

Chapter-1

INTRODUCTION

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.

The word "personality" originates from the Latin word persona, which means mask (Stevko, 2014). In French, it is equivalent to personalette. 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.

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.

1.1 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".

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; DiPaola, & Tschannen-Moran, 2001; DiPaola, & Hoy, 2005). 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 1) Altruism 2) Courtesy 3) Conscientiousness 4) Sportsmanship 5) Civic virtue.

(i) **Altruism or Helping co-worker** in the workplace consists essentially of helping behaviors. In simple words, Altruism means helping or helpfulness (Organ, 1997). Altruism means helping other members of the organization in their tasks. Altruism is the behaviors that have the effect of helping a specific work colleague with an organizationally relevant task or problem (Rego, Ribeiro, Cunha, & Jesuino, 2011).

These behaviors can both be directed within or outside of the organization. For e.g. voluntarily helping new employees, helping co-workers who are overloaded, assisting workers who were absent, guiding employees to accomplish difficult tasks. Altruism was defined as voluntary

behaviours where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances (et al. Smith, Organ, & Near, 1983).

There is no direct link, or one-to-one relationship, between every instance of helping behavior and a specific gain for the organization. (Podsakoff et al., 2000) has demonstrated that altruism was significantly related to performance evaluations and correspondingly, positive affectivity. The idea is that over time, the compilation of employees' helping behavior will eventually be advantageous for the organization (Organ et al., 2006).

(ii) **Conscientiousness** or General compliance behavior serves to benefit the organization in several ways. Conscientiousness is a discretionary behaviour that goes well beyond the minimum role requirement level of the organization (Law, Wong, & Chen, 2005), which includes obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie et al., 1993). 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 if no one is watching” (Bukhari, 2008).

Conscientiousness is a prototype of going well beyond minimally required levels of attendance, punctuality and housekeeping, penchant towards conserving resources and overall giving an impression of being a responsible citizen of the organization. If the employee is highly conscientious it implies that he is highly responsible and needs less supervision (Podsakoff, & MacKenzie, 1997). Altruism and conscientiousness are the two major or overarching dimensions of OCB (Borman et al., 2001). Conscientiousness is used to indicate that a particular individual is organized, self-disciplined, accountable and hardworking. (Organ, 1988) defined it as dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties.

Low rates of absenteeism and rule following helps to keep the organization running efficiently. It is interesting to note that (Kidder, & McLean Parks, 1993) posited the fact that males are more likely to engage in conscientious behaviour than females in view of the fact that males have preference for equity over equality. A compliant employee does not engage in behaviors such as taking excessive breaks or using work time for personal matters. When these types of behaviors are minimized the workforce is naturally more productive.

(iii) **Sportsmanship** is defined as “a willingness to tolerate the inevitable inconveniences and impositions of work without complaining” (Organ, 1990). Finally, sportsmanship has been defined as a willingness on the part of the employee that signifies the employee's tolerance of

less-than-ideal organizational circumstances without complaining and blowing problems out of proportion. It refers to person's desire not to complain when experiencing the inevitable inconveniences and abuse generated in exercising a professional activity.

Sportsmanship refers to avoid complaining unnecessarily about the difficulties faced in the workplace, being positive and tolerant towards problems experienced in the workplace. Sportsmanship is exhibition of accepting minor and temporary personnel inconveniences and impositions of work without grievances, complaints, appeals, accusations, or protest. This helps to conserve organizational energies for accomplishment of task and to a large extent relieves managers of unnecessary loads or stress (Organ, & Ryan, 1995; Organ, 1990). Organ (1988) defined sportsmanship as the behaviour of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting.

Podsakoff, & MacKenzie (1997) publicized that good sportsmanship would enhance the morale of the employees at the workplace and consequently reduce employee turnover. 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 organization. By reducing the number of complaints from employees that administrators have to deal with, sportsmanship conserves time and energy of management personnel.

