently, a study on 30 male volunteers (20 to 33 years) showed a decrease in heart rate (HR), low frequency power (LF power), LF/HF ratio, and an increase in the number of pairs of Normal to Normal RR intervals differing by more than 50 ms divided by total number of all NN intervals (pNN50) following the practice of cyclic meditation (CM). It suggests on a shift towards sympatho-vagal balance in favour of parasympathetic dominance during sleep (Subramanya, P., and Telles, S. (2009)).

### **C. Better cognitive functions, attention, electrophysiology and performance in cancellation task:**

Earlier studies showed that despite of the changes of parasympathetic dominance following CM, there was a decrease in the P300 peak latency and an increase in the P300 peak amplitude when the P300 was obtained using an auditory oddball paradigm. The P300 component of event-related brain potentials (ERPs) is generated when persons attend to and discriminate stimuli which differ in a single aspect (Sarang, S. P., and Telles, S. (2006)).

More recently, middle latency auditory evoked potentials (0-100ms range) were examined in 47 male volunteers before and after the practice of CM which has resulted in prolonged latencies of evoked potentials generated within the cerebral cortex, supporting the idea of cortical inhibition after CM. The studies cited above were conducted using the self-as-control design. The mechanism by which CM may improve attention while reducing sympathetic tone may be related to increased proprioceptive input (during the practice of āsanās) to the Reticular Activating System (RAS), which in turn keeps cortical areas receptive and active. This is difficult to understand as generally increased alertness and vigilance is associated with an increase in sympathetic tone (Subramanya, P., and Telles, S. (2009)).

In an earlier study, the effect of CM practice on performance in a letter cancellation task, was assessed in 69 male volunteers (whose ages ranged from 18 to 48 years). There was improved performance in the task which required selective attention, concentration,

visual scanning abilities, and a repetitive motor response following CM. The results were interpreted to suggest that the improved performance after CM shows that, the practice not only globally enhances performance but also selectively reduces the probability of being distracted. As described above, this may be via increased proprioceptive input to the reticular activating system (Sarang, S. P., and Telles, S. (2007)).

A study was performed with the aim of looking at changes in certain measures of heart rate variability after the practice of CM in women. Certain time domain, frequency domain and a nonlinear measure of heart rate variability were studied in women following a meditative practice called cyclic meditation. The time domain measure called pNNx is shown to be useful in distinguishing between the meditative state and a normal resting state. The nonlinear measure studied is the sampling entropy. It shows that there is an increase in the sampling entropy in the meditative group as compared to the control group (HyorimAn, Ravi Kulkarni, R Nagarithna and H. R. Nagendra (2010)).

A previous study assessed the performance in 57 volunteers (all male, M age = 26.5 yr., SD = 4.6) in three tasks, viz., a digit-letter substitution task (DLST), a letter-copying task, and a circle-dotting task. DLST scores and scores for letter-copying and circle-dotting tasks improved significantly after cyclic meditation; the same scores also improved after supine rest. From the results it was difficult to conclude whether improved DLST scores after cyclic meditation were due to better information processing speed or improved motor speed (Subramanya, P., and Telles, S. (2009)).

#### **D. Intelligence Quotient:**

Studies showed that, wrong cancellation scores decreased after CM or SR. It depends on selective attention and memory. CM seems to improve DLST (Digit - Letter Substitution Task) performance considerably. Magnitude of improvement was greater after SR (7.85%) as compared to CM (3.95%) (Balaram, P. and Nagendra, H. R. (2009)).

Studies were conducted to investigate the effect of two yoga-based relaxation techniques, namely, cyclic meditation (CM) and supine rest (SR), using the Six Letter Cancellation Task (SLCT). The magnitude of change was more after CM than after SR in the net scores (14.5 versus 11.31%). Both CM and SR led to improvement in performance, as assessed by SLCT, but the change caused by CM was larger than SR (Balaram, P., and Nagendra, H. R. (2010)).

#### **E. Emotional Quotient:**

Effectiveness of Self- Management of Excessive Tension (SMET) programme on emotional well-being of managers was studied.. In this study, Emotional Quotient was used as an indicator for emotional well-being. SMET intervention contributed to the betterment of emotional well- being of the managers (Sony Kumari, N.C.B. Nath, and Nagendra, H. R. (2007)).



A study was made on 170 middle and top class employees from "Salora" Company, the age range were between 25 to 50 years ages, to explore the relationship between E.Q. (Emotional Quotient) and Guṇa Typology/ H.Q.Q. (Human Quality Quotient). One month intervention of SMET program was used. The results of this investigation indicated that there was no correlation between E.Q and Guṇa Typology/ H.Q.Q. (Human Quality Quotient) of the managers. Managers with dominance of 'Sattva Guṇa' in their personality traits are happier, healthier and more successful in their relationships which are signs of high EQ. These benefits indicated the importance of Yoga based life style and stress management programs as an integral element in improving ME (Managerial Effectiveness) in organizations. The SMET program has showed to improve the measures of EQ (Sony Kumari, N. C. B. Nath, Nagendra, H. R., and Subhasha Sharma. (2008)).

Emotional intelligence quotient (EQ) in managers undergoing yoga-based Self Management of Excessive Tension (SMET) program were assessed. 72 managers participated in this study. The data analysis showed 72.02% significant increase in EQ. The results suggest that participation in a SMET program was associated with improvement in EQ and may have implications for "executive efficiency" (Ganpat, T. S., and Nagendra, H. R. (2011)).

#### **F. Sleep structure and polysomnography:**

CM has many components which may facilitate sleep such as increased physical activity, muscle stretching, interception, and guided relaxation. In a recent study, whole night polysomnography measures and the self-rating of sleep were assessed during the night following a day in which 30 male volunteers practiced CM twice (approximately 22:30 minutes each time). This was compared to another night when they had two, equal duration sessions of supine rest (SR) on the preceding day. The percentage of slow wave sleep (SWS) was significantly high of the night following CM practice than of the night following SR. The percentage of rapid eye movement (REM) sleep and the number of awakenings per hour were less. The participants' subjective rating of sleep was also better following CM compared with the other recording day, after SR. Hence this study suggested that the practice of cyclic meditation twice a day appears to improve the objective and subjective quality of sleep on the following night (Patra, S., and Telles, S. (2009)).

#### **G. Overall managerial effectiveness :**

A study was made to assess the effect of Self- Management of Excessive Tension (SMET), on brain wave coherence. Brain wave recordings were taken with Brain Master 2 Channel EEG (version-2.0). The subjects for the study were 72 corporate executives, referred from Oil and Natural Gas Corporation Limited (ONGC). EEG data was recorded on the first and sixth day of 5 days SMET program. Taken together, these results suggest that participation in a SMET program was associated with improvement in emotional stability and may have implications for 'Executive Efficiency'. On the whole, significant

increase in cognitive flexibility, intelligence and emotional stability were attained by following SMET (Ganpat, T. S., and Nagendra, H. R. (2011)).

#### **H. Metabolism and O<sub>2</sub> consumed, memory and anxiety:**

CM practice has shown a significant decrease in oxygen consumption and an increase in breath volume, suggesting a reduced sympathetic activity. CM showed a reduction in the physiological signs of anxiety (Telles, S., Reddy, S. K., and Nagendra, H. R. (2000)).

An earlier study on oxygen consumption showed that a particular period of CM significantly reduced overall oxygen consumption to a greater degree (32.1%) than supine rest of the same period. This study also showed that after the practice of CM, oxygen consumption decreased by (19.3 %) compared to following SR (4.8 %). Also, the change in oxygen consumption suggested that after the practices (but not during) there was a period of physiological relaxation which was more after CM compared to SR (Sarang, P. S., and Telles, S. (2006)).

The energy expenditure (EE), respiratory exchange ratio (RER) and heart rate (HR) of 50 male volunteers were assessed - before, during, and after the sessions of CM and similar sessions of supine rest. CM reduced the energy expenditure more than supine rest alone. The studies cited above were conducted using the self-as-control design. Reduction in oxygen consumption due to CM practice could be related to decreased oxygen consumption by the brain and the skeletal muscles (which are probably more relaxed with the practice of CM) (Sarang, S. P., and Telles, S. (2006)).

In a recent study 57 male volunteers the immediate effect of CM and SR were studied on memory and state anxiety. A cyclical combination of yoga postures and supine rest in CM improved memory scores immediately after the practice and decreased state anxiety more than rest in a classical yoga relaxation posture (shavāsana) (Subramanya, P., and Telles, S. (2009)).

#### **I. Emotional dynamics of managers:**

A study examined the possibility of enhancing emotional competence (EC) along with emotional Intelligence (EI) through Self-management of excessive tension (SMET) program. This study focused on measuring the level of emotional competence by using SMET program on a sample consisting of 163 employees. This study clearly indicated that SMET intervention contributed to better EI & EC. The participating executives reported improvement in efficiency at work. In addition they have experienced other benefits like reduction in blood pressure, sleep decreases in the consumption of the tranquilizers, clarity in thinking, and relaxed feeling in action (Kumari, S., Hankey, A., and Nagendra H. R. (2013)).

In another study, SMET intervention has again proved to contribute to significant enhancement of emotional competence level of the managers (Sony Kumari, N.C.B. Nath, and Nagendra, H. R. (2007)).

**J. Electrodermal assessment:**

This study evaluates the impact of a 5 day stress management programme (SMET) for managers as measured by AcuGraph3 - 'Digital Meridian Imaging' system. Forty five volunteers (both female & male) employees from a large Indian corporation, aged between 30 and 50 years were selected for the study. The 5 days SMET intervention increased overall 'Prāṇic' energy in the main acupuncture meridian channels. The program significantly improved overall chi (Chinese term) energy. Chi energy would increase, both in individual meridians and overall (Meenakshy K. B. , Alex Hankey, Hongasandra Ramarao Nagendra. (2014)).

**K. Mood states of managers:**

A study was conducted to evaluate the effect of 5 days yoga based Self-Management of Excessive Tension (SMET) on profile of mood states of managers. Seventy seven managers were recruited from Oil and Natural Gas Corporation (ONGC) for the study. The negative moods were significantly reduced following SMET program. Whereas positive moods improved. This intense five days yoga based SMET program, enhanced the profile of mood in managers (Rabindra M.A., Pradhan B. and Nagendra H.R.,(2014)).

**L. Leadership development in managers:**

A five day Self- Management of Excessive Tension (SMET) program was conducted for assessment of 62 managers in Oil and Natural Gas Corporation (ONGC). According to the five layer model as in yoga theory, it was believed to facilitate improvements in qualities required for leadership development in managers. A significant improvement in the attributes of the managers was observed in the results. A five days SMET intervention with an insight of group dynamics & executive growth along with the practices proved to bring about a significant trend in scores which suggested that SMET as part of Yoga could be an effective tool for managing stress and hence enhancing managerial leadership (Padmavati Maharana ,Dr Sanjib Patra , Dr. T M Srinivasan, Dr. H R Nagendra,. (2014)).

