

# The Effects of Rajyoga Meditation on Decision-Making and Leadership Competence among Company Employees.

**Mithilesh Kumar Singh**

Research Scholar from Gujarat State India, Manipur International University and Centre for Academic Research, Education Wing Brahmakumaris Mount Abu, Rajasthan, India

## **Abstract:**

Cognitive clarity and emotional resilience will be the most important in terms of effective leadership and decision making in the volatile, uncertain, complex and ambiguous (VUCA) environment that the contemporary corporate sectors are found in. While mindfulness practices have been extensively studied, Rajyoga meditation—a cognitive-behavioral spiritual practice taught by the Brahma Kumaris—remains under-researched regarding its specific impact on executive functions. The proposed research design will be based on a mixed-methods, quasi-experimental study to examine how a 12-week intervention of Rajyoga meditation can transform the decision-making styles and leadership abilities of corporate employees and managers. This study will use the Melbourne Decision Making Questionnaire (MDMQ) and Multifactor Leadership Questionnaire (MLQ) in conjunction with mini-structured interviews to find out whether or not the practice of Rajyoga is associated with a decrease in decisional hypervigilance and an increase in transformational leadership behaviors. These results are expected to benefit the disciplines of Organizational Behavior and Occupational Health Psychology because they will confirm the effectiveness of spiritual-cognitive interventions as a potential instrument of human resource growth.

**Keywords:** Rajyoga Meditation, Stress Management, Industrial Employees, Mental Health, Holistic Practices, Emotional well-being, Organizational Health.

## **1. Introduction**

### **1.1 Background of the Study**

The modern business environment is highly pressure filled and the managers and the staff are often faced with situations where they have to make quick and high stakes decisions. Occupational burnout is an occupational phenomenon identified by World Health Organization (WHO), which is usually caused by persistent stressful situations at work that was not successfully addressed. Decision fatigue and leadership deficits, in this case, are structural problems associated with cognitive overload and emotional dysregulation, as opposed to personal ones.

Organizations have resorted to contemplative practices in order to alleviate these problems. Although Mindfulness-Based Stress Reduction (MBSR) is a standard in corporates, there is an increased interest in specific methods of meditation that provide alternative cognitive processes. Rajyoga meditation which is not the same as the physical Hatha yoga it is a mental practice. It does not entail mantras or physical poses

but concentrates on the notion of soul-consciousness a change in identification with the physical self and identification as a spiritual being coupled with a specific relationship with a Supreme Source.

### **1.2 Context of Decision-Making and Leadership**

The decision-making process at the corporate setting is not necessarily a purely rational one; it is very dependent on emotional stability, prejudice, and levels of stress. Leadership competence, in its turn, is no longer characterized only by technical prowess, but by soft skills, i.e., emotional intelligence (EQ), empathy, and resilience. In this research, it is assumed that such self-regulative processes as the self-regulation processes encouraged by Rajyoga, namely, the process of detached observation (Sakshi Bhav), can contribute directly to the improvement of these competencies.

## **2. Statement of the Problem**

Even though corporate wellness programs are widely available, there isn't enough empirical support to differentiate between the various forms of meditation and their particular effects. The majority of the literature currently in publication confuses "mindfulness" with "meditation." In contrast to the non-judgmental awareness of traditional mindfulness, Rajyoga entails a special kind of cognitive restructuring, or reframing the self.

Furthermore, while research shows that Rajyoga has physiological benefits like lowering blood pressure and managing cortisol, there is little research on its impact on executive functions and organizational behavior. It is unclear if practicing Rajyoga leads to meaningful improvements in strategic decision-making and leadership behaviors among corporate professionals. This gap makes it difficult for HR professionals to support spiritual interventions for leadership development with data.

## **3. Research Questions and Objectives**

### **3.1 Primary Research Question**

Does a structured 12-week Rajyoga meditation program significantly improve decision-making patterns and leadership skills in corporate employees and managers compared to a control group?

### **3.2 Specific Research Questions**

1. How does Rajyoga meditation affect decision-making styles (vigilance vs. procrastination/buck-passing) among employees?
2. What impact does Rajyoga have on specific leadership dimensions (Transformational, Transactional, and Laissez-faire) among managers?
3. Is there a connection between the frequency of Rajyoga practice and the level of reported occupational stress?

### **3.3 Objectives :**

- To evaluate how effective Rajyoga is in reducing unhelpful decision-making styles (e.g., hypervigilance, defensive avoidance).
- To measure changes in perceived leadership effectiveness and emotional intelligence before and after the intervention.
- To explore the experiences of employees regarding their mental clarity and emotional stability after practicing Rajyoga.

## 4. Significance of the Study

### 4.1 Academic Significance

This study connects Spiritual Psychology and Management Studies. By isolating Rajyoga as the independent variable, the research improves our understanding of how specific cognitive-spiritual practices influence executive functions needed in management.

### 4.2 Practical Importance

If Rajyoga proves effective, organizations can implement cost-effective, non-religious training programs to:

- Reduce "decision paralysis" among middle management.
- Encourage "Conscious Leadership," which involves higher ethics and empathy.
- Improve employee retention by enhancing psychological well-being.

## 5. Review of Literature

### 5.1 Theoretical Background :

The study relies on **Self-Determination Theory (SDT)** and **Neuroplasticity**. SDT emphasizes that autonomy, competence, and relatedness are key for optimal performance. Meditation practices are said to enhance "autonomy" by helping individuals detach from immediate stressors (Ryan & Deci, 2000). Furthermore, research shows that regular meditation thickens the prefrontal cortex, the area responsible for planning and decision-making (Lazar et al., 2005).