(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, but one that works to prevent problems from arising. Courtesy refers to the gestures that help others to prevent interpersonal problems from occurring, such as giving prior notice of the work schedule to someone who is in need, consulting others before taking any actions that would affect them (Organ, 1990).

It also includes the word's literal definition of being polite and considerate of others (Organ et al., 2006). Examples of courteous behaviors are 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. Courtesy or gestures are demonstrated in the interest of preventing creations of problems for co-workers (Organ, 1997).

Leaving the copier or printer in good condition for other workers' use is an example of courtesy at work (Organ, Podsakoff, & MacKenzie, 2006). A courteous employee prevents managers from falling into the pattern of crisis management by making a sincere effort to avoid creating

problems for co-workers (Podsakoff, and MacKenzie, 1997). Courtesy includes behaviours, which focus on the deterrence of problems and taking the necessary and timely steps in order to lessen the effects of the problem in the future. In simple words, courtesy means the encouragement given by a member to other member/s of the organization when they are demoralized and feel discouraged about their professional development.

Again to reiterate, research has shown that employees who exhibit courtesy would reduce intergroup conflict and thereby abating the time spent on conflict management activities (Podsakoff et al., 2000). The main idea of courtesy is avoiding actions that unnecessarily make colleagues' work harder. It also includes giving them enough notice to get prepared when there is an addition to their existing work load.

(v) **Civic virtue** refers to the constructive involvement in the political process of the organization and contribution to this process by freely and frankly expressing opinions, attending meetings, discussing with colleagues the issues concerning the organization, and reading organizational communications such as mails for the well-being of the organization. Civic virtue is characterized by behaviors that indicate the employee's deep concerns and interest in the life of the organization (Law et al., 2005).

This dimension also encompasses positive involvement in the concerns of the organization (Organ et al., 2006). Civic virtue is a behaviour on the part of an individual that indicates that employee dutifully participates in, is actively involved in, and is concerned about the life of the company (Podsakoff et al, 1990). Civic virtue represents a macro level interest in or commitment to the organization. It shows willingness to participate actively in organization's events, monitor organization's environment for threats and opportunities, to work out the best alternative for the organization.

These behaviours occur when employees reckon themselves with the organization and consider themselves to be part of the organization. (Podsakoff et al, 2000). Civic virtue is defined as subordinate's participation in organizational political life and supporting the administrative function of the organization (Deluga, 1998). Examples of civic virtue can be seen in daily affairs such as attending meetings and keeping up with what is going on with the organization in general. Civic virtue refers to the responsibility of the employees to actively and willingly participate in the life of the firm such as attending meetings which are not required by the firm and keeping apprised with the changes in the organization (Organ, 1988).

This dimension of OCB is actually derived from Graham's findings which stated that employees should have the responsibility to be a good citizen of the organization (Graham, 1991). These behaviours reflect an employees' recognition of being part of organization and accept the responsibilities which entail as a result of being citizen of the organization (Podsakoff et al., 2000). Other researchers have found that civic virtue enhances the quantity of performance and help to reduce customer complaints (Walz & Niehoff, 1996). 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.

1.1.1 INFLUENCE OF ORGANISATIONAL CULTURE ON OCB:

Earlier studies have found support for the hypothesis that the Organizational Culture is positively related to all dimensions of Organizational Citizenship Behaviour. It was observed that all factors of Organizational Culture were found significantly correlated to all dimensions of the Organizational Citizenship Behaviour (Mohanty, & Rath, 2012). Organizational Culture within certain framework can potentially shape the Citizenship Behaviours of the employees in an Organization. It may further be argued that individuals may bring with them a predisposition to perform Citizenship Behaviours but a Culture not prepared to absorb the discretionary behaviours can render individual efforts futile. Therefore, the results presented in the analysis of various studies suggest that the most significant determinant of employee citizenship is, the Cultural Phenomena and its capacity to influence people and their behaviours.