**M. Health and Personality Traits and Attention of Managers:**

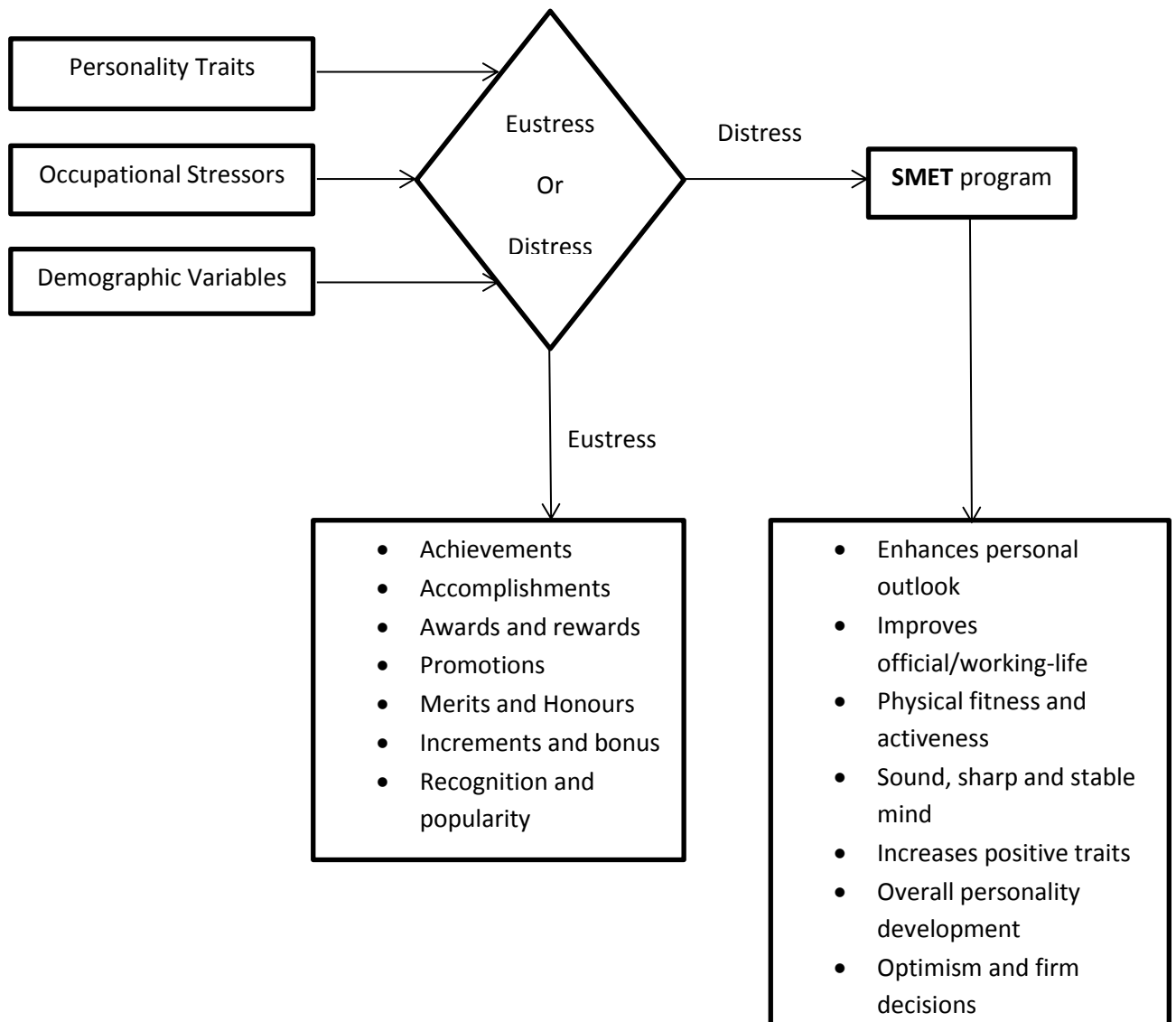
A study was conducted to examine the effect of Stress Management Programme, Self-Management of excessive Tension ( SMET) on the managers of ONGC (Oil and Natural Gas Corporation), a large public sector unit in India. 62 managers underwent a residential training on stress management for 5 days at SVYASA, Bengaluru, India. It was observed that significant improvement in health and personality traits ( increase in positive and decrease in negative traits) were recorded (Rabindra Acharya, Balram Pradhan and H. R. Nagendra (2017)).

Effect of SMET Programme showed to improve the attention of top line managers in another study (Shatrughan Singh and Nagendra, H. R. (2012)).

**Benefits of SMET:** (based on previous researches)

1. Deep Rest induced in 30 minutes
2. More than six hours of good sleep
3. Reduced number of hours needed for sleep
4. Improved efficiency
5. Improved effective time management
6. Reduced absenteeism and hospital admissions
7. Reduces BMR (Basal Metabolic Rate) working with a fresh body and mind by managing time better

**CONCEPTUAL MODEL OF SMET YOGA INTERVENTION FOR TREATMENT OF STRESS:**



**Advantages of SMET Program:**

This methodology has been formulated after years of in-depth study and research into actual case histories by highly qualified doctors and yoga experts. Professionals need sensitivity, brilliance and creativity. But in the process of career advancement one's stress levels rise and this ultimately leads to deteriorating health. Also any activity related to computer leads to Musculoskeletal, Emotional and Visual problems. With SMET all these issues can be avoided or managed if they occur.

Over the last 25 years, these programs have been conducted at various business houses, factories, industries, and educational institutions, management development institutions and for the common public in general. Course participants have experienced deep relaxation resulting in great calmness of mind and body during the programs. Preliminary investigations have demonstrated the efficacy of this program in handling stress effectively.

The program ushers in a new era in that, it brings about a 'Turn around' in the participant's outlook, both official and personal and propels him along the path of progress towards efficiency, physical & mental equipoise. SMET improves the sharpness of the mind which is the decision making machinery, by inculcating techniques that help one to go to deeper and subtler levels of consciousness and gain mastery over the mind. It helps to provide the much needed - but denied unwittingly - relaxation to the body-mind complex and to break the shackles of baser thoughts besides elevating one to unlimited expansiveness of understanding - Dr. H. R. Nagendra of S-VYASA university, Bengaluru ; founder of this module.

**Conclusions:**

It is advisable that each and every individual must and should go through the SMET program to over- come all his/her draw backs, negativities, health issues or ailments, some physical or mental disorders and many problems of such kinds. SMET helps in overall development of an individual and to be successful in reaching individual as well as organisational goals. It also helps in achieving all the aspirations firmly without any confusions. All these things join together for the upliftment of an individual along with the organisation and will flourish for a long time, becoming a trend setter or a model for others to follow. This review article about SMET will be of some kind of help for further studies on SMET by future researchers.

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# Effect of SMET yoga program on Organisational Citizenship Behaviour and Occupational Stress of employees; a randomised controlled study

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## Abstract

**Background :** Organizational citizenship behaviour (OCB) is a newly emerging concept in the stream of organizational behavior. In today's global competitive world, any and every organization wants to have excellent employees those who do not only work hard but also display discretionary behaviours, positive traits, good interpersonal relationship, supportive team work, self-motivation to collectively achieve organizational goals. Hence an Organization's success is in a way, directly related to employees' Organizational citizenship behavior. Despite an increasing number of studies on Organizational Citizenship Behavior (OCB), not many unifying works are focused on the improvement of the same. This study seeks to investigate the impact of SMET yoga program on Organisational Citizenship Behaviour and Occupational stress of the employees.

**Materials and methods:** It is a randomised two group (yoga and control group), intervention study with pre and post assessments. SMET yoga program is used as an intervention. A sample of 240 employees consisting of both male and female, working for a BPO office in Bengaluru, India belonging to an age group of 20-45 years participated in the study. Organisational Citizenship Behaviour scale and Occupational Stress Index (OSI) scale were used to administer the study parameters. Data was analysed by using SPSS software.

**Results:** A considerable increase in mean values (difference in pre and post data) were observed after SMET intervention for various dimensions of OCB and OS. The results were found to be significant with  $p < 0.05$ .

**Conclusions:** Study showed that SMET helped to improve OCB and to reduce the occupational stress of the employees.

**Key words:** Cyclic Meditation, Occupational Stress, Organisational Citizenship Behaviour, SMET, Yoga

## Background :

“Organisational behaviour is a field of study that investigates the impact that individuals, groups and structure have on behaviour within the organisations, for the purpose of applying such knowledge towards improving an organization's effectiveness.”—Stephens P. Robbins.

Success of an organisation lies in its employee's Organisational Behaviour and Personality factors. In today's competitive, dynamic corporate environment, low Organisational Citizenship Behaviour among the employees have been one of the great concerns to the management, employees and other stakeholders of the organisation. These are due to increased Occupational Stress which in turn results in unwanted

feelings and behavior, physiological diseases (poor physical health), and psychological diseases (poor emotional (mental health). A brief introduction of these concepts are explained here under.

### **Introduction :**

#### **Organisational Citizenship Behaviour (OCB)**

Organizational behavior has been linked to overall organizational effectiveness. Organisational Citizenship Behaviour (OCB) which is a part of organisational behaviour is an individual's voluntary commitment within an organisation that is not part of his or her contractual tasks. OCB has important consequences in the workplace and has been studied since late 1970s.

**Dennis Organ** who is considered as the father of OCB, defines OCB as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”.

The achievement of the objectives and the attainment of organisational goals depend on employee performance and the extent of the cooperation with other employees, managers, and clients-that means organisational citizenship behaviour (Farahbod, Azadehdel, Rezaiei-Dizgah & Nezhadi-Jirdehi, 2012). Organisational citizenship behaviour plays an important role in organisations with regards to employee performance and organisational success (Farahbod et al., 2012). Successful organisations want employees that are willing to do more than their job requirements and those who provide performance that surpasses expectations. (Murphy, Athansou and King , 2002) noted that organisational citizenship behaviour is pre-requisite to the continued existence of organisations because it has the ability to maximise the efficiency of the organisation as well as to promote the effective functioning of an organisation.

Making use of Katz's (1964) definition of extra role behaviour, Organ et al. described, for the first time, the concept of “Organizational Citizenship Behaviour” (Bateman and Organ, 1983: 588; Graham, 1991: 249). Organizational citizenship behaviour is defined as discretionary extra-role behaviour which is not directly involved or defined in the formal reward system, and which in the aggregate promotes the effective functioning of the organization (Bateman and Organ, 1983: 588). It has a critical role in the organizational success and development and which is expressed as the behaviours involving extra effort on a volunteer basis beyond the defined role-task expectations (Bateman and Organ, 1983: 589). The theory and dimensions of this concept were put forward by Organ (1989). Later, this behaviour was defined as pro-social behaviour, good soldier syndrome, organizational volunteerism and extra role-task behaviour (Graham, 1991: 250; Podsakoff et al., 2000: 513-515; Motowidlo, 2000: 117).

The first study on OCB was conducted by Smith et al. (1983) where they referred a group of performance as citizenship behavior and termed them important for the organization. Kinicki and Kreitner (2008) defined OCB as behaviours consisting of employee behaviours that are beyond the call of duty.

Unlike formal organizational behaviours, organizational citizenship behaviour is on volunteer basis (Organ and Konovsky, 1989: 157), goes beyond the routine work behaviours (Podsakoff, MacKenzie, Moorman and Fetter, 1990: 115), isn't based on explicit orders and instructions (Graham, 1991: 253), contributes to organizational success in short, medium and long term (Williams and Anderson, 1991: 602). Those non-formal behaviours that go beyond formal and written work and task behaviours are generally called as organizational citizenship behaviour (Farh, Podsakoff and Organ, 1990: 706; Moorman, 1991: 846; Moorman, Neihoff and Organ, 1993: 210). Jahangir, Akbar and Haq (2004) defined organization citizenship behavior (OCB) as a willingness of an employee to work beyond their job scope which will indirectly increase the organizational performance.

According to Gaa (2010) OCB is a role when individuals are self-motivated and they understand and recognize the importance of shared vision. Barr and Pawar (1995) further elaborated that OCB is an expression of commitment of an employee towards the organization and their willingness to remain in the organization and actions that exceed job scopes defined to them. It is a behavior desired by any organization from their employees since it is proven to improve the success of the organization.

Starting from the definitions of organizational citizenship behaviour and their scope, such behaviours involve the following three basic aspects (Bateman and Organ, 1983: 588; Podsakoff and MacKenzie, 1997: 135; Wagner and Rush, 2000: 380): 1) Being discretionary and volunteer, 2) Involving extra behaviour not included in terms of reference, 3) Contributing to organizational effectiveness and success.

Examining the structure of organizational citizenship behaviours, it is seen that such behaviours can be assessed under the following two groups (Organ and Konovsky, 1988: 157; Farh et al., 1990: 706; Moorman, 1991: 846; Organ and Ryan, 1995: 777): 1) Behaviours for providing active participation and contribution to the organization and 2) Behaviours avoiding any behaviours that may damage the organization and prevent them within organization. General characteristics of the first-type behaviours are individuals' active contribution to the organization and efficient participation in the organizational structure and their contribution to the organization by working and sacrifice. As general characteristics, the second-type behaviours contribute to the organization by avoiding and preventing the behaviours that may damage the organization. Although there are some basic differences between these two types of behaviours, the underlying aspect for both of them is to increase the organizational success and efficiency (Podsakoff et al., 1996: 263; Motowidlo, 2000: 116).

