



## Impact of Transcendental Meditation (T.M.) on Job Involvement of Lower Management Staff of Metro City

**Ruchir Ahuja<sup>1</sup> and V.S. Gusain<sup>2</sup>**

1. A-54, Sector-52, Noida, U.P.-201307, Email: ruchirahuja777@gmail.com

2. Assistant Professor, Yoga Department, Sri Lal Bahadur Shastri Rashtriya Sanskrit Vishwavidyalaya (University), Qutub Institutional Area, Delhi.

Email: vijaygusain22@gmail.com

### ABSTRACT

The current research study was conducted to investigate impact of Transcendental Meditation (T.M.) on Job Involvement of lower management staff of an organization. A pre-and-post research design with control group was adopted for the study.

A sample of 20 male workers was taken from House Keeping Department of a shopping mall of the Delhi Metro City and were divided into two groups, i.e., experimental and control group, each of 10 subjects. The subjects were homogenous in terms of economic, social and educational status and with the age range of 21 to 30 years. The subjects of experimental group were initiated to Transcendental Meditation practice and they practiced this meditation regularly for 20 minutes twice a day for two months. The subjects of the control group were not assigned any specific meditation or relaxation practice rather they remained busy in their daily routine work.

Subjects of both the groups were administered on Job Involvement Scale (JIS) by Dhar, Santosh, Dhar, Upinder and Srivastava, D. K. prior to commencement of their respective interventions. The subjects were re-administered on the same test after two months practice of Transcendental Meditation and daily routine activities. The data were analyzed in two manners i.e., intra-group comparison and inter-group comparison. Statistical Student's 'A' test was applied for the intra-group comparison while statistical 't' test was adopted for the inter-group comparison with criterion of alpha = or  $p < .05$ .

At the Pre-experimental Stage, the subjects of both the groups were found statistically homogeneous on two dimensions of Job Involvement viz., Identification with the Job and Job Centricity. After two months of their respective treatments, the subjects of the experimental group differed with the control group significantly on both the dimensions of Job Involvement viz., Identification with the Job ( $P < 0.0005$ ) and Job Centricity ( $P < 0.0005$ ). Further, in comparison to their pre-experimental stage, subjects of the experimental group improved significantly on the same two dimensions of their Job Involvement viz., Identification with the Job ( $p < 0.005$ ), Job Centricity ( $P < 0.005$ ) at post-experiment stage (after two months of T.M. practice). The results show that two months Transcendental Meditation practice proven beneficial in improving Job Involvement of the lower management staff of the organization..

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## **Introduction:**

Job<sup>1-5</sup> refers to a full-time or part time paid post of employments in which individual does some specific economic role or piece of work or series of tasks. Involvement<sup>1-5</sup> refers to act or process of participating in an activity or event or situations or series of activities or events due to level of interest or enthusiasm or motivation.

According to Lodahl and Kejner (1965)<sup>6</sup>, job involvement means “degree to which a person’s work performance affects self-esteem.” Job Involvement (Lawler, 1970<sup>7</sup> and Lawler and Hall, 1970)<sup>8</sup> is “an intrinsic drive motivates individuals to perform better and they perceive their job to be more centrally value and satisfying.” “Job involvement (Blau and Boal, 1987)<sup>9</sup> is the degree to which a person identifies with his or her job, actively participate in it and considers his or her perceived performance level important to self-worth.” Thus, it can be concluded that Job involvement refers to personnel’s intrinsic drive which motivates them to perform their job with such degree (high or low) of interest or enthusiasm that makes them to perceive their job as source of value and satisfaction. It also means high or low level of interest or enthusiasm, that makes one feel care deeply, for participating in various tasks of one’s job.

## **Concept of Meditation and**

### **Transcendental Meditation (TM):**

Concentration is followed by Meditation. Meditation is experienced as ‘state of bliss and silence.’ It is the state which occurs naturally for a shorter or longer period of time in form of an experience of bliss and silence as an outcome of stretched concentration. It also means, as a practitioner of meditation, one’s duty is just to concentrate for a longer period of time and, meditation will happen its own. So, here too, law of Karma Yoga (do your best and leave the rest) is needed to be followed as. It can be concluded that, meditation is practice of elongated attention on a desired or prescribed object,

form, word or an aspect of divinity while excluding all other objects, forms, words and ideas. Moreover, according to Patanjali too, “*TATRA PRATYAYAIKTANTA DHYANAM*” (P.Y.S. 3/2: Iyengar, 1993)<sup>10</sup> which means “meditation is prolonged concentration.”