1.2 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).

Affect refers to a wide range of psychological experiences that individuals have in their day-to-day lives (Watson & Clark, 1984). Affects have been considered as traits or states (Watson et al., 1988; Chida, & Steptoe, 2008). PA measures the degree to which a person is predisposed to experience positive emotions. Positive Affect refers to the extent to which an individual experiences positive emotional states such as joy, interest, confidence and alertness. There has

been an upsurge in studies on happiness (e.g., Diener, 2000; Chamorro-Premuzic, Bennett, & Furnham, 2007). Happiness can be defined in terms of the average level of satisfaction over a specific period, the frequency and degree of positive affect manifestations, and the relative absence of negative affect (Argyle, Martin & Crossland, 1989). In essence “it refers to the determination to accomplish an ambitious, long-term goal despite the inevitable obstacles (Doskoch, & Flora, 2005).

Positive Affect (PA) is a state that reflects the extent to which a person feels enthusiastic, active and alert (Watson et al., 1988). 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, & Pennebaker, 1989). Many studies have found a link between state PA and health. State PA has been shown to have effect on subjective health (Benyamini et al., 2000) and reported pain (Gil et al., 2003). Individuals high on PA tend to be cheerful, energetic and experience positive moods such as happiness across a wide variety of situations and over time (Barsade, & Gibson, 2007). State PA has also been linked to more objective health measures. Studies that have tracked changes in mood, physical symptoms, and immune system functioning have found correlations between state PA and immune system functioning (Stone et al., 1987, 1994) and state PA has been linked to less frequent health-care use (Gil et al., 2003).

Fortunato and Harsh (2006) found PA positively related to perceived sleep quality. A thorough literature review by Pressman and Cohen (2005) also found evidence for an association between PA and lower morbidity. According to Watson, Clark, & Tellegen (1988), positive affect (PA) reveals the degree to which a person tends to experience enthusiastic, active, alert and pleasurable engagement. PA has emerged as a significant positive predictor of health outcomes and there is increasing evidence showing that PA has an effect on biology suggesting that it activates the neuroendocrine, autonomic and immune systems (Chida, & Steptoe, 2008; Dockray, & Steptoe, 2010). Higher positive affectivity is associated with experiencing a preponderance of positive feeling states such as enthusiasm, alertness, and joviality while lower PA is related to feelings of lethargy and sluggishness.

1.3 NEGATIVE AFFECTIVITY:

Negative Affect (NA) is a dimension of subjective distress that includes a variety of adverse mood states and unpleasant engagement (Watson et al., 1988). Negative Affect refers to the

extent to which an individual experiences negative emotional states such as fear, sadness, anger, guilt, nervousness, contempt and disgust (Snyder, & Lopez, 2002).

NA, like PA, can be measured as both a state and a trait and has been linked to both subjective and objective health indicators.

NA describes the tendency of an individual to experience a variety of negative moods and emotions across time and situations (Chiu, & Francesco, 2003). Individuals characterized by high NA tend to be distressed, upset, nervous and have a negative view of self, e.g., feeling worthless. They tend to focus on shortcomings, disappointments, and mistakes and are provoked by their own thoughts and behavior. Negative affect has been found in multiple studies to be important facilitator of early motivational processes prior to goal pursuit (Alloy, & Abramson, 1979; Taylor, & Gollwitzer, 1995).

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, & McCrae, 1980; Watson et al. 1988a). NA has emerged as a strong negative predictor of health symptoms in several studies (Van Diest et al., 2005; Put et al., 2004).