### Dimensions (sub-scales) of Organizational Citizenship Behaviour:

Regarding sub-dimensions of the concept of organizational citizenship behaviour, Organ's definition including five dimensions (1988) are taken as basis and various inferences are made accordingly (Podsakoff et al., 2000: 516; DiPaola and Tschannen-Moran, 2001: 431; DiPaola and Hoy, 2005: 36). Nonetheless, it cannot be stated that there is complete compromise in this respect. Starting from Bernard (1938), Katz (1964), Katz and Kahn's (1966) studies and by synthesizing them with Bateman and Organ's (1983) studies which use the concept of organizational citizenship behaviour under its current concept, Organ (1986) considered the sub-dimensions of organizational citizenship behaviour under the following five titles (Podsakoff et al., 1990: 115-116; Podsakoff et al., 1996: 279-280; Podsakoff et al., 2000: 516-517; DiPaola and Tschannen-Moran, 2001: 431-432): **1) Altruism 2) Courtesy**

**3) Conscientiousness 4) Sportsmanship 5) Civic virtue.**

More importantly, OCB is a discretionary individual behavior that is not explicitly rewarded through a formal reward system, and as such, it boosts the effectiveness of the organization (Azeem, 2010; Babbie, 2015). Such behavior has different dimensions that cover altruism, conscientiousness, sportsmanship, courtesy and civic virtue. It provides benefits to public services through the reinforcement of values, serving citizens and supporting public service ethos (Barlett, Kotrlik & Higgins, 2001).

Considering OCB dimensions, (Williams and Anderson, 1991) suggested its classification into two categories: organizational citizenship behavior oriented to organization (OCB-O) and organizational citizenship behavior oriented to other individuals (OCB -I). Following the same number of categories, (Van Dyne, Cummings and Parks, 1995) classified the OCB dimensions into affiliation orientation and challenges orientation. The OCB oriented to affiliation has interpersonal and cooperative nature, and tend to keep relationship with other people. The OCB oriented to challenges is related to constructive challenges aiming to improvements of the organization and status quo changes (Podsakoff et al., 2014).

**(i) Altruism / Helping Co-worker** is the behaviour that have the effect of helping a specific work colleague with an organizationally relevant task or problem (Rego, Ribeiro and Cunha, n.d.). These behaviours can both be directed within or outside of the organization. There is no direct link or one-to-one relationship between every instance of helping behavior and a specific gain for the organization. It implies that an individual helps voluntarily and willingly his/her colleagues and those who have newly started working and plays an active role in providing solutions to work-related problems within the organization and assist other persons gratuitously. The idea is that over the time, the compilation of employees' helping behaviour will eventually be advantageous for the organization (Organ et al 2006).

**(ii) Conscientiousness** consists of behaviors that go well beyond the minimum role requirements of the organization (Law, Wong, and Chen, 2005). These behaviors indicate that employees accept and adhere to the rules, regulations and procedures of the organization. It is “adherence to organizational rules and procedures even when no one is watching” (Bukhari, 2008).

**(iii) Sportsmanship** has been defined as willingness of the employee which signifies the employee’s tolerance of less-than-ideal organizational circumstances without complaining and blowing problems out of proportion. (Organ et al., 2006) further defined sportsmanship as an employee’s ‘ability to roll with the punches’ even if they do not like or agree with the changes that are occurring within the organisation. Sportsmanship conserves time and energy by reducing the amount of complaints from employees that administrators have to deal with.

**(iv) Courtesy** has been defined as discretionary behaviors that aim at preventing work-related conflicts with others (Law et al., 2005). This dimension is a form of helping behavior which prevents arising of many problems. It also includes the word’s literal definition of being polite and considerate to others (Organ et al., 2006). Courteous behaviors include asking fellow employees if they would like a cup of coffee while you are getting one for yourself, making extra copies of the meeting agenda for your teammates and giving a colleague ample notice when you alter something that will affect them. It refers to preventing potential problems by informing, reminding and transferring useful information and to fulfilling the tasks more effectively by efficient use of time and possibilities.

**(v) Civic virtue** is characterized by behaviours that indicate the employee’s deep concern and active interest in the life of the organization (Law et al., 2005). This dimension also encompasses positive involvement in the concerns of the organizations (Organ et al., 2006). Civic virtue can be seen in daily affairs such as attending meetings and keeping up with what is going on with the organization and its activities in general. Civic virtue can also be demonstrated on a larger scale by defending the organization’s policies and practices when they are challenged by an outside source.

#### **Antecedents of OCB:**

The antecedents of OCB during early research have been broadly categorised into three areas: personality/trait, attitudinal, and leadership/group factors. More recently more variables have been added to this division such as Job satisfaction, perception of Organisational justice, Organisational commitment and task characteristics.

### Consequences of OCB:

Empirical research regarding the consequences of OCB has focused on two main areas :

- a) Organisational performance and Success
- b) Managerial evaluations of performance and reward allocation.

Occupational Stress (OS) is considered as an important antecedent for low OCB because it encompasses a broad array of conditions in an individual, namely ;

1. psychological disorders (e.g., depression, anxiety, post-traumatic stress disorder)
2. emotional strain (e.g., dissatisfaction, fatigue, tension, etc.)
3. maladaptive behaviors (e.g., aggression, substance abuse)
4. cognitive impairment (e.g., concentration and memory problems).

### Occupational Stress (OS):

Selye and Levi have defined stress as “a non-specific, conventional and phylogenetic based response pattern, the primary function of which is to prepare the body for physical activity such as resistance or flight called Eustress. If, however, the subject lacks the means of restoring either to fight or flight i. e. of relieving the stress reaction, stress gives rise to Distress which manifests itself in the form of psychosomatic symptoms or disorders”.

Selye’s General Adaptation Theory (Selye, 1976) (Kane PP, 2012) described response to stress as bio-physiologic in nature. When the person is subjected to a stressor, a characteristic syndrome of physical reactions will occur. The stress concept can also be seen as active in a holistic view of the person (Shinde, M., & Anjum, S. (2014)). The stress response can be physical, psychological, emotional or spiritual in nature and is usually a combination of these dimensions. Stress, similarly, can arise from one or more dimensions and can be either internal or external (Shinde, M., & Patel, S. (2014)). A moderate level of stress or “Eustress” is an important motivating factor and is considered normal and necessary. If stress is intense, continuous, and repeated, it becomes a negative phenomenon or “Distress,” which can lead to physical illness and psychological disorders (Kane PP,2012). Fleet Van (1991) has successfully tried to compose the various definitions of stress into single meaningful definition that “stress is a person’s adaptive response to excessive psychological or physical demands caused by some stimulus”.

Stress at work resulting from increasing complexities of work and its divergent demand, has become a prominent and pervading feature of the modern organizations. Occupational stress is the result of individuals coming across alarming issues in their work environments. Obviously, it is the stress from the



job that occurs in a person. The worker who is involved in problem, goes through occupational stress as a result (Arnold and Feldman, 1986). Caplan et al. (1975) have accordingly defined occupational stress as 'any characteristics of job environment which poses a threat to the individual'. Occupational stress, in particular, is the inability to cope with the pressures in a job (Rees, 1997). It is a mental and physical condition which affects an individual's productivity, effectiveness, personal health and quality of work (Comish and Swindle, 1994). Numerous studies have been made to identify potential risk factors for occupational stress. Different stressors have been recognized, some residing within employee cognitions, others relating to environmental sources of stress, such as organizational constraints and interpersonal conflict at work.

The harmful effects of occupational stress are known as key problems for either employees or organizations. For employees, stress regularly contributes to the burn-out, risk of accidents and illnesses like hyper-tension, coronary heart disease and severe depression (V. J. Sutherland, and C. L. Cooper, 1988). In organizations, stress related problems cause poor quality of performance, lower job satisfaction, high turnover and increased work absence (S. J. Motowidlo, J. S. Packard, and M. R. Manning, 1986).

**Comprehensive Stress Management Programs** like **SMET program** can be effective in minimizing the occupational stress. This research work is to study the impact of yoga based SMET program on the organisational citizenship behaviour and occupational stress of the employees.

### **SMET- Self-Management of Excessive Tension:**

Self-Management of Excessive Tension (SMET) module is a holistic yoga-based stress management program which is developed by Swami Vivekananda Yoga Anusandhana Samsthana (S-VYASA) University, Bengaluru. It is a simple and easy technique to practice which is based on traditional concept of yoga for improving both internal and external well-being of an individual. It is specially suited to the modern day executives, professionals, management experts, housewives and others. Yoga offers total rehabilitation by integrated module of SMET.

SMET is based on Māndukya Upanishad consisting of Yogic science and Vedic ideology for combating stress and ensuring all round health of the body and mind combined. It is a series of successive stimulations and relaxations that can solve the complex problems of the mind. It helps to release stress at deeper levels. This technique is interspersed and an aspirant finds it easy in comparison with other practices of yoga.

The cardinal principles of Yoga are; “stimulation and relaxation of the body; slow down the breath and calm down the mind”. Crystallizing such principles into practical techniques, S-VYASA has developed highly effective programs of stress management, offered under the following four headings:

1. Instant Relaxation Technique (IRT)
2. Quick Relaxation Technique (QRT)
3. Deep Relaxation Technique (DRT)
4. Self Management of Excessive Tension (SMET)

#### **Aim and Objectives of SMET:**

1. Stimulate the mind.
2. Calm down the distractions.
3. Recognize the Stagnations.
4. Achieve peace and happiness.
5. Enhancing the efficiency of staff involved in management and other stream
6. Promoting health and wellbeing through yoga
7. Recovering and managing various physical and mental ailments through specific yoga techniques.
8. Improving the skills and equipoise in action by developing concentration and absolute focus towards work through various Yoga techniques.

#### **Components of SMET :**

- (a) Theory sessions namely Lectures, Talks, Counselling, Discourses and
- (b) Practice sessions - Cyclic Meditation (CM) which includes Āsanas, Relaxation techniques and Meditation.

#### **(a) Theory sessions - topics:**

1. Concept of Stress
2. Growth of Executives
3. Group Dynamics
4. Introduction to SMET
5. Recognition of problem is half solution
6. S-VYASA movement
7. Researches on SMET
8. Benefits and Advantages of going through SMET program





program developed by Swami Vivekananda Yoga Anusandhana Samsthana (S-VYASA) University, Bengaluru, which has been used in our study as an intervention.

### **Aim:**

To study the impact of SMET yoga module on OCB and OS.

### **Objectives:**

- To evaluate the impact of SMET yoga module on OCB of employees.
- To evaluate the impact of SMET yoga module on Occupational stress of employees.

### **Hypothesis:**

**Null Hypothesis:** SMET Yoga Module will not improve OCB and will not reduce OS of the employees.

**Research Hypothesis:** SMET Yoga Module will improve OCB and will reduce OS of the employees.

### **Research Methodology:-**

#### **Research Design:**

It is a randomised two group (yoga and control group), intervention study with pre and post assessments. SMET program is used as an intervention. Yoga group will undergo SMET yoga program and Control group will be engaged in their routine work and they will undergo SMET program after the study. It will be a waitlist control group.

#### **Measures:-**

**Dependant variable - OCB**

**Independent variable - OS**

**Control Variables – Age, Gender, Qualification, Designation, Job Tenure**

#### **Research Instruments used:**

- 1) Organisational Citizenship Behaviour scale - developed by Dr. Arti Bakhshi and Kuldeep Kumar from University of Jammu in 2009 - Consists of 30 attributes grouped into 5 dimensions. The responses are compared with Likert type rating scale ( 1- Never, 2 - Rarely, 3 – Sometimes, 4 – Frequently and 5 – Always ). The minimum and maximum possible scores on this scale range

from 30 to 150. High scores on this scale indicate high organizational citizenship behaviour, and low scores on this scale indicate low organizational citizenship behaviour. This scale measures organizational citizenship behaviour on five different dimensions, however for the purpose of the present study, the total score on all the 30 items was taken as the measure of organizational citizenship behaviour. This scale has six negatively worded items. The authors of this scale have obtained satisfactory internal consistency-reliability coefficients, and have also demonstrated construct validity of the scale.

- 2) Occupational Stress Index (OSI) in the Indian context (Srivastava and Singh, 1981) consists of 46 statements with five alternative responses e.g., 5 for strongly agree, 4 for mildly agree 3 for agree, 2 for disagree and 1 for strongly disagree. Total score on this scale is considered for the assessment of occupational stress. More the score on this scale indicates more stress and vice-versa.