Transcendental Meditation (T.M.) is the most-popular and most-widely-practiced technique of meditation which was developed by *Maharishi Mahesh Yogi*. It is a type of *Mantra* meditation in which *mantra* (sacred word) is given during initiation process. Initially, the practitioner visits a certified TM teacher, who asks him to fill a form and interrogate him. On the basis of gathered information and data about practitioner, he/she is given a mantra for *japa* (chanting/repeating). The TM teacher often advises the practitioner to practice T.M. for a minimum period of 20 minutes, twice a day. The meditation is practiced under guidance and supervision of a certified TM teacher for first five days. Till date, five volumes of research papers, each volume is approximate 1000 paged, has been published so far.

### **Review of literature:**

During the past hundred year, physiological, psychological and sociological researches conducted on various meditation techniques. Research studies conducted so far reported that people who practiced Meditation regularly improved their physiological, psychological and sociological states including decreased pulse rate, heart rate and breathing rate, etc. indicating decreased physical tension; greater clarity of thinking, increased tranquility of mind, etc. indicating decreased mental tensions and increased harmony in social relations. As the current research study is psychological in nature, relevant researches conducted so far on Transcendental Meditation (TM), Vipassana Meditation (VM) and Preksha

Meditation (PM) and relaxation-based Yoga techniques (e.g., Yog Nidra) reviewed.

**PROBLEM:**

After reviewing the literature on effects of meditation on psychological aspects of human being, the present investigators motivated to take this research work for further exploration and hence selected the problem – “Impact of Transcendental Meditation on Job Involvement of Lower Management Staff of Metro Cities.”

**Conceptual Clarification of Problem:**

Here, Transcendental Meditation(TM) is meant by the practice of mantra-based meditation technique developed by *Maharishi Mahesh Yogi ji*.

Job Involvement is taken as two of its dimensions, viz., Identification with the Job and Job Centricity.

The Lower Management Staffs taken as officials of House Keeping Department of the shopping mall of Delhi Metro City.

**Objective of Study:**

1. The study aims to evaluate the effect of T.M. on the two dimensions of Job Involvement (Identification with the Job and Job Centricity).

2. And to present obtained data scientifically and statistically in quantitative forms.

**HYPOTHESES:**

Four hypotheses, which are directional and declarative in forms, are drawn as under:

1. As the subjects of both the groups (experimental and control) drawn from similar population hence it is hypothesized that no significant difference will be found in the levels of Job Involvement dimensions of the subjects of relevant groups.
2. As compared to subjects of control group (normal activities) the subjects of experimental group, (practicing TM) will show significant improvement in both the dimensions their Job Involvement.
3. As compared to their pre-experimental stage the subjects of experimental group (subjected to P.M.) will show significant improvement in both the dimensions of Job Involvement after two months practice of T.M.
4. The subjects of the control group will not statistically differ in their levels of Job Involvement after two months of normal activities.

**METHODOLOGY:**

**Research Design**

A pre-and-post research design, with control group, was adopted as follows:

S. No.	Groups / I.V.	Experimental stage (Pre) / DVs	Experimental stage (Post) / DVs
1.	Experimental group (Transcendental Meditation) N=10	Job Involvement Variables	Job Involvement Variables
2.	Control Group (Normal activity) N=10	-do-	-do-

**Subjects:**

A purposive sample of Twenty healthy male volunteers from housekeeping department of Ansal Plaza, shopping mall, New Delhi, with the age range of 21 and 30 years with similar educational and socio-economic status (below supervisor post), were taken for the study. All the subjects were normal in their health status on various clinical parameters on examination. The purpose of the study was explained to all the subjects and they gave their consent to

participate in this research study.

**Tests:**

**Job Involvement Scale (JIS)** by **Dhar, Santosh, Dhar, Upinder and Srivastava, D. K.**(2001)<sup>11</sup> was used for the present investigation. The test is standardized scale which measures two dimensions of Job Involvement. Its reliability and validity coefficient are subsequently 0.71 and 0.83.

**Procedure:**

The subjects were divided into two groups,

each of 10 subjects. The first group served as an experimental group and subjected to Transcendental Meditation (TM) while the second group (control group) was not assigned any meditation technique or other relaxation based Yog activity. **Dr. B. P. Gaur, who is first-batched-direct-disciple of Maharishi Mahesh Yogi ji initiated the subjects of experimental group into TM technique.** The subjects practiced TM under his guidance and supervision for five days and later continued practiced with his assistants and follow up for 20 minutes twice a day for two months. The subjects of control group were not given any treatment and they continued with their normal activities. The subjects were assessed on afore-said test prior to the commencement of respective treatments (TM practice and normal activities) and at the termination of the investigation (after two months).

**Variables and Control:**

In the present study, Transcendental Meditation (T.M.) is Independent Variable (I.V.), whereas the dimensions of Job Involvement dimensions are Dependent Variables (D.V.). Adequate attempts were made to control the extraneous and relevant variables like subject relevant, situation relevant and sequence relevant by adoption of sound strategy.