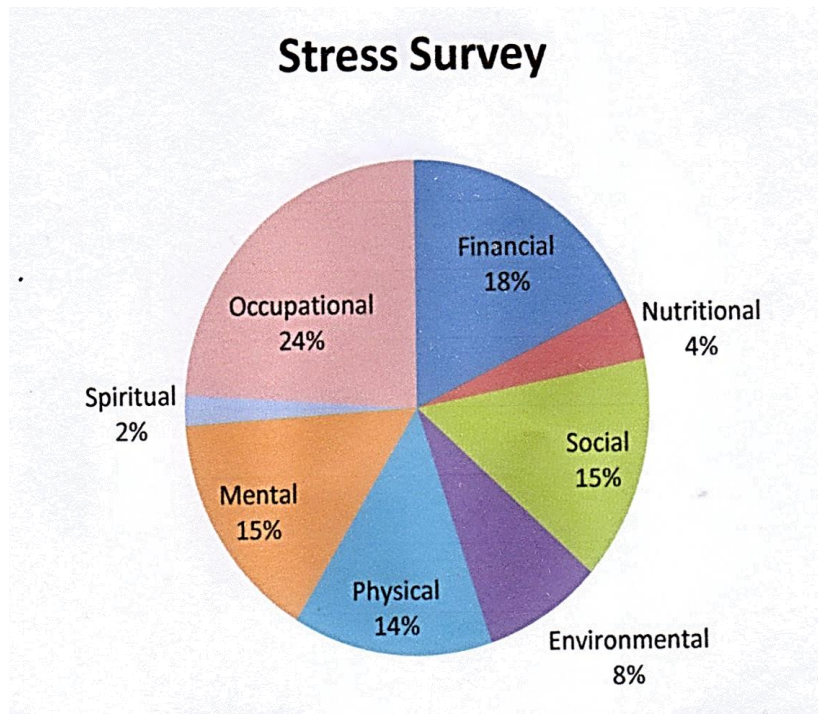
Watson, & Clark, (1984) proposed that negative affectivity encompasses a range of constructs including trait anxiety, nervousness, neuroticism, ego strength, and maladjustment, among others. They said, individuals with high NA are “more likely to experience discomfort at all the times and across situations, even in the absence of overt stress”. Negative affectivity is considered a general risk factor for a range of health 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, & Naragon-Gainey, 2010). This entry will briefly introduce research centered on negative affectivity as it relates to mental health problems. 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). Several authors (Brief, Burke, George, Robinson, & Webster, 1988; Burke, Brief, & George, 1993; Watson, & Clark, 1984; Watson et al., 1988; Watson, & Pennebaker, 1989; Watson et al., 1999) suggest that NA is a dispositional trait, independent of actual situational or environmental conditions.

After adjusting for a number of established risk factors, Jonas, & Lando (2000) found high baseline Negative Affectivity; measured by self-reported depression and anxiety to be a significant predictor of future hypertension in a large population-based epidemiological study. Similarly, after adjustment for established risk factors, Wilson, Bienias, Mendes de Leon, Evans, & Bennett (2003) found that NA significantly predicted mortality in a sample of elderly. State NA has been linked to increased same-day pain (Gil et al., 2003) and decreases in self-reported health (Benyamini et al., 2000).

1.4 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”.

