

Yoga Intelligence in Management and Organizational Behavior

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Abstract: *In this paper we research if there is correlation between yoga intelligence and working competences of managers. Yoga intelligence, as relatively new concept, enables support to and follow-up of development of the ability of recognition and management of inner potentials in employees and perception of the deeper sense, i.e. meaning of the working activities. There was conducted education and yoga practice on sample made of 30 managers in Serbia during the period of three months (twice a week – asanas, complete yoga breathing, kapalabhati, bastrika, ekagrata, relaxation). Control group was made of respondents – managers who didn't practice yoga. Results of this research show that yoga practitioners have a higher level of self-motivation, awareness about their body, emotions and mind processes than the control group respondents. Results suggest that yoga practice has a beneficial influence on the organizational behavior, empowers spirit of collectiveness and team work. Yoga practice enables employees to gain better knowledge about possibilities that are available to them and that are related to body, emotional and mind capacities, to understand them better which is the basis for their management. It can be an instrument of organizational management used to increase working competences of managers.*

Key words: *yoga, yoga intelligence, management, organizational behavior*

Introduction

In this paper we research effects of the yoga educational program which aimed to improve working competences in managers. Concept of the yoga intelligence indicates ability of perception, understanding, management and recognition of the deeper meaning, inner potentials (energetic, physical, mind, emotional, social, motivational) that can be attained through yoga practice.

Contemporary management understands importance of human potentials development because achievement of organizational goals depends on efficacy of employees. Yoga intelligence, as relatively new concept, enables support to and follow-up of development of the ability of recognition, understanding and management of inner potentials in employees and perception of the deeper meaning of the activities carried out.

Research of the yoga intelligence and development of the working competences of managers is directed toward recognition, understanding and managing abilities in order to make possible for employees to have more contentful everyday life (by entering the essential meaning of the working activities that they do every day), and more humane approach for attaining working results for organizations.

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Managers in the organization are the key factor (prism) that all organizational risks and dilemmas are refracting through. Organization can undertake the whole a lot of measures in order to minimize many business risks, and consequences of the risks put at the acceptable level. We conducted this research with intention to discover possibilities to predict research phenomena or the further movement or, more importantly, possibility of managing of the employees' competences by the yoga intelligence. In this paper we research whether yoga intelligence will prove to be the instrument of the more humane approach to the members of organization in improvement of the working competences and better adaptation of the organization to the market requests. We also research whether the abilities that characterize yoga intelligent manager can be a useful instrument in the process of planning, organizing, leading, coordination and control and help to human resource management in the process of planning, attracting and educating of the employees, in the process of development of the employees' potentials, their carriers and in promotion of the healthy life style.

From the organization point of view, knowledge, skills and adequate behavior of the employees lead to the performance improvement, and from the point of view of the employee, effectiveness is provided by the adequate qualifications, i.e. ability to perform one specific working role. In order to be able to follow up development of the competences of its employees, organization sets observability of competences. Observability is inherent to the nature of the certain working place, but there are attempts to set the general criteria and levels of development of the employees' competences (*Dreyfus, 1986*).

About the concept of yoga intelligence

Yoga intelligence can be defined as the ability to use resources as a whole, the ability to realize, understand and manage our deepest meanings, relations and goals, while recognizing the implication. We can also perceive yoga intelligence as the ability to manage our development, while searching for the meaning in the process of making aware, understanding, acceptance and managing cognition (knowledge), affects, motivation, social relations and energy, physiological and creative processes.

The concept contains only those abilities that were identified to be in direct connection with the yoga method. Indicator Mind processes doesn't include all processes but only those that are in direct connection with yoga practice. Method of concentration the most directly influences strengthening of attention, and therefore it is part of the yoga intelligence concept.

Table 1. Concept of the yoga intelligence

YOGA INTELLIGENCE		
AWARENESS	MEANING	MANAGEMENT
1.	2.	3.
1. ENERGY PROCESSES		
2. PHYSIOLOGICAL PROCESSES		
3. MOTIVATIONAL PROCESSES		
4. EMOTIONAL PROCESSES		
5. CREATIVE PROCESSES		
6. SOCIAL RELATIONS (COMMUNICATIONAL PROCESSES)		
7. MIND PROCESSES		

Awareness as the component of the concept of yoga intelligence includes awareness of oneself and surrounding, honest assessment and objective valuation. Awareness of oneself enables recognition of the inner signals, how they influence us and the surrounding, whether they refer to the energy flow, physiological processes, self-motivation, affects, creative processes, social relations and mind processes.