### **Samples :**

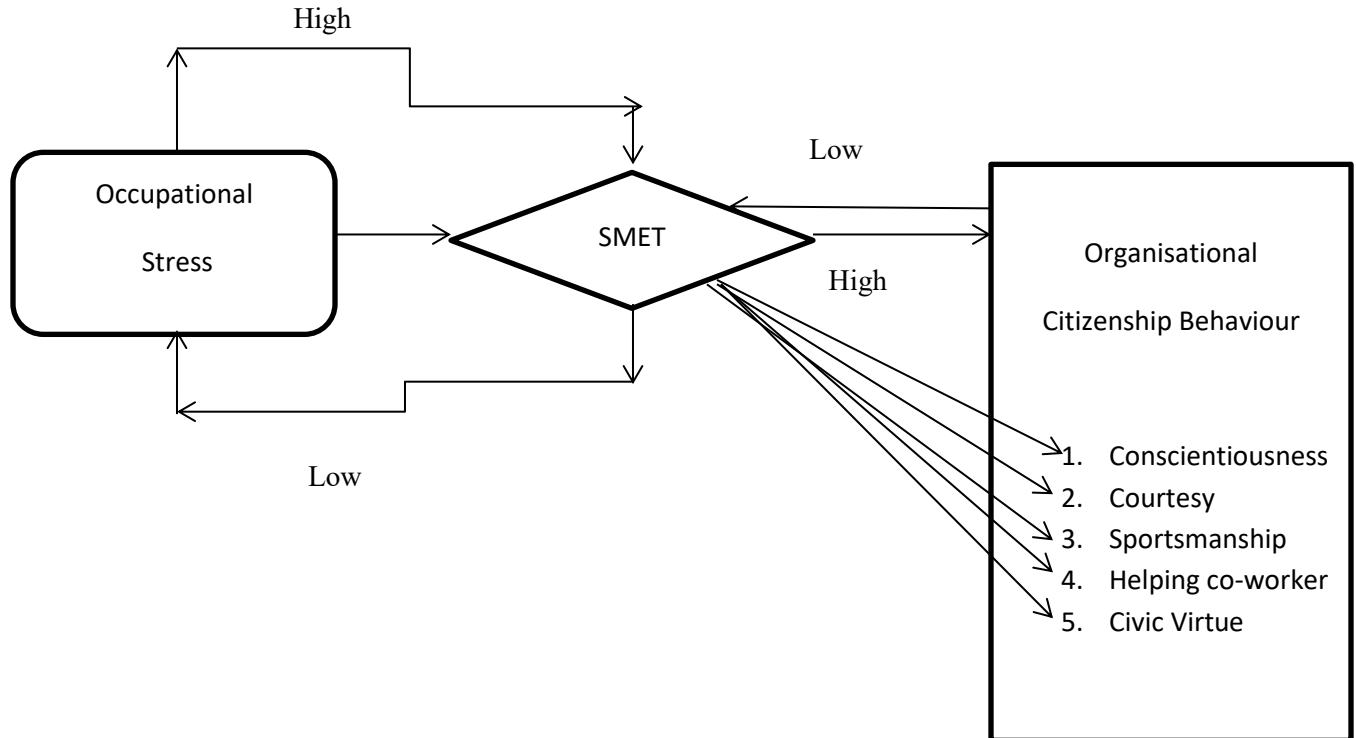
**Source** – The sampling technique used in this research is simple random sampling. Employees working for Vee-Technologies private Ltd., a BPO organisation at Bengaluru, India were selected randomly for the study. Subjects of the present study were from different departments of the organization like finance, HRM, production etc. and they belonged to the category of managers, non-managers and official staff of the organization.

**Criteria** - Both male and female employees of 20 to 45 years of age group were selected.

**Size** - Total of 240 employees participated in the study, out of which 120 belonged to ‘experimental Yoga group’ and 120 belonged to ‘waitlisted Control group’.

**Duration of the study :** 3 months, weekly 2 days, one hour session per day. Employees were asked to practice the same at home for the remaining 3 days of the week by listening to the instructions which were recorded by them. They self-reported their home practice.

**CONCEPTUAL MODEL OF SMET YOGA INTERVENTION IN REDUCING OCCUPATIONAL STRESS AND INCREASING ORGANISATIONAL CITIZENSHIP BEHAVIOUR:**



**Statistical Analysis:** Statistical Package for Social Sciences (SPSS) 22.0 was used to perform the statistical analysis.

**Results:**

The response choices of the scale used, consisted of a Likert type 5 point rating scale.

As the data consists of scores given to the response choices, the variables under measurement are not normally distributed. Hence analysis was made using non-parametric tests. The Mann -Whitney U test is used to measure the significance of the data.

Abbreviations used for dimensions of OCB:

1) Conscientiousness 2) Courtesy 3) Sportsmanship 4) Helping co-workers 5) Civic Virtue

Abbreviations used for dimensions of OSI:

1) Role over-load 2) Role ambiguity 3) Role conflict 4) Unreasonable grp. and pol. pressures 5) Responsibility for persons 6) Under-participation 7) Powerlessness 8) Poor peer relations 9) Intrinsic impoverishment 10) Low status 11) Strenuous working condition 12) Unprofitability

**Table 1 : OCB – Yoga – Descriptive Statistics**

		Cons_pre	Cons_post	Court_pre	Court_post	Sport_pre	Sport_post	Help_pre	Help_post	Civic_pre	Civic_post
N	Valid	120	120	120	120	120	120	120	120	120	120
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		9.23	30.09	5.76	19.98	5.78	20.05	5.52	16.41	4.18	13.09
Std. Deviation		1.795	1.896	1.408	1.191	1.298	1.494	1.675	1.073	.778	1.004
Variance		3.222	3.597	1.983	1.420	1.684	2.233	2.806	1.151	.605	1.008
Minimum		5	25	2	17	3	17	2	14	2	11
Maximum		14	35	9	23	9	23	9	19	5	15
Percentiles	25	8.00	29.00	5.00	19.00	5.00	19.00	4.00	16.00	4.00	12.00
	50	9.00	30.00	6.00	20.00	6.00	20.00	5.00	16.00	4.00	13.00
	75	11.00	32.00	7.00	21.00	7.00	21.00	7.00	17.00	5.00	14.00

Table 1 shows the Descriptive Statistics of the OCB of the employees of Yoga group.

In this table we can see that there is a significant change in the mean values of post data compared to pre data of all the variables. This implies that SMET has a positive impact in improving the OCB of the employees.

**Table 2 : OCB –Control – Descriptive Statistics**

		Cons_pre	Cons_post	Court_pre	Court_post	Sport_pre	Sport_post	Help_pre	Help_post	Civic_pre	Civic_post
N	Valid	120	120	120	120	120	120	120	120	120	120
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		8.56	8.03	5.79	5.84	5.72	5.75	5.50	5.44	3.98	3.89
Std. Deviation		2.180	2.033	1.483	1.561	1.403	1.439	1.833	1.882	.884	.960
Variance		4.753	4.133	2.200	2.437	1.969	2.071	3.361	3.543	.781	.921
Minimum		5	5	2	2	3	3	2	2	2	2
Maximum		14	13	9	9	9	9	9	9	5	5
Percentiles	25	7.00	6.25	5.00	5.00	5.00	5.00	4.00	4.00	3.00	3.00
	50	9.00	8.00	6.00	6.00	6.00	6.00	5.00	5.00	4.00	4.00
	75	10.00	9.00	7.00	7.00	7.00	7.00	7.00	7.00	5.00	5.00

Table 2 shows the Descriptive Statistics of the OCB of the employees of Control group.

In this table, there is not much difference in the mean values of the variables of pre and post data of the employees who have not gone through the SMET Yoga program.



**Table 3 : OSI – Yoga – Descriptive Statistics**

Descriptive Statistics											
	N	Range	Mini mum	Maxi mum	Mean		Std. Deviati on	Varia nce	Percentiles		
	Stat isti c	Statist ic	Statis tic	Statis tic	Statisti c	Std. Error	Statisti c	Statis tic	25	50	75
Rover_ pre	120	5.0	7.0	12.0	9.133	.1207	1.3217	1.747	8.000	9.000	10.000
Rover_ post	120	6.0	24.0	30.0	27.100	.1304	1.4284	2.040	26.000	27.000	28.000
Rambi_ pre	120	5.0	4.0	9.0	5.992	.1055	1.1559	1.336	5.000	6.000	7.000
Rambi_ post	120	5.0	15.0	20.0	18.000	.0976	1.0690	1.143	17.000	18.000	19.000
Rconf_ pre	120	6.0	5.0	11.0	7.708	.1034	1.1331	1.284	7.000	8.000	8.000
Rconf_ post	120	5.0	20.0	25.0	22.542	.1301	1.4254	2.032	21.000	22.500	24.000
Unrea_ pre	120	4.0	4.0	8.0	6.142	.1013	1.1099	1.232	5.000	6.000	7.000
Unrea_ post	120	4.0	16.0	20.0	17.950	.0996	1.0912	1.191	17.000	18.000	19.000
Resp_ pre	120	3.0	3.0	6.0	4.517	.0739	.8094	.655	4.000	5.000	5.000
Resp_ post	120	3.0	12.0	15.0	13.525	.0893	.9784	.957	13.000	14.000	14.000
Under_ pre	120	4.0	4.0	8.0	6.025	.0920	1.0081	1.016	5.000	6.000	7.000
Under_ post	120	4.0	16.0	20.0	17.808	.0999	1.0946	1.198	17.000	18.000	18.750
Power_ pre	120	3.0	3.0	6.0	4.608	.0703	.7702	.593	4.000	5.000	5.000
Power_ post	120	4.0	11.0	15.0	13.500	.0776	.8501	.723	13.000	13.000	14.000
Poor_ pre	120	4.0	4.0	8.0	5.975	.0889	.9741	.949	5.000	6.000	7.000
Poor_ post	120	4.0	16.0	20.0	17.925	.0918	1.0056	1.011	17.000	18.000	19.000
Intri_ pre	120	4.0	4.0	8.0	6.200	.0898	.9839	.968	6.000	6.000	7.000
Intri_ post	120	5.0	15.0	20.0	18.075	.0941	1.0303	1.062	17.000	18.000	19.000

Low_pre	120	4.0	3.0	7.0	4.558	.0783	.8579	.736	4.000	5.000	5.000
Low_post	120	4.0	11.0	15.0	13.458	.0924	1.0117	1.023	13.000	13.000	14.000
Stren_pre	120	4.0	4.0	8.0	5.975	.0920	1.0081	1.016	5.000	6.000	7.000
Stren_post	120	4.0	16.0	20.0	18.058	.0985	1.0792	1.165	17.000	18.000	19.000
Upro_pre	120	2.0	2.0	4.0	3.033	.0669	.7326	.537	2.250	3.000	4.00
Unpre_Post	120	2.0	8.0	10.0	9.058	.0673	.7367	.543	9.000	9.000	10.000

Table 3 shows the Descriptive Statistics of the OSI of the employees of Yoga group.

In this table we can see that there is a noticeable change in the mean values of post data compared to pre data of all the variables. This shows that SMET has a positive impact in reducing the OS of the employees to a large extent.

**Table 4 : OSI – Control – Descriptive Statistics**

Descriptive Statistics										
	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Percentiles		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	25	50	75
Rover_pre	120	5.0	7.0	12.0	8.892	1.3584	1.845	8.000	9.000	10.000
Rover_post	120	11.0	1.0	12.0	8.408	1.4231	2.025	7.000	8.000	9.000
Rambi_pre	120	5.0	4.0	9.0	5.775	1.2466	1.554	5.000	6.000	7.000
Rambi_post	120	4.0	4.0	8.0	5.883	1.3974	1.953	5.000	6.000	7.000
Rconf_pre	120	6.0	5.0	11.0	7.517	1.2635	1.596	7.000	7.000	8.000
Rconf_post	120	6.0	5.0	11.0	7.100	1.5632	2.444	6.000	7.000	8.000
Unrea_pre	120	4.0	4.0	8.0	5.983	1.2091	1.462	5.000	6.000	7.000
Unrea_post	120	4.0	4.0	8.0	5.983	1.4022	1.966	5.000	6.000	7.000

Resp_pre	120	3.0	3.0	6.0	4.425	.8566	.734	4.000	4.000	5.000
Resp_post	120	3.0	3.0	6.0	4.650	1.0424	1.087	4.000	5.000	6.000
Under_pre	120	4.0	4.0	8.0	5.750	1.0391	1.080	5.000	6.000	6.000
Under_post	120	4.0	4.0	8.0	5.442	1.1508	1.324	4.000	5.000	6.000
Power_pre	120	3.0	3.0	6.0	4.542	.8291	.687	4.000	5.000	5.000
Power_post	120	3.0	3.0	6.0	4.542	1.1515	1.326	3.250	5.000	6.000
Poor_pre	120	4.0	4.0	8.0	5.667	1.0479	1.098	5.000	6.000	6.000
Poor_post	120	4.0	4.0	8.0	5.575	1.1277	1.272	5.000	6.000	7.000
Intri_pre	120	4.0	4.0	8.0	5.825	1.1715	1.372	5.000	6.000	7.000
Intri_post	120	4.0	4.0	8.0	5.583	1.1271	1.270	5.000	6.000	7.000
Low_pre	120	4.0	3.0	7.0	4.633	.9252	.856	4.000	5.000	5.000
Low_post	120	4.0	3.0	7.0	4.567	1.1648	1.357	4.000	4.500	6.000
Stren_pre	120	4.0	4.0	8.0	5.942	1.0714	1.148	5.000	6.000	7.000
Stren_post	120	4.0	4.0	8.0	5.533	1.2018	1.444	4.250	5.000	6.000
Unpro_pre	120	2.0	2.0	4.0	3.042	.7928	.629	2.000	3.000	4.000
Unpre_Post	120	2.0	2.0	4.0	3.050	.7870	.619	2.000	3.000	4.000

Table 4 shows the Descriptive Statistics of the OSI of the employees of Control group.