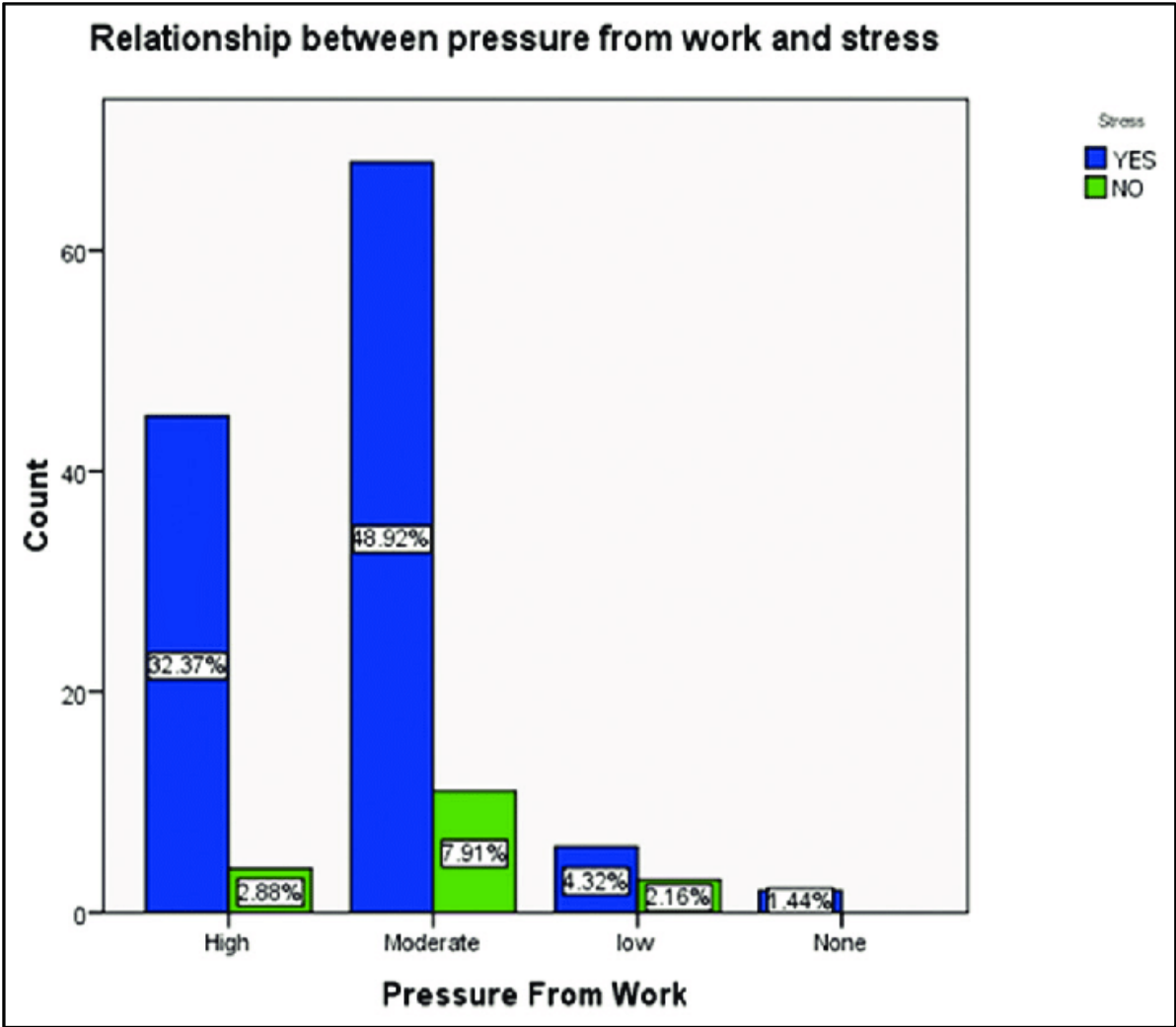
In General Adaptation Theory (Selye, 1976; Kane, 2012) Selye described response to stress as bio-physiologic in nature. When the person is subjected to a stressor, a characteristic syndrome of physical reactions will occur. The stress concept can also be seen as active in a holistic view of the person (Shinde, & Anjum, 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, & Patel, 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, 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”.



The diagram above shows a pie chart according to a survey done among students and adults by Suntya in Imagechef.com <https://www.google.com.my/imghp?hl=en&tab=wi>