Search for the meaning helps yoga practitioner to recognize what he/she believes in, to recognize disposable potentials, believes, what does he/she strive for (awareness of one's own deepest life goals) and what does he/she take responsibility for.

Yoga practice influences the change of the perception of reality. Yogi searches for the deepest meanings. Yoga practices enable practitioners to gather all fields of life through the discourse of purpose and meaning.

Finding the meaning means the ability to perceive unpredictable life occasions as guidelines for development and maturation, mostly relying on depth of experience, i.e. insight, with the aim to achieve unity – the state of *samadhi* (Nikić, 2011).

Research

There was conducted research on the sample of 30 managers in Serbia. The average age of the respondents was 39 years of age. Respondents practiced yoga for 3 months, twice a week. The program that takes 90 minutes included *asanas*, *pranayama* (*bastrika*, *kapalabhati*, complete three-fold yoga breathing), *dharana*, *dhyana* and relaxation. Control group consisted of managers who didn't participate in the training program. There was assessed yoga intelligence before the yoga practice and after the practice of the yoga program. There were used instruments YI (Nikić, 2010), demographic questionnaire and MRK (instrument for measurement of the working competences of managers). Statistical method that were used are correlation and regression analysis. Questionnaire for estimation of the yoga intelligence requires the respondent to range offered options of behavior in different conditions. Measurement was conducted by the scales of self-estimation. Scale of the yoga intelligence contains the subscales divided into classes. All subscales are the Lykert type of scales.

In the test, there were extracted the following indicators of the yoga intelligence: awareness (recognition, honest assessment and valuation), search for meaning and managing (energy, locomotor, respiratory, digestive, uro-genital, cardio-vascular and nervous system, mind processes, emotions and moods, creativity, persistence (self-motivation) and social relations.

Instrument for measuring the working competences measures the efficacy of managers' behavior: do managers perceive the situational dimension, do they express interest in the long term goals and plans of the organization, do they completely perceive complex situations in the organization, do they easily concentrate on the most important goals, presence of the intuitive understanding of business situations, do they express the need to improve the standards, the level of the presence of creativity and invention, level of readiness for organizational changes and to which level they adapt to stress, the quality of the interpersonal relationships.

Hypothesis that there is a connection between indicators of the yoga intelligence and indicators of the working competences of managers was individually assessed by the statistical methods of correlation and regression analysis.

Table 2. Indicators of the efficiency of working behavior

	1.	Perception of the situational dimension
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Working behavior	2.	Interest in the long term goals and plans
	3.	Perception of the complex situations completely
	4.	Concentration on the most important goals
	5.	Intuitive understanding of the business situations
	6.	Expressing the need for the standards improvement
	7.	Creativity and inventiveness
	8.	Readiness for organizational changes
	9.	Amortization of stress
	10.	Interpersonal relationships

Results of the research

High correlation (0,41**) was noticed in the IMWC indicator (perception of the situational dimension) and YI indicator (management of the mind processes). There was confirmed expectation of the high correlation (0,38*) between indicators IMWC (interpersonal relations) and indicator YI (management of emotional relations), as well as IMWC (readiness for organizational changes) and YI (awareness of energy flow) (0,36*).

YI indicator (management of the mind processes) correlates with two more IMWC indicators (interest in the long term goals and interest in the plans of organization). There was expected and confirmed correlation between YI indicator (management of creativity) with IMWC indicator (presence of creativity and inventiveness in managers). Correlation was also noticed between IMWC indicator (interest in improvement of the standards in organization) and YI indicator (management of self-motivation).

Table 3. Coefficients of expressed correlations

CORRELATED VARIABLES	Pearson's correlation coefficient
IMWC - PERCEPTION OF THE SITUATIONAL DIMENSION YI – UNDERSTANDING OF THE MIND PROCESSES	0,41**
IMWC - INTEREST IN THE LONG-TERM GOALS OF THE ORGANIZATION YI – MANAGING MIND PROCESSES	0,32*
IMWC - INTEREST IN THE PLANS OF THE ORGANIZATION YI – MIND PROCESSES MANAGEMENT	0,33*
IMWC - PERCEPTION OF THE ORGANIZATION AS A WHOLE YI – AWARENESS OF EMOTIONS	0,23*
IMWC - INTUITIVE UNDERSTANDING OF THE BUSINESS SITUATIONS YI – AWARENESS OF MIND PROCESSES	0,23*
IMWC - INTEREST IN IMPROVEMENT OF STANDARDS IN THE ORGANIZATION YI – SELF-MOTIVATION MANAGEMENT	0,18*
IMWC - PRESENCE OF CREATIVITY AND	0,26*