In this table, there is not much difference in the mean values of the variables of pre and post data of the employees who have not gone through the SMET Yoga program.

**Mann Whitney U Test - Independent samples:****Table 5 : OCB – Yoga group - Friedman’s Two way Analysis of Variance by Ranks**

Variable	N	Mean rank	Sum of Ranks	Variable	N	Mean rank	Sum of Ranks
Cons_pre	120	4.73	567.6	Cons_post	120	10	1200
Court_pre	120	2.88	345.6	Court_post	120	8.48	1017.6
Sport_pre	120	2.98	357.6	Sport_post	120	8.46	1015.2
Help_pre	120	2.79	334.8	Help_post	120	7.05	846
Civic_pre	120	1.65	198	Civic_post	120	5.98	717.6

Table 5 shows the Mean Ranks and the sum of Ranks for OCB of the Yoga group - employees.

In this table we can see that there is a tremendous change in the mean Ranks and sum of Ranks of post data compared to pre data of all the variables. This proves the positive effect of SMET in improving the OCB of the employees.

**Mann Whitney U Test - Independent samples :****Table 6 : OCB – Control group - Friedman’s Two way Analysis of Variance by Ranks**

Variable	N	Mean rank	Sum of Ranks	Variable	N	Mean rank	Sum of Ranks
Cons_pre	120	8.54	1024.8	Cons_post	120	8.28	993.6
Court_pre	120	5.74	688.8	Court_post	120	5.68	681.6
Sport_pre	120	5.48	657.6	Sport_post	120	5.59	670.8
Help_pre	120	5.26	631.2	Help_post	120	5.06	607.2
Civic_pre	120	2.74	328.8	Civic_post	120	2.64	316.8

Table 6 shows the Mean Ranks and the sum of Ranks for OCB of the Control group - employees.

In this table, there is not much difference in the mean Ranks and sum of Ranks of the variables of pre and post data of the employees who have not gone through the SMET Yoga program.

**Mann Whitney U Test - Independent samples :****Table 7 : OSI – Yoga group – Friedman’s Two way Analysis of Variance by Ranks**

Variable	N	Mean rank	Sum of Ranks	Variable	N	Mean rank	Sum of Ranks
Rover_pre	120	11.62	1394.4	Rover_post	120	22.0	2640
Rambi_pre	120	7.12	854.4	Rambi_post	120	18.58	2229.6
Rconf_pre	120	10.23	1227.6	Rconf_post	120	22.02	2642.4
Unrea_pre	120	7.38	885.6	Unrea_post	120	18.41	2209.2
Resp_pre	120	3.32	398.4	Resp_post	120	11.05	1326
Under_pre	120	6.10	732	Under_post	120	14.32	1718.4
Power_pre	120	3.51	421.2	Power_post	120	11.01	1321.2
Poor_pre	120	5.92	710.4	Poor_post	120	14.51	1741.2
Intri_pre	120	6.37	764.4	Intri_post	120	14.56	1747.2

Low_pre	120	3.45	414	Low_post	120	10.94	1312.8
Stren_pre	120	5.98	717.6	Stren_post	120	14.61	1753.2
Unpro_pre	120	1.38	165.6	Unpro_post	120	8.97	1076.4

Table 7 shows the Mean Ranks and the sum of Ranks for OSI of the Yoga group - employees.

In this table we can see that there is a maximum change in the mean Ranks and sum of Ranks of post data compared to pre data of all the variables. This signifies the positive effect of SMET in reducing the OS of the employees invariably.

#### Mann Whitney U Test - Independent samples :

**Table 8 : OSI – Control group – Friedman’s Two way Analysis of Variance by Ranks**

Variable	N	Mean rank	Sum of Ranks	Variable	N	Mean rank	Sum of Ranks
Rover_pre	120	22.65	2718	Rover_post	120	22.01	2641.2
Rambi_pre	120	13.51	1621.2	Rambi_post	120	13.96	1675.2
Rconf_pre	120	19.92	2390.4	Rconf_post	120	18.24	2188.8
Unrea_pre	120	14.4	1728	Unrea_post	120	14.41	1729.2
Resp_pre	120	7.55	906	Resp_post	120	8.75	1050
Under_pre	120	13.78	1653.6	Under_post	120	12.29	1474.8
Power_pre	120	8.09	970.8	Power_post	120	8.28	993.6
Poor_pre	120	13.22	1586.4	Poor_post	120	12.92	1550.4
Intri_pre	120	13.97	1676.4	Intri_post	120	12.88	1545.6
Low_pre	120	8.48	1017.6	Low_post	120	8.32	998.4
Stren_pre	120	14.49	1738.8	Stren_post	120	12.46	1495.2
Unpro_pre	120	2.68	321.6	Unpro_post	120	2.74	328.8

Table 8 shows the Mean Ranks and the sum of Ranks for OSI of the Control group - employees.

In this table, there is not much difference in the mean Ranks and sum of Ranks of the variables of pre and post data of the employees who have not gone through the SMET Yoga program.

**Table 9 : Hypothesis Test statistics summary**

OCB		OSI	
N = 120		N = 120	
Degrees of freedom = 9		Degrees of freedom = 23	
Exact significance - 2*(1-tailed sig) = 0.00		Exact significance - 2*(1-tailed sig) = 0.00	
Variable	Asymptotic Significance	Variable	Asymptotic Significance
Cons_post	0.00	Rover_post	0.00
Court_post	0.00	Rambi_post	0.00
Sport_post	0.00	Rconf_post	0.00
Help_post	0.00	Unrea_post	0.00
Civic_post	0.00	Resp_post	0.00

		Under_post	0.00
		Power_post	0.00
		Poor_post	0.00
		Intri_post	0.00
		Low_post	0.00
		Stren_post	0.00
		Unpro_post	0.00

Table 9 shows the actual significance values of the test for both OCB and OSI of employees of Yoga group.

This table clearly shows the significance of data of each dimension of OCB as well as OSI of Yoga group. Since the P value is  $< 0.05$  in each case, it means to say that, Reject Null Hypothesis and Accept Research Hypothesis.

The post data of different variables of Control group were not found to be significant for OCB as well as OS ( $p$  not less than 0.05) as per our observation.

### Discussions :

#### Previous studies and research findings about SMET :

A study on SMET, reported decrease in occupational stress levels and baseline autonomic arousal in managers, showing significant reduction in sympathetic activity (Vempati, R. P., and Telles, S. (2000)). Effectiveness of Self- Management of Excessive Tension (SMET) programme on emotional well-being of managers was studied.. In this study, Emotional Quotient was used as an indicator for emotional well-being. SMET intervention contributed to the betterment of emotional well- being of the managers (Sony Kumari, N.C.B. Nath, and Nagendra, H. R. (2007)). A study was made to assess the effect of Self- Management of Excessive Tension (SMET), on brain wave coherence. Results of a study showed that participation in a SMET program was associated with improvement in emotional stability and may have implications for 'Executive Efficiency'. On the whole, significant increase in cognitive flexibility, intelligence and emotional stability were attained by following SMET (Ganpat, T. S., and Nagendra, H. R. (2011)) . A study examined the possibility of enhancing emotional competence (EC) along with emotional Intelligence (EI) through self management of excessive tension (SMET) program. The participating executives reported improvement in efficiency at work. In addition they have experienced other benefits like reduction in blood pressure, sleep decreases in the consumption of the tranquilizers, clarity in thinking, and relaxed feeling in action (Kumari, S., Hankey, A., and Nagendra H. R. (2013)). In an other study, SMET intervention has again proved to contribute to significant enhancement of emotional competence level of the managers (Sony Kumari, N.C.B. Nath, and Nagendra, H. R. (2007)). A study evaluates the impact of a 5 day stress management programme (SMET) for

managers as measured by AcuGraph3 - 'Digital Meridian Imaging' system. The 5 days SMET intervention increased overall 'Prāṇic' energy in the main acupuncture meridian channels. The program significantly improved overall chi (Chinese term) energy. Chi energy would increase, both in individual meridians and the overall (Meenakshy K. B., Alex Hankey, Hongasandra Ramarao Nagendra. (2014)). A study was conducted to evaluate the effect of 5 days yoga based Self-Management of Excessive Tension (SMET) on profile of mood states of managers. The negative moods were significantly reduced following SMET program. Whereas positive moods improved. The intense yoga based SMET program enhanced the profile of mood in managers (Rabindra M.A., Pradhan B. and Nagendra H.R, (2014)). SMET intervention with an insight of group dynamics & executive growth along with the practices proved to bring about a significant trend in scores which suggested that SMET as part of Yoga could be an effective tool for managing stress and hence enhancing managerial leadership (Padmavati Maharana, Dr Sanjib Patra , Dr. T M Srinivasan, Dr. H R Nagendra,. (2014)). A study was conducted to examine the effect of Stress Management Programme, Self- Management of excessive Tension (SMET) on the managers. It was observed that significant improvement in health and personality traits ( increase in positive and decrease in negative traits) were recorded (Rabindra Acharya, Balram Pradhan and H. R. Nagendra (2017)). Effect of SMET Programme showed to improve the attention of top line managers in another study (Shatrughan Singh and Nagendra, H. R. (2012)).

#### Findings from the present study:

All the 5 components of the Organisational Citizenship Behaviour were studied separately with the help of OCB scale. Each component consisted of few questions combined together to form a component or a sub-scale.

Improvement in Interpersonal relationship was seen among employees after attending the SMET program at the work place, which is nothing but **Altruism / Helping co-worker** component. Employees were seen assisting their colleagues with official work without minding about their own work and time.

It was observed from the study that, the **Conscientiousness** of the employees increased after undergoing SMET program. They adhered to company policies, rules and regulations very strictly. More punctuality was observed.

The study showed that there was an increase in the **Sportsmanship** attitude of employees after attending the SMET program. No. of complaints from employees against the organisation or co-workers or the seniors reduced drastically. It was noticed that harmony increased drastically at the work place.

Courteous behaviors improved in employees to a certain extent. Employees started showing more **Courtesy** to co-workers in many aspects like sharing the work to complete it within the given stipulated time, passing the important information to others, etc. after going through the SMET program.

Employees involved themselves more positively in organisational activities as an effect of the SMET program. Employees started showing more concern in all organisational events which is a sign of improvement in **Civic Virtue**.

Similarly **12** sub-scales of Occupational Stress Index were studied with the help of OSI scale. It was observed that some positive changes happened in the employees who underwent SMET program as mentioned below for each sub-scale or component.

**Role over-load** – employees complaining about insufficient time to complete their work, missing their personal life, unable to attend their domestic problems decreased and were able to balance work and home and also started managing their time in an efficient manner.

**Role ambiguity** – employees became more clear about their roles and responsibilities and planned adequately to carry out their work smoothly.

**Role conflict** – started understanding the instructions given by the officials and formal procedures thoroughly.

**Unreasonable grp. and pol. pressures** – developed capability to balance formal and administrative procedures and policies between group-conformity and political pressures.

**Responsibility for persons** – learnt to bear the responsibility of efficiency, productivity and future of many employees.

**Under-participation** – actively involved one-self to give suggestions, opinions in solving administrative or industrial problems or for framing policies of organisation or department or for changing / modifying the working system, instrument and conditions.

**Powerlessness** – made significant use of power of authority for distributing assignments among employees, training programmes of employees, making appointments for important posts etc.



**Poor peer relations** – existence of mutual co-operation and team spirit among the employees of a department or an organisation happened, started motivating, supporting and encouraging each other.

**Intrinsic impoverishment** – started utilizing the opportunity to show one's abilities, experience, developing aptitude and proficiency, being competent in analyzing and sorting out the situations efficiently.

**Low status** – enhanced the social status and self-respect in job under higher authorities.

**Strenuous working condition** – carried out risky and complicated assignments patiently and in a relaxed manner without getting tensed under any circumstance. Feeling satisfied regarding the working conditions from the point of view of welfare and convenience.