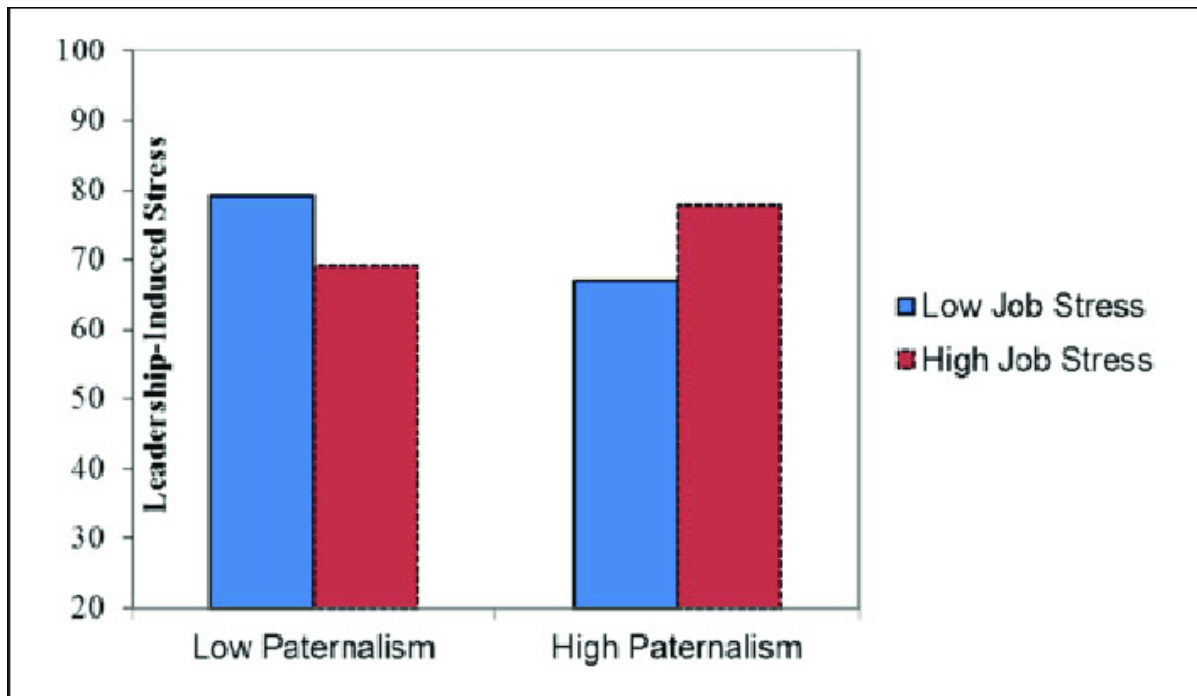


<https://www.peoplesmatters.in/news/life-at-work/workplace-stress-60-of-employees-plan-to-quit-jobs-a-study-14480> Author - Monalisa Deka is the Senior Associate - Content at People Matters.



Bar chart illustrating relationship between pressure from work and stress

https://www.researchgate.net/figure/Bar-chart-illustrating-relationship-between-pressure-from-work-and-stress_fig2_322245586



Bar chart of the moderation influence of job stress on the relationship between paternalism and leadership-induced stress; International Journal of Engineering Business Management, Lawal and Babalola, July 2017.

1.4.1 IMPORTANCE OF WORKPLACE WELLNESS AND THE EXISTING PRACTICES OF CORPORATE YOGA:

Corporate yoga has never been more relevant than it is today.

It's a busy world we live in today, with increasing demands on employers and employees alike. We work long hours, often hunched over a computer. We skip meals, keep a phone glued to our ear and rarely leave our workspace for a break. Before long, these work habits begin to take their toll on our bodies and minds in the form of stress, tension and sickness. Long hours and unreasonable deadlines lead to stress, which saps energy. While a mild amount of stress can help us meet deadlines, too much stress, or constant stress, can interfere with our physical and mental health. How we respond to stress can have a significant impact on our total health.

Imagine walking into an office of grumpy and disgruntled employees on a daily basis. It is unappealing and demotivating. Over a period of time, this deflates the mood and spirit at work. No wonder there are no smiles around. People would rather like to work in a team that is happy, satisfied and motivated.

New-age and conscientious employers recognize the importance of happy employees at the workplace. This forward-thinking approach is as practical as it is humane. This is because employee morale is closely linked to productivity. It is to achieve this common goal that Corporate Yoga programs have been designed.