### 5.2 Empirical Studies on Rajyoga Meditation

Research by Gupta et al. (2018) showed that Rajyoga practitioners had lower serum cortisol levels and higher parasympathetic dominance compared to non-meditators, indicating better stress management. However, this study focused on physiological markers rather than workplace behaviors.

### 5.3 Meditation and Decision-Making

Hafenbrack et al. (2014) found that even brief mindfulness sessions could reduce the "sunk cost bias," allowing managers to make more rational decisions. However, "decision-making" is complex. The conflict theory of decision-making (Janis & Mann, 1977) classifies styles into adaptive (vigilance) and maladaptive (panic, avoidance). There's a lack of data on how Rajyoga impacts these specific coping styles.

### 5.4 Meditation and Leadership Skills :

Modern leadership theory highlights "Transformational Leadership," which motivates and inspires followers. A study by Reb et al. (2014) linked leader mindfulness to better employee well-being and performance. Rajyoga's focus on "soul-consciousness" aligns with Authentic Leadership theory, which demands high self-awareness and moral values. This research seeks to empirically test this connection.

### 5.5 Identification of Gaps :

Current literature focuses mainly on Mindfulness-Based Stress Reduction (MBSR). Rajyoga, which promotes active thought creation (affirmations) rather than passive observation, may lead to different outcomes regarding proactive leadership. This study addresses the lack of long-term control-group studies specifically using the Rajyoga method in corporate settings.

## 6. Conceptual Framework

The study views **Rajyoga Meditation** as the Independent Variable. The intervention is expected to influence the Dependent Variables: **Decision-Making Competence** and **Leadership Competence**.

- **Mediating Variables:** Reduced Cognitive Load, Emotional Regulation, and Stress Reduction.
- **Moderating Variables:** Years of experience, organizational role (Manager vs. Employee).

#### **Explanation:**

The framework suggests that Rajyoga practice improves self-awareness and reduces the stress response. This emotional regulation frees up mental resources, allowing for vigilant decision-making instead of panic-based choices. Additionally, increased empathy and self-regulation help foster Transformational Leadership behaviors.

## **7. Research Methodology**

### **7.1 Research Design A Quasi-Experimental Non-Equivalent Groups Design will be used.**

- **Experimental Group:** Employees participating in a 12-week Rajyoga training program.
- **Control Group:** Employees from a similar department/company receiving no intervention (wait-list control).
- **Time Horizon:** Longitudinal (Pre-test, Post-test after 12 weeks).

### **7.2 Population and Sample :**

- **Population:** Mid-level managers and staff at Hindusthan Chemicals Company.
- **Sampling Technique:** Purposive sampling.
- **Sample Size:** Total N=200 (n=100 experimental group, n=100 control group). Power analysis indicates this size is adequate.

### **7.3 Data Collection Instruments :**

- 1. Demographic Survey: Age, tenure, role, prior meditation experience.**
- 2. Melbourne Decision Making Questionnaire (MDMQ):** A standardized tool measuring four decision-making styles: Vigilance, Buck-Passing, Procrastination, and Hypervigilance.
- 3. Multifactor Leadership Questionnaire (MLQ - 5X Short):** To assess Transformational, Transactional, and Passive/Avoidant leadership styles.
- 4. Adherence Log:** Self-reported minutes of daily meditation (for the experimental group).

### **7.4 Intervention Protocol (Experimental Group)**

- **Week 1-2:** Introduction to Rajyoga philosophy and basic techniques (open-eyed concentration).
- **Week 3-12:** Daily 30-minute practice (audio-guided).

### **7.5 Data Analysis Plan :**

- **Quantitative:** Data will be analyzed using SPSS.
  - Descriptive statistics for demographics.
  - Repeated Measures ANOVA to compare the experimental and control groups.
  - Pearson Correlation to assess the relationship between practice duration and outcome variables.
- **Qualitative:** A subset of 10 participants from the experimental group will undergo semi-structured interviews. Data will be analyzed using Thematic Analysis to identify key themes from their experiences.

### **7.6 Ethical Considerations:**

- **Informed Consent:** Participants will be fully informed about the study's purpose.
- **Voluntary Participation:** Participants can withdraw at any time without penalty.
- **Confidentiality:** All data will be anonymized.
- **Debriefing:** The control group will be offered Rajyoga training after the study.

## 8. Expected Outcomes:

1. **Decision-Making:** The experimental group is expected to show a significant decrease in "Hypervigilance" and "Procrastination" scores on the MDMQ compared to the control group.
2. **Leadership:** Managers in the experimental group are anticipated to score higher in "Transformational Leadership" (especially in the Idealized Influence and Inspirational Motivation subscales of the MLQ).
3. **Stress:** An inverse relationship is expected between the daily Rajyoga practice time and reported stress levels.
4. **Qualitative Insight:** Interviews are expected to show that practitioners feel more detached from workplace issues, enabling clearer and more objective decision-making.

## 9. Limitations of the Study:

1. **Self-Selection Bias:** Participants willing to join a meditation study may already be more open to self-improvement than average.
2. **Self-Report Measures:** The MDMQ and MLQ rely on honest self-evaluation, which can be affected by social bias.
3. **Duration:** Twelve weeks may be enough for initial changes, but a long-term study of 6-12 months would be needed to evaluate lasting behavioral changes.
4. **Lack of Active Control:** Comparing Rajyoga to "no intervention" does not show whether Rajyoga is better than other relaxation methods.

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