**Unprofitability**- accepted that salary is in par with the job being carried out and not having the impression that they are being exploited.

This study in total has proved that SMET helps in improving the Organisational Citizenship Behaviour of employees to a noticeable extent. It has also showed that the SMET has also helped the employees to reduce their Occupational Stress to a minimum level and to enhance their positive characters tremendously. Hence SMET has an overall **Positive impact** on the employees who have undergone that program.

### **Advantages of going through SMET Program:**

This methodology has been formulated after years of in-depth study and research into actual case histories by highly qualified doctors and yoga experts. Professionals need sensitivity, brilliance and creativity. But in the process of career advancement one's stress levels rise and this ultimately leads to deteriorating health. Also any activity related to computer leads to Musculoskeletal, Emotional and Visual problems. With SMET all these issues can be avoided or managed if they occur.

Over the last 25 years, these programs have been conducted at various business houses, factories, industries, and educational institutions, management development institutions and for the common public in general. Course participants have experienced deep relaxation resulting in great calmness of mind and body during the programs. Preliminary investigations have demonstrated the efficacy of this program in handling stress effectively.

This program ushers in a new era in that, it brings about a 'Turn around' in the participant's outlook, both official and personal and propels him along the path of progress towards efficiency, physical & mental equipoise. SMET improves the sharpness of the mind which is the decision making machinery, by inculcating techniques that help one to go to deeper and subtler levels of consciousness and gain mastery over the mind. It helps to provide the much needed - but denied unwittingly - relaxation to the body-mind complex and to break the shackles of baser thoughts besides elevating one to unlimited expansiveness of understanding - Dr. H. R. Nagendra of S-VYASA university, Bengaluru ; founder of this module.

### **Importance of OCB for an individual as well as an organisation:**

Organizations world over are constantly involved in exploring different ways and means to stay tuned in the marketplace. In this process, those organizations capable of getting the best performance from the employees, coupled with good governance are likely to perform better.

Organizational citizenship behavior is a set of behaviors engendered by a collective work culture. This culture supports and promotes a learning climate which ultimately impacts employees' productivity and resourcefulness.

This study is important because it helps us to reexamine Organizational Citizenship Behavior. While thinking of OCB as something only beneficial to the organization, this study shows that there are benefits to the person performing the OCB as well.

This research shows us that engaging in OCB can help enrich our work lives. Employees can feel confident while performing OCB and similarly, organizations can feel confident while encouraging their employees to perform them as well.

Common purpose, empowered employees, openness to new ideas, supportive leadership, promoting dialogue and enquiry, effective feedback, organizational support systems, perception of fairness. These characteristics serve as the context for organizational citizenship behaviours in which employees learn new and improved practices, are encouraged to display ingenuity, learn from feedbacks on past performances and express opinions and suggestions. It is a climate that promotes intrinsic job satisfaction among employees, leading to such outcomes as high self-esteem, self-worth and a sense of fulfillment. Therefore, the context in which OCB operates creates a platform for intrinsic satisfaction and rewards for the employees.

On the other hand, the extrinsic benefits results from managements' appreciation and recognition of such organizationally desired behaviors through pay raise, promotion and higher responsibilities, awards and recognition, sponsored vacation, recommendation for further training and development, job security / tenured job etc.

In total OCB can:

- enhance productivity (helping new co-workers; helping colleagues meet deadlines)
- free up resources (autonomous, cooperative employees give managers more time to clear their work; helpful behaviour facilitates cohesiveness (as part of group maintenance behaviour).)
- attract and retain good employees (through creating and maintaining a friendly, supportive working environment and a sense of belonging)
- create social capital (better communication and stronger networks facilitate accurate information transfer and improve efficiency)

### Conclusion:

The vast majority of research on OCB has been focused on the effects of OCB on individual and organizational performance and it has been found that the OCB leads to positive consequences in an organization. Research on OCB has also showed that these behaviours are important and beneficial to organisations. Organisations which want to be successful require employees who are willing to go beyond their job requirements i.e. employees with positive emotions.

Given that OCB has such a significant impact on the productivity and efficiency of the organisation and workers do not expect to be reimbursed for their efforts, OCB should be considered an efficient way of improving organisational profitability and reducing costs through, for example, lowering rates of absenteeism and turnover. At the same time it increases employees' performance and wellbeing, as cooperative workers are more productive and OCB enhances the social environment in the workplace.

Self-Management of Excessive Tension (SMET) program deals with the employees (human beings as a whole), by approaching them in a holistic way to minimize their problems related to various areas of an organisation. SMET Program is exclusively and extensively developed for those having "work pressure" and 'Occupational Stress' in specifically corporate world. The techniques are simple but very much effective if practiced regularly. In a very short span of time, the program helps to acquire the power to perform better, free from stress in a relaxed and balanced way. From this study we can see that SMET program contributes considerably to increase the Organisational Citizenship Behaviour of the employees. Hence it is suggestive that SMET intervention is a very effective way of enhancing employees' potential to get the maximum benefit out of them.

### Limitations of the study:

Although the study provided interesting insights, the study also has shortcomings.

Firstly, the measures used in the study are self-report measures, which typically suffers the problem of a social desirability effect. Many a times, participants choose an ideal alternative instead of the truth.

Secondly, this study is restricted to a private BPO organisation and the findings are provisional and cannot be generalized to other organizations in the same sector as well as to other sectors. Thus, the external validity of the study is low.

Thirdly, the study has been conducted with a sample size of 120 respondents. More appropriate results could have been obtained if sample size would have been increased.

In this study, three months intervention was given. Intervention period can be increased. Only one company /organization was studied. Studies can be conducted at different organisations. This could give stronger findings.

The study would have brought more good results if the comparative analysis would have been made between males and females, between different variables and also between OCB and OS. Some more demographic variables would have been selected to make the study more detailed one.

### Scope for future research :

Future researchers can also incorporate some other variables such as consequences of OCB like increased employee commitment, job satisfaction, performance, organizational effectiveness.

Some moderator and mediator variables like age, experience or gender variables can be considered to study relationship between OCB and its consequences. Other possible negative consequences can also be studied to enrich this field of research.

Future researchers may also wish to develop their own set of questionnaires. Future research can replicate the methodology adopted in the present study to other sectors. More studies can be carried out to find out the extent to which Organizational Citizenship Behavior influences other perceptions of the organisation. The development of scientific and practical tools and techniques to implement the above findings can be a future initiative.

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**Effect of SMET yoga program on Positive and Negative Affectivity  
of employees; a randomised controlled study.**

By

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**Abstract****Background :**

This study seeks to investigate the impact of Self-Management of Excessive Tension (SMET) yoga program on changes in Positive and Negative affectivity of the employees.

**Materials and methods:** It is a randomised two group (yoga and control group) intervention study with pre and post assessments. SMET yoga program is used as an intervention. A sample of 240 employees (120-Yoga and 120-Control group) consisting of both male and female, working for a BPO office in Bengaluru, India belonging to an age group of 20-45 years participated in the study. PANAS scale was used to administer the study parameters. Data was analysed by using SPSS software.

**Results:** A considerable variation in mean values (difference in pre and post data) were observed after SMET intervention for various dimensions of Positive Affectivity and Negative Affectivity Schedule (PANAS). The results were found to be significant with  $p < 0.05$ .

**Conclusions:** Study showed that SMET helped to increase Positive affectivity and to reduce the Negative affectivity of the employees.

**Key words:** Cyclic Meditation, Negative Affectivity, Personality Traits, Positive Affectivity, SMET, Yoga

**Background:**

The word "personality" originates from the Latin word *persona*, which means mask (Stevko, 2014). In French, it is equivalent to *persona*. Personality also refers to the pattern of thoughts, feelings, social adjustments, and behaviours consistently exhibited over time that strongly influences one's expectations, self-perceptions, values, and attitudes (Srivastava & Mishra, 2016). It also predicts human reactions to other people, problems, and stress.

Personality affects all aspects of a person's performance, even how he reacts to situations on the job. Not every personality is suited for every job position, so it's important to recognize personality traits and pair employees with the duties that fit their personalities the best. This can lead to increased productivity and job satisfaction, helping your business function more efficiently.

**Introduction:****Positive Affectivity:**

Positive Affectivity (PA) is a personality characteristic that describes how humans experience positive emotions while interacting with others and with their surroundings. Those with high positive

affectivity are typically enthusiastic, energetic, confident, active, and alert. Those having low levels of positive affectivity can be characterized by sadness, lethargy, distress, and un-pleasurable engagement (Watson et al, 1988).

Positive affect reflects neither a lack of negative affect, nor the opposite of negative affect, but is a separate, independent dimension of emotion. Positively affected people are said to be more active physically, socially, mentally and emotionally (Watson & Tellegen, 1988a).

Positive affectivity is a managerial and organizational behavior tool used to create positive environments in the workplace. Through the use of PA, the manager can induce a positive employee experience and culture. The positive affectivity hypothesis predicts that employees with positive dispositions receive more supervisor support because they are more socially oriented and likable. PA can be measured as both a state and a trait; state affect captures how a person feels at any given time while trait affect is the tendency of a person to experience a particular affective state over time (Watson and Pennebaker, 1989).

PA helps individuals to process emotional information accurately and efficiently, to solve problems, to make plans, and to earn achievements. Psychological capital (PsyCap) refers to an individual's positive psychological state of development and is characterised by positive affectivity, self-efficacy, hope, resilience, and optimism.

PA may influence to enhance the personal resources which can help to overcome or deal with distressing situations. These resources are physical (e.g., better health), social (e.g., social support networks), intellectual and psychological (e.g., resilience, optimism, and creativity). PA provides a psychological break or relief from stress, supporting continued efforts to replenish resources depleted by stress. Its buffering functions provide a useful antidote to the problems associated with negative emotions and ill health due to stress. Likewise, happy people are better at more mature coping efforts than people with negative emotions.

#### **Negative Affectivity:**

Negative Affect (NA) is a dimension of subjective distress that includes a variety of adverse mood states, including anger, contempt, disgust, fear, and nervousness (Watson et al., 1988). NA, like PA, can be measured as both a state and a trait and has been linked to both subjective and objective health indicators. State NA has been linked to increased same-day pain (Gil et al., 2003) and decreases in self-reported health (Benyamini et al., 2000). Evans and Egerton (1992) found that state NA led to a higher incident of

colds. Burnout is a negative affective state caused by recurring distress (Shirom, 1989). Negative affectivity is a stable and inherited disposition to experience nonspecific distress or unpleasant emotions (Clark et al. 1994). It is considered by some to be synonymous with the personality factor of neuroticism, which corresponds to individuals' tendency to experience negative affect states (Costa and McCrae 1980; Watson et al. 1988a).

It is important to an organisation that its employees must be emotionally balanced. The greatest competitive advantage for an organisation's economy is a positive workforce. Therefore it is important for organisations to find ways to enhance their employees' positive psychological states of mind and decrease their negative emotions i.e. their psychological capital, to achieve desired organisational outcomes.

Negative affectivity (NA) is a personality variable that involves the experience of negative emotions and poor self-concept. Watson and Clark (1984) proposed that negative affectivity encompasses a range of constructs including trait anxiety, neuroticism, ego strength, and maladjustment, among others. Negative affectivity roughly corresponds to the dominant personality factor of anxiety/neuroticism that is found within the Big Five personality traits as emotional stability. Neuroticism can plague an individual with severe mood swings, frequent sadness, worry, and being easily disturbed, and predicts the development and onset of all common mental disorders. Research shows that negative affectivity relates to different classes of variables such as, self-reported stress and poor coping skills, health complaints, and frequency of unpleasant events. Weight gain and mental health complaints are often experienced as well.

Negative affectivity is considered a general risk factor for a range of physical and mental health problems, which frequently co-occur. For example, someone experiencing one negative mood state (e.g., sadness) is likely to report greater levels of other negative mood states such as fear or anger (Watson and Naragon-Gainey 2010). As a trait, negative affectivity is considered a broad predisposition to experience negative emotions such as anxiety, fear, and sadness (Watson et al. 1988b). Indeed, negative affectivity is associated with a range of psychopathology, including eating disorders (Cook et al. 2014; Stice 2002), substance use disorders (Cook et al. 2014), schizophrenia spectrum disorders (Blanchard et al. 1998), personality disorders (Zeigler-Hill and Abraham 2006), and a variety of health concerns (Watson and Naragon-Gainey 2014). Additionally, negative affectivity is theorized to play an etiological role accounting for the overlap in negative emotional disorders of anxiety and depression (Clark and Watson 1991).