We have come a long way from the days when corporate wellness programs were viewed as good-to-have rather than as a need-to-have. Indeed, employee wellness has become a strategic imperative for most organizations across the globe and not without reason. An increasing number of studies point to evidence that the returns on wellness programs go way beyond healthy and happy employees.

Thus, the question no longer is 'why employee wellness' but 'how employee wellness '.

As workplace wellness gradually becomes the norm, offering membership passes to a fitness center is no longer enough to generate and sustain employee interest in wellness. Employers are now riddled with the need to offer creative and comprehensive wellness facilities in order to bring about a real difference in employee health and more importantly, motivation.

A study by The National Business Group on Health also found that there is now a trend towards enhancing onsite programs aimed at stress management and holistic wellness. Since almost about 50% of corporate healthcare costs are said to be lifestyle related and therefore, potentially preventable, organizations not only want to spend on cure but also invest on prevention and good health.

It is in this respect that the ancient science of Yoga has found preference in the corporate world as a comprehensive wellness prerogative, replacing all other healthcare investments.

A growing number of businesses are finding that offering Yoga to their employees is a low-cost, preventive and holistic healthcare measure, making the discipline a resonating success with human resource teams looking for strategic returns on their wellness investments. Regular practitioners of Yoga would insist that its many benefits include emotional wellness, improved strength, flexibility, balance and postural alignment amongst others.

In the boardrooms of companies, Yoga adds dimensions such as stress reduction, energy-enhancement, enhanced creativity and focus and healing for employees and convenience and increased productivity for the employer.

Yoga is not just about being able to perform complicated poses and movements. It is a holistic approach to physical and mental health, as well as a person's well-being and personal growth.

Corporate Yoga is the extended concept of working peacefully in the midst of a hectic corporate environment. An international report by the World Health Organization reveals that depression is the most disabling illness for the corporate sector, second only to cardio-vascular diseases.

Long hours, multi-tasking, stiff competition, rigorous commute, irregular eating habits, sedentary desk jobs and bad sitting postures, all combine to create a pool of highly stressed, inefficient and thus despairing workforce. The National Institute of Mental Health estimates that U.S. employers lose \$70 billion a year due to absenteeism, lost productivity and disability caused by mental distress.

The benefits of corporate Yoga to encounter this malaise are unmatched by other wellness programs, as the very crux of the Yogic discipline is a mind-body balance. It is the only form of exercise known to increase flexibility, strength, balance, concentration and breath capacity while reducing stress and anxiety. Yoga also helps boost morale and interpersonal communication - which for an employer means no more bickering teams or dissatisfied individuals, power struggles or dirty politics.

There is conclusive evidence supporting the fact that offering even one Yoga session in a week brings about noted changes in employee behaviour by helping them manage stress better, enhance clarity and creative thinking, improve communication skills, cultivate leadership and teamwork, and increase overall effectiveness in the workplace.

Perhaps the strongest reason for incorporating Yoga into employees' wellness routine is the ease with which a corporate Yoga program can be implemented anywhere with any kind of resources. The only equipment required for a session of Yoga are some floor mats and a bunch of willing participants with a strong desire for a healthier, more fulfilled life. A Yoga program can be conducted just about anywhere such as a conference room or an empty lunchroom.

Yoga in general is geared for people of all levels and age groups and can be tailored to address the needs of people with completely different fitness levels. Although it may sound simple, the creation of a yoga program, if you want it to be successful, requires serious commitment.

What is even most interesting now is the development of online Yoga training that is fast gaining popularity with organizations across the globe. The offering has added a new perspective to corporate wellness by making available world class Yoga training by experts in the confines of an office cubicle in any corner of the world. Live and interactive Yoga sessions delivered right to the company's conference room with an assembly of participants is a glove-

in-hand fit for most corporations as the sessions can be personalized to suit the timings and space constraints of companies as also the individual needs of participants.