INVENTIVENESS YI – CREATIVITY MANAGEMENT	
IMWC - READINESS FOR ORGANIZATIONAL CHANGES YI – AWARENESS OF ENERGY FLOW	0,36*
IMWC - HUMAN RELATIONS YI – EMOTIONAL RELATIONS MANAGEMENT	0,38*

* - correlation significant at the level 0,05
** - correlation significant at the level 0,01

There was conducted regression analysis where, as important predictors, there were isolated the following variables: Mind processes understanding where it explains criteria variable 21,6%. By the step-by-step method, we added variable Mind processes management, where they both contribute to the criteria explanation with 28,4%. By adding the variable Awareness of energy flow, percentage of explained variance grew on 31,4%. Adding the variable Emotional relations management, percentage of explained variable grew for 4,6%. Variable Creativity management increases percentage of the explained variance on 45%.

Table 4. Results of the regression analysis

Predictor variables	Percentage of explained variance (R^2)
Mind processes understanding	21,6%
Mind processes understanding + Mind processes management	28,4%
Mind processes understanding + Mind processes management + Awareness of energy flow	31,4%
Mind processes understanding + Mind processes management + Awareness of energy flow + Emotional relations management	36%
Mind processes understanding + Mind processes management + Awareness of energy flow + Emotional relations management + Creativity management	45%

Yoga practice beneficially effects organizational behavior, it strengthens the spirit of collectiveness and team work. Yoga practice enables managers to get acquainted with possibilities that are available to them, regarding the body, emotional and mind capacity, and to understand them better, which is the basis for management.

Results of the research confirmed the basic hypothesis that yoga practice is directly connected to the behavior of the employees in organization and improvement of the working competences in managers. Behavior of the employees in control group (who didn't practice yoga) wasn't changed.

When the competence is not perceived from the aspect of profession, but from the horizon of organization, then the primary goal for the organization itself is that competent people give it their endless contribution. Each working place requires specific competencies of the employee. However, in this paper, we evaluated general and very important managers' competences from the perspective of the yoga practice contribution.

Practicing yoga can be a good suggestion for accomplishing basic tasks of the organization that is constantly learning. Yoga intelligence of the managers can be seen as an instrument for the successful management of organizational changes because it can significantly affect the basic premise, the adoption of the values and norms of behavior. Yoga intelligent manager bases relations between employees on the principles of trust, openness and readiness.

Self-discipline or ability to manage computer program are not the only important characteristics for success. Equally important are the ability to recognize, understand and manage ones' feelings, thought calmness and concentration of attention. Stable and balanced members of the organization are more resilient and they much easier tolerate effects of the various organizational stressors in the organization environment.

Managers were taught through the yoga training to satisfy their need to influence the change in the world around us by skillful response to it, that is, that they will most effectively influence the change in the world around them if they start to apply what they require from the world by themselves. Processes of individual transformation, which carry basic structural changes in lifestyle resulting from the practice of yoga, are of great importance, given that the intensity and extent of the coverage reach the fundamental changes in the creation of a new organizational environment and society as a whole.

Modern society and knowledge-based economy, much less accepts rigid, factual, academic and textbook knowledge, but points to the importance of human wisdom, acquiring new skills because they create innovations, offer a solution to the problems and act for the common good.

More recent review of theories and researches in management indicate that the direction based on resources of knowledge and competence became the dominant framework.

Conclusion

We can conclude that there exists the need for much stronger connecting of the yoga practice and management, on one side, with the concept of the development of employees' potentials, on the other side. We can conclude that fastness and final success of the process of organizational socialization depend upon adaptation of the employees' perspective and that yoga practice can help in that. Yoga practice gives the employees health, but also different perspective of the perception of reality. After the yoga practice, organizational reality is perceived deeper and more contentful, so behavior of employees also changes. There is expressed higher inventiveness, greater freedom in investigating and higher stress amortization.

Therefore, in development of the employees' competences, yoga practice can help in increasing awareness and perception of the organizational reality from different angles. Yoga practice improves the abilities of the individual and it makes possibility for insuring more humane working surrounding and greater working results for the organizations.

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