Further, negative affect was identified as one of five “core elements” of personality along with detachment, antagonism, disinhibition, and psychoticism (Krueger et al. 2012), emphasizing the role of negative affectivity not only in personality disorders but also personality at a broader level. Notably, negative affectivity is theorized to be a preexisting temperamental disposition, occurring prior to the onset of specific pathology. Prospective studies have found negative affectivity to predict later onset of a range of problems including mental health, hypertension, and substance abuse (Craske et al. 2001; Jonas and Lando 2000; Measelle et al. 2006; Pine et al. 1998). Overall, available works suggest negative affectivity is a consistent marker of distress across a range of presenting problems and plays an etiological role in their onset.

Hence employees having more negative affectivity trait cannot use their maximum potential and hence will find it difficult to give their fullest to the organization. Therefore these employees may be assisted to decrease their negative affectivity, so that they would be able to work more efficiently and contribute positively to the growth and success of the organization.

**Stress Management programs (SMP)** are conducted in organisations to help employees to overcome physical and mental imbalances. Though everyone is unique, we all possess certain traits that set us apart from the rest, for many reasons. These traits define who we are and how we respond to situations. We only need to ignite that dormant passion and give a boost to our persona.

The Stress Management programs assists individuals to effectively manage the imbalance in healthy ways, including - exercising, seeking social support, using pleasant activities and relaxation techniques.

The Stress Management training program in the workplace builds on the better Work-Life balance.

Studies on Stress Management programs suggests that these comprehensive programs can improve mental health, behaviour and well-being of workers.

Previous research studies have proved that yoga techniques can bring down the imbalances enormously. Self-Management of Excessive Tension(SMET) is one such holistic yoga-based stress management program developed by Swami Vivekananda Yoga AnusandhanaSamsthana (S-VYASA) University, Bengaluru. It is a simple and easy technique to practice which is based on traditional concept of yoga for improving both internal and external well-being of an individual. It is specially suited to the modern day executives, professionals, management experts, housewives and others.

**YOGA:**

Yoga is a conscious process of gaining mastery over the mind. It's a process of elevating oneself through calming of mind.

The great sage Patanjali 'father of yoga' uses the word 'Klesha' in his 'Yoga Sutras' for stress and proposes the techniques of yoga for reducing (thinning) stress. It will not be a sudden elimination but gradual systematic process of moving from higher stress levels to lower ones and slowly eliminating.

According to 'Bhagavadgita' (2 - 62, 63), by using the technique of yoga, we learn to expand our horizons, increase our capacities and manifest our dormant potentialities.

Hence yoga is one of the popular ways to reduce physical and mental imbalances to a greater extent. It helps to set right the defects in different koshas. The negative emotions like Negative Affectivity can be minimised which helps to develop confidence, to increase optimism, enthusiasm and other positive characters. An employee with more positivities, tries to improve his performance and in turn strives for the growth of the organisation and also helps to achieve its goals and targets.

**Benefits of Yoga:**

Yoga offers man a conscious process to solve menacing problems of unhappiness, restlessness, emotional upset, hyper-activity and so on.

It helps to evoke the hidden potentialities of man in a systematic and scientific way by which man becomes a complete individual. His physical, mental, emotional, spiritual and intellectual faculties develop in a harmonious and integrated manner to meet the all-round challenges of the modern technological era with its hectic speed.

It also helps for muscular relaxation, developing willpower and improving creativity.

**SMET- Self-Management of Excessive Tension**

Self-Management of Excessive Tension (SMET) module is a holistic yoga-based stress management program which is developed by Swami Vivekananda Yoga AnusandhanaSamsthana (S-VYASA) University, Bengaluru. It is a simple and easy technique to practice which is based on traditional concept of yoga for improving both internal and external well-being of an individual. It is specially suited to the modern day executives, professionals, management experts, housewives and others. Yoga offers total rehabilitation by integrated module of SMET.



SMET is based on MāndukyaUpanishad consisting of Yogic science and Vedic ideology for combating physical and mental imbalances and ensuring all round health of the body and mind combined. It is a series of successive stimulations and relaxations that can solve the complex problems of the mind. It helps to release stress at deeper levels. This technique is interspersed and an aspirant finds it easy in comparison with other practices of yoga.

The cardinal principles of Yoga are; “stimulation and relaxation of the body; slow down the breath and calm down the mind”. Crystallizing such principles into practical techniques, S-VYASA has developed highly effective programs of stress management, offered under the following four headings:

1. Instant Relaxation Technique (IRT)
2. Quick Relaxation Technique (QRT)
3. Deep Relaxation Technique (DRT)
4. Self Management of Excessive Tension (SMET)

**Aim and Objectives of SMET:**

1. Stimulate the mind.
2. Calm down the distractions.
3. Recognize the Stagnations.
4. Achieve peace and happiness.
5. Enhancing the efficiency of staff involved in management and other stream
6. Promoting health and wellbeing through yoga
7. Recovering and managing various physical and mental ailments through specific yoga techniques.
8. Improving the skills and equipoise in action by developing concentration and absolute focus towards work through various Yoga techniques.

**Components of SMET:**

- (a) **Theory sessions** - namely Lectures, Talks, Counselling, Discourses and
- (b) **Practice sessions** - Cyclic Meditation (CM) which includesĀsanas, Relaxation techniques and Meditation.

**Theory sessions - topics:**

1. Concept of Stress
2. Growth of Executives
3. Group Dynamics
4. Introduction to SMET
5. Recognition of problem is half solution
6. S-VYASA movement
7. Researches on SMET
8. Benefits and Advantages of going through SMET program

**Practice session - Cyclic Meditation - CM:**

Cyclic Meditation is a practice, built on the principle of alternate Stimulation and Relaxation. This technique was developed by Dr. H. R. Nagendra of S-VYASA university, Bengaluru. It is a simple and effective technique to relieve stress and induce deep sleep and relaxation. There are proven results that, CM can reduce the number of hours needed in order to feel rejuvenated.

**Cyclic Meditation involves the following steps:**

Step 1. Lie down in śavāsana and chant Opening Prayer “Layesambodhayetchittam.....”

लयेसंबोधयेच्चित्तंविक्षिप्तंशमयेत्पुनः।

सकषायंविजानीयात्समप्राप्तंनचालयेत्॥३-४४॥

layesambodhayeccittamvixiptamśamayetpunaḥ |

sakaṣāyamvijānīyātsamaprāptamnacālayet ||māndukyopaniśat kārīka|| 3-44 ||

Meaning: If the mind becomes inactive in a state of oblivion awaken it again. If it is distracted,, bring it back to the state of tranquility. (In the intermediary state) know the mind containing within it desires in potential form. If the mind has attained the state of equilibrium, then do not disturb it again.

Stimulate & awaken the sleeping mind, calm down the distractions, recognize the innate stagnations & stay in steadiness without disturbing it.

- Step 2
- (a) Perform IRT - Instant Relaxation Technique
  - (b) Coming up to Tāḍāsanasthiti (standing position) – Linear awareness
  - (c) Relaxation and centering in Tāḍāsana

Step 3. Standing asana - Perform Ardhaṭaṭicakrāsana (first right and then left )

(a) Coming down tośavāsana from right side

Step 4. Perform QRT - Quick Relaxation Technique

Step 5. Sitting āsanās - Sit up and relax in Dandāsana (sitting with leg stretching)

(a)Perform Vajrāsana

(b)Perform Sasankāsana and return to Vajrāsana

(c) Perform Ardha-uśtrāsanaor uśtrāsana

(d) Relax in leg stretching sitting position

(e) Go straight back to śavāsana

Step 6. Perform DRT – Deep Relaxation Technique

(a) Come up straight and assume any sitting position -preferably Vajrāsana

(b) Chant Closing Prayer “ Omsarvebhavantusukhinah.....”

ॐ सर्वे भवन्तु सुखिनः|सर्वे सन्तु निरामयाः ।

सर्वे भद्राणि पश्यन्तु |मा कश्चिद्दुःखभागभवेत् ।

ॐ शान्तिः शान्तिः शान्तिः ॥

sarve bhavantu sukhinah, sarve santu nirāmayāh, sarve bhadraṇi  
paśyantu, mā kaścit duhkha bhāgbhavet; om śāntih śāntih śāntihi ॥

#### Meaning:

May all become happy, May none fall ill; May all see auspiciousness everywhere,  
May none ever feel sorrow, Om peace peacepeace.

#### **Need for the study:**

Physically healthy and mentally sound employees are the assets for an organisation. Improved Positive affectivity and reduced Negative affectivity of employees are considered to be very important factors which are necessary for the growth and success of an organization in achieving its goals.

No studies have reported examining the impact of SMET Yoga Program on Positive and Negative affectivity. Hence the need.

#### **Study Rationale:**

There are many reasons for all sorts of physical, mental and emotional imbalances of a person. Hence these imbalances causes hindrances for an employee to work to his maximum potential or to exhibit positive characters.

So by reducing the imbalance, one can maximize his potential and work with a healthy and positive state of mind. Keeping this aspect as a rationale, efforts have been made to improve the positive characters of employees and to minimize their negative characters.

Previous research studies have proved that yoga techniques can bring down the Negative affectivity and improve positivity enormously. Self-Management of Excessive Tension (SMET) is one such holistic yoga-based stress management program developed by Swami Vivekananda Yoga Anusandhana Samsthana (S-VYASA) University, Bengaluru, which has been used as an intervention in our study.

**Aim:**

To study the impact of SMET yoga module on positive and negative characteristics of employees

**Objective:**

- To evaluate the impact of SMET yoga module on Positive affectivity of employees.
- To evaluate the impact of SMET yoga module on Negative affectivity of employees.

**Hypothesis:**

**Null Hypothesis:** SMET Yoga Module will not improve Positive affectivity and will not reduce Negative affectivity of the employees.

**Research Hypothesis:** SMET Yoga Module will improve Positive affectivity and will reduce Negative affectivity of the employees.

**Research Methodology:-****Research Design:**

It is a randomised two group (yoga and control group), intervention study with pre and post assessments. SMET program is used as an intervention. Yoga group will undergo SMET yoga program and Control group will be engaged in their routine work and they will undergo SMET program after the study. It will be a waitlist control group.

**Measures:-**

Dependent variables– Positive affectivity and Negative affectivity

Independent variable– Job stress

Control Variables – Age, Gender, Qualification, Designation, Job Tenure

**Research Instruments used:**

PANAS scale- developed by Watson, D., Clark, L. A., & Tellegen, A., (1988) - measures 10 specific positive and 10 specific negative affects each at two different levels. It uses a 5-point scale (1 = very slightly or not at all, 5 = extremely) to indicate the extent of generally feeling the respective mood state. The Authors calculated Cronbach á coefficients in different samples range from 0.90 to 0.96 for PA and from 0.84 to 0.87 for NA.

**Reliability and Validity:**

Reliability and Validity reported by Watson (1988) was moderately good. For the Positive Affect Scale, the Cronbach alpha coefficient was 0.86 to 0.90; for the Negative Affect Scale, 0.84 to 0.87. Over a 8-week time period, the test-retest correlations were 0.47-0.68 for the PA and 0.39-0.71 for the NA. The PANAS has strong reported validity with such measures as general distress and dysfunction, depression, and state anxiety.

**Samples:**

**Source** – The sampling technique used in this research is simple random sampling. Employees working for Vee-Technologies private Ltd., a BPO organisation at Bengaluru, India were selected randomly for the study. Subjects of the present study were from different departments of the organization like finance, HRM, production etc. and they belonged to the category of managers, non-managers and official staff of the organization.

**Criteria** - Both male and female employees of 20 to 45 years of age group were selected.

**Size** - Total of 240 employees participated in the study, out of which 120 belonged to ‘experimental Yoga group’ and 120 belonged to ‘waitlisted Control group’.

**Duration of the study:** 3 months, weekly 2 days, one hour session per day. Employees were asked to practice the same at home for the remaining 3 days of the week by listening to the instructions which were recorded by them. They self-reported their home practice.

**Statistical Analysis:** Statistical Package for Social Sciences (SPSS) 22.0 was used to perform the statistical analysis.

**Results / Findings:**

The response choices of the scale used, consisted of a Likert type 5 point rating scale.

As the data consists of scores given to the response choices, the variables under measurement are not normally distributed. Hence analysis was made using non-parametric tests. The Mann -Whitney U test is used to measure the significance of the data.

Table 1 shows the Descriptive Statistics of the PANAS of the employees of Yoga group.