Comprehensive Stress Management Programs; like Self-Management of Excessive Tension – a Yoga based 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, occupational stress, positive affectivity and negative affectivity of the employees.

1.5 SMET- SELF-MANAGEMENT OF EXCESSIVE TENSION:

Self-Management of Excessive Tension 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)

1.6 VEE TECHNOLOGIES - About the company in which the study was carried out:

Vee Technologies, Inc. is part of ‘The Sona Group’, which was founded in 1938 in India. The Sona College of Technology was founded in the 1950s. This group entered into business management in 1984, when one of the world's Top 10 semiconductor companies headquartered

in the US, partnered with the Sona Group for its initial foray into India, establishing India's first IT development center in Bengaluru.

Founded in 2000, Vee Technologies Pvt. Ltd. entered healthcare outsourcing that year, processing millions of claims every month for one of the largest insurance companies in the world. Bolstered by owning and operating their own University, a critical differentiator that benefitted their clients: the ability to add new talent rapidly and retain resources on a long term basis. Vee Technologies experienced rapid growth.

In 2010, capitalizing on that extensive growth, Vee Technologies, Inc. was formed to fulfill the promise of growing their client base through a marquee relationship management experience that set them apart from all others in the global advisory & consulting world. Headquartered in New York City with offices across the US and at Bengaluru, Vee Technologies executive leadership has its heritage with Fortune 500 companies.

In 2016, Vee Technologies, a premier professional leading services, advisory & consulting organization was recognized as one of the Top 100 Global Outsourcing Providers by the International Association of Outsourcing Professionals' (IAOP), as well as earning the IAOP's highest possible score for Customer References.

Recognized as one of the 5,000 fastest growing American companies by Inc. 5000 in 2015, 2016, 2017, 2018, 2019 & 2020. They work as a trusted partner to businesses and organizations around the world, ranging from Fortune 500 firms to mid-size companies.

Their solutions enable businesses of all sizes to achieve extraordinary outcomes in quality and cost. They support organizations across a wide range of industries, helping them optimize operating expenses, build value and achieve their most critical business objectives faster, and more efficiently.

With a powerful blend of people, processes and ground breaking technology-enabled solutions, they work to streamline operations, increase cash flow, reduce costs and maximize compliance while giving others an edge over the competition.

Their cutting-edge encompass the following process and technology-driven services:

- 1) Strategy and consulting services.
- 2) Health care
- 3) Product Engineering. / AEC (Architecture, Engineering and Construction) services and solutions

- 4) Information Technology services
- 5) Logistics
- 6) Media
- 7) Finance and Accounting services
- 8) Legal processing outsourcing
- 9) e-Governance

1.6.1 REASON FOR SELECTING BPO INDUSTRY FOR THIS STUDY:

In India, Business Process Outsourcing (BPO) is the fastest growing segment of the ITES (Information Technology Enabled Services) industry. Factors such as economy of scale, business risk mitigation, cost advantage, utilization improvement and superior competency have all lead to the growth of the Indian BPO industry. Business process outsourcing in India, which started around the mid-90s, has now grown by leaps and bounds.

India is now the world's favoured market for BPO companies, among other competitors, such as, Australia, China, Philippines and Ireland. The BPO boom in India is credited to cheap labour costs and India's huge talent pool of skilled, English-speaking professionals. Research by the National Association of Software Services and Companies (NASSCOM) has revealed that quality orientation among leading BPO companies, 24/7 services, India's unique geographic location and the investor friendly tax structure in India have all made the BPO industry in India very popular.

Most of the BPOs works in 3 shifts which means to say that, they'll be working all 24 hours in a day. Hence the activities will be going on throughout the day and sometimes employees will be working in more than one shift to complete their tasks and reach their targets, which might make them exhausted and more stressed. They will be spending more time in office than at home. There are also some situations where employees go to their home once in 3 days.

Hence a thought was given that BPO would be an ideal place to carry out this study.