In this table we can see that there is a significant change in the mean values of post data compared to pre data of all the variables. This implies that SMET has a positive impact in improving the positive characters and reducing the negative characters of the employees.

Table 2 shows median, mode and percentile values for yoga group of employees.

Table 3 shows the Descriptive Statistics of the PANAS of the employees of Control group.

In this table, there is not much difference in the mean values of the variables of pre and post data of the employees who have not participated in the SMET Yoga program.

Table 4 shows median, mode and percentile values for Control group of employees.

Table 5 shows the Mean Ranks and the sum of Ranks for PANAS of the Yoga group - employees.

In this table we can see that there is a tremendous change in the mean Ranks and sum of Ranks of post data compared to pre data of all the variables. This proves the positive effect of SMET in improving the positive characters and reducing the negative characters of the employees.

Table 6 shows the Mean Ranks and the sum of Ranks for PANAS of the Control group - employees.

In this table, there is not much difference in the mean Ranks and sum of Ranks of the variables of pre and post data of the employees who have not participated in the SMET Yoga program.

Table 7 shows the actual significance values of the test for PANAS of employees of Yoga group.

This table clearly shows the significance of data of each dimension of PANAS of Yoga group. Since the

P value is  $< 0.05$  in each case, it means to say that, Reject Null Hypothesis and Accept Research Hypothesis.

The post data of different variables of Control group were not found to be significant for PANAS ( $p$  not less than 0.05) as per our observation.

SMET has a positive impact on all the variables of PANAS. SMET has helped the employees in improving their Positive (characters) Affectivity and to reduce their Negative (emotions) Affectivity to a maximum extent.

**Discussions:****Previous studies and research findings about SMET:**

A study on SMET, reported decrease in occupational stress levels and baseline autonomic arousal in managers, showing significant reduction in sympathetic activity (Vempati, R. P., and Telles, S. (2000)). Effectiveness of Self- Management of Excessive Tension (SMET) programme on emotional well-being of managers was studied.. In this study, Emotional Quotient was used as an indicator for emotional well-being. SMET intervention contributed to the betterment of emotional well- being of the managers (Sony Kumari, N.C.B. Nath, and Nagendra, H. R. (2007)). A study was made to assess the effect of Self-Management of Excessive Tension (SMET), on brain wave coherence. Results of a study showed that participation in a SMET program was associated with improvement in emotional stability and may have implications for 'Executive Efficiency'. On the whole, significant increase in cognitive flexibility, intelligence and emotional stability were attained by following SMET (Ganpat, T. S., and Nagendra, H. R. (2011)) .A study examined the possibility of enhancing emotional competence (EC) along with emotional Intelligence (EI) through Self Management of Excessive Tension (SMET) program. The participating executives reported improvement in efficiency at work. In addition they have experienced other benefits like reduction in blood pressure, sleep decreases in the consumption of the tranquilizers, clarity in thinking, and relaxed feeling in action (Kumari, S., Hankey, A., and Nagendra H. R. (2013)). In another study, SMET intervention has again proved to contribute to significant enhancement of emotional competence level of the managers (Sony Kumari, N.C.B. Nath, and Nagendra, H. R. (2007)). A study evaluates the impact of a 5 day stress management programme (SMET) for managers as measured by AcuGraph3 - 'Digital Meridian Imaging' system. The 5 days SMET intervention increased overall 'Prāṇic' energy in the main acupuncture meridian channels. The program significantly improved overall chi (Chinese term) energy. Chi energy would increase, both in individual meridians and the overall (Meenakshy K. B., Alex Hankey, Hongasandra Ramarao Nagendra. (2014)). A study was conducted to evaluate the effect of 5 days yoga based Self-Management of Excessive Tension (SMET) on profile of mood states of managers. The negative moods were significantly reduced following SMET program. Whereas positive moods improved. The intense yoga based SMET program enhanced the profile of mood in managers (Rabindra M.A., Pradhan B. and Nagendra H.R, (2014)). SMET intervention with an insight of group dynamics & executive growth along with the practices proved to bring about a significant trend in scores which suggested that SMET as part of Yoga could be an effective tool for managing stress and hence enhancing managerial leadership (Padmavati Maharana, Dr Sanjib Patra , Dr. T M Srinivasan, Dr. H R Nagendra,. (2014)). A study was conducted to examine the effect of Stress Management Programme,

Self- Management of excessive Tension (SMET) on the managers. It was observed that significant improvement in health and personality traits were recorded (Rabindra Acharya, BalramPradhan and H. R. Nagendra (2017)). Effect of SMET Programme showed to improve the attention of top line managers in another study (Shatrughan Singh and Nagendra, H. R. (2012)).

### **Findings from the present study:**

In this study, 2 sub-scales were studied with the help of PANAS scale.

It was observed that some positive changes happened in the employees who underwent SMET program as mentioned below for each sub-scale or component.

**Negative affectivity:** Employees complaining about distress, upset, guilty, scare, hostile, irritability, ashamed, nervous, jittery or afraid became more confident, open minded, optimistic and also their participation and involvement increased to a greater extent after going through the SMET programme.

**Positive Affectivity:** The interest, excitement, strength, enthusiasm, pride, alertness, inspiration, determination, attentiveness, activeness and self-motivation of the employees improved noticeably who underwent SMET programme.

In total, this study has proved that SMET helps in improving the Positive affectivity of employees to a noticeable extent. It has also showed that the SMET has helped to a large extent in reducing the Negative affectivity of the employees to a minimum level which in turn increased their positivities.

### **Advantages of going through SMET Program:**

This methodology has been formulated after years of in-depth study and research into actual case histories by highly qualified doctors and yoga experts. Professionals need sensitivity, brilliance and creativity. But in the process of career advancement one's stress levels rise and this ultimately leads to deteriorating health. Also any activity related to computer leads to Musculoskeletal, Emotional and Visual problems. With SMET all these issues can be avoided or managed if they occur.

Over the last 25 years, these programs have been conducted at various business houses, factories, industries, and educational institutions, management development institutions and for the common public in general. Course participants have experienced deep relaxation resulting in great calmness of mind and



body during the programs. Preliminary investigations have demonstrated the efficacy of this program in handling stress effectively.

The program ushers in a new era in that, it brings about a 'Turn around' in the participant's outlook, both official and personal and propels him along the path of progress towards efficiency, physical & mental equipoise. SMET improves the sharpness of the mind which is the decision making machinery, by inculcating techniques that help one to go to deeper and subtler levels of consciousness and gain mastery over the mind. It helps to provide the much needed - but denied unwittingly - relaxation to the body-mind complex and to break the shackles of baser thoughts besides elevating one to unlimited expansiveness of understanding - Dr. H. R. Nagendra of S-VYASA university, Bengaluru ; founder of this module.

### **Importance of Positive and Negative affectivity of an employee for an organisation:**

Personality traits are extremely important in today's competitive organisational setting. Employees individually possess diverse personality traits that may influence negatively or positively their performance of jobs assigned to them. It is therefore important that managers and organisational members take into account these important individual differences because realising these traits will help managers and colleagues to deal with employees' job performance.

Personality has received much attention from the research community in many contexts. In recent decades research on personality traits and its exploration in the context of work behavior has been revitalized . Personality trait is relatively stable and enduring individual tendency of reacting emotionally or engaging in a behavior in a certain way. Hence Personality traits reflect people's characteristic patterns of thoughts, feelings, and behaviors. Here we study about two most important personality traits namely Positive affectivity and Negative affectivity of employees in an organisation.

### **Conclusion:**

Self-Management of Excessive Tension (SMET) program deals with the employees (human beings as a whole), by approaching them in a holistic way to minimize their problems related to various areas of an organisation. SMET Program is exclusively and extensively developed for those having physical and mental imbalances due to various reasons such as work pressure, job stress and so on in specifically corporate world. The techniques are simple but very much effective if practiced regularly. In a very short span of time, the program helps to acquire the power to perform better, free from stress in a relaxed and balanced way. From this study we can see that SMET program contributes considerably to improve the positive behaviour of the employees and reduce their negativities at the same time. Hence it is suggestive

that SMET intervention is a very effective way of enhancing employees' potential to get the maximum benefit out of them and also to enhance their persona.

### **Limitations of the study:**

Although the study provided interesting insights, the study also has shortcomings.

Firstly, the measures used in the study are self-report measures, which typically suffers the problem of a social desirability effect. Many a times, participants choose an ideal alternative instead of the truth.

Secondly, this study is restricted to a private BPO organisation and the findings are provisional and cannot be generalized to other organizations in the same sector as well as to other sectors. Thus, the external validity of the study is low.

Thirdly, the study has been conducted with a sample size of 120 respondents. More appropriate results could have been obtained if sample size would have been increased.

In this study, three months intervention was given. Intervention period can be increased. Only one company /organization was studied. Studies can be conducted at different organisations. This could give stronger findings.

The study would have brought more good results if the comparative analysis would have been made between males and females and between different variables. Some more demographic variables would have been selected to make the study more detailed one.

### **Scope for future research:**

Some moderator and mediator variables like age, experience or gender variables can be considered to study the parameters and their consequences. Other possible negative consequences can also be studied to enrich this field of research.

Future researchers may also wish to develop their own set of questionnaires. Future research can replicate the methodology adopted in the present study to other sectors. More studies can be carried out to find out the extent to which personality traits influences other perceptions of the organisation. The development of scientific and practical tools and techniques to implement the above findings can be a future initiative.

### **Conflict of Interest Statement:**

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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**TABLES**

**Table 1: PANAS – Yoga – Descriptive Statistics**

Descriptive Statistics								
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
Posit_pre	120	10	11	21	15.54	0.162	1.777	3.158
Posit_post	120	9	40	49	44.79	0.168	1.842	3.393
Negat_pre	120	9	40	49	44.60	0.162	1.770	3.133
Negat_post	120	9	11	20	15.28	0.152	1.670	2.789
Valid N (listwise)	120							

\* Posit\_pre – Positive Affect pre data values, \*Posit\_post - Positive Affect post data values

\*Negat\_pre –Negative Affect pre data values, \* Negat\_post - Negative Affect post data values

**Table 2: PANAS – Yoga –Statistics**

Statistics					
		Posit_pre	Posit_post	Negat_pre	Negat_post
N	Valid	120	120	120	120
	Missing	0	0	0	0
Std. Error of Mean		0.162	0.168	0.162	0.152
Median		16.00	45.00	44.50	15.00
Mode		16	45	43	16
Percentiles	25	14.00	43.00	43.00	14.00
	50	16.00	44.50	44.50	15.00
	75	17.00	46.00	46.00	16.00

**Table 3: PANAS –Control – Descriptive Statistics**

Descriptive Statistics								
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
Posit_pre	120	10	11	21	15.38	0.166	1.820	3.312
Posit_post	120	10	11	21	15.41	0.175	1.916	3.672
Negat_pre	120	9	40	49	44.55	0.162	1.777	3.157
Negat_post	120	9	40	49	44.67	0.163	1.789	3.199

Valid N (listwise)	120						
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**Table 4: PANAS –Control –Statistics**

Statistics					
		Posit_pre	Posit_post	Negat_pre	Negat_post
N	Valid	120	120	120	120
	Missing	0	0	0	0
Std. Error of Mean		0.166	0.175	0.162	0.163
Median		15.00	15.00	44.00	45.00
Mode		16	15	43	43 <sup>a</sup>
Percentiles	25	14.00	14.00	43.00	43.00
	50	15.00	15.00	44.00	45.00
	75	16.00	17.00	46.00	46.00

Mann Whitney U Test - Independent samples:

**Table 5: PANAS – Yoga group – Friedman’s Two way Analysis of Variance by Ranks**

Variable	N	Mean rank	Sum of Ranks	Variable	N	Mean rank	Sum of Ranks
Posit_pre	120	1.53	183.6	Posit_post	120	3.55	426
Negat_pre	120	3.45	414	Negat_post	120	1.47	176.4

Mann Whitney U Test - Independent samples:

**Table 6: PANAS – Control group – Friedman’s Two way Analysis of Variance by Ranks**

Variable	N	Mean rank	Sum of Ranks	Variable	N	Mean rank	Sum of Ranks
Posit_pre	120	1.48	177.6	Posit_post	120	1.52	182.4
Negat_pre	120	3.49	418.8	Negat_post	120	3.51	421.2

**Table 7: Hypothesis Test statistics summary**

N = 120	
Degrees of freedom	= 3
Exact significance	- 2*(1-tailed sig) = 0.00
Variable	Asymptotic Significance (2 sided Test) = 0.00
Posit_post	0.00
Negat_post	0.00