**RESULTS:**

The scores obtained on Job Involvement

Scale (JIS) analyzed and presented in tables 1 to 4. The obtained data were analyzed in two ways- (i) Inter-group comparison, and (ii) Intra-group comparison. For the inter group comparison, i.e., experimental group vs. control group, the statistical ‘t’ test was used to derive the net effect of Transcendental Meditation on the subjects of the experimental group in comparison to those of the control group of normal activity. For the intra-group comparison, Students’ ‘A’ test was used to find out the significant changes, if any, occurred in the subjects of the same groups after two months of their respective interventions.

**Inter-group Comparison: Experimental vs. Control Group**

**Pre-experimental phase**

It is observed in table-1 that subjects of Experimental Group (TM group) and Control Group (normal activity group) did not show any significant difference on their job involvement levels at the pre-experimental stage. It implies that both the groups are homogenous at their pre-experimental stage on their levels of job involvement. The proposed first hypothesis is supported by this finding.

Table 1  
 Mean, S.D. and ‘t’ values for Experimental & Control Group at Pre-Experimental Stage  
 (N=10 for each group)

Job Involvement Variables	Experimental Group		Control Group		‘t’ (two-tailed)	p<
	Mean	SD	Mean	SD		
Identification with the Job	24.20	1.600	24.40	1.356	0.520	NS
Job Centricity	16.10	1.757	16.40	1.113	0.791	NS

NS = Not Significant

**Post-experimental phase:**

After two months of respective treatments, the subjects of both the groups (experimental groups as well as control group) were re-administered on the same test (JIS).

Table 2  
 Mean, S.D. and ‘t’ values for Experimental & Control Group at Post-Experimental Stage  
 (N=10 for each group)

Job Involvement Variables	Experimental Group		Control Group		‘t’ (one tailed)	p<
	Mean	SD	Mean	SD		
Identification with the Job	25.80	0.748	24.20	1.777	4.503	0.0005
Job Centricity	17.60	0.800	16.60	1.113	3.233	0.0005

The data presented in the table- 2 reveal that after two months of their respective treatments, the subjects of experimental group significantly improved their **Job Involvement** in two dimensions viz., **Intra-group comparison:**

**Experimental Group:**

Table 3 presents the Mean and Students’ ‘A’ values of experimental group at pre-and post-experimental–stages.

**Identification with the Job (P<0.0005) and Job Centricity (P<0.0005)** in comparison to the subjects of control group. The results fully corroborate the proposed hypothesis second of this study.

Table 3  
 Mean and ‘A’ values for Experimental Group  
 at Pre-Experimental Stage and Post-Experimental Stage (N=10).

Job Involvement Variables	Pre-Mean	Post Mean	Sandler’s ‘A’	P<
Identification with the Job	24.20	25.80	0.172	0.005
Job Centricity	16.10	17.60	0.173	0.005

The results reveal that in comparison to their pre-experimental stage, the subjects of the experimental group showed significant improvement in both the dimensions of the **Job Involvement, viz., Identification with the Job (p<0.005), Job Centricity (P<0.005)** after two months of TM practice. The results fully support the earlier proposed hypothesis third of this study.

**Control Group:**

Table 4 presents the mean and Students’ ‘A’ values of control group subjects. It shows that no significant changes in the subjects of the group were found between pre- and post-stages. It means, that the subjects of this group did not improve their job involvement due to their continued normal activities. Thus, hypothesis four is supported by the results.

Table 4  
 Mean and ‘A’ values for Control Group  
 at Pre-Experimental Stage and Post-Experimental Stage (N=10)

Job Involvement Variables	Pre-Mean	Post Mean	Sandler’s ‘A’	P<
Identification with the Job	24.40	24.20	7.000	NS
Job Centricity	16.40	16.60	9.500	NS

NS = Not Significant

## DISCUSSION:

The obtained results indicate that the subjects of both the groups were homogenous on their levels of Job Involvement at the baseline. The subjects of experimental group, who practiced Transcendental Meditation (TM) for two months, improved their levels of Job Involvement in comparison to their pre-experimental stage as well as to the subjects of control group at post-experimental stage. The control group, which was not assigned any specific intervention rather they continued their daily routine activities, did not show any significant change in their levels of Job Involvement. The findings of this study are found to be similar to the results of the studies on T.M. and V.M. and all the proposed hypotheses are fully corroborated by these findings as follow:

According to Dhar, S., Dhar, U. and Srivastava, D.K. (2001)<sup>11</sup>, **Identification with the Job** is the composition of motivating job, identification with job, interesting job, job satisfaction, liking for the job and enjoying work and **Job Centricity** is the composition of importance of job, care for job, work is not burden, happiness out of job completion.

Frew (1974)<sup>12</sup> investigated effect of T.M. on productivity and found that it improved work performance, increased work satisfaction (**Identification with the Job**), improved relations with co-workers and supervisors, decreased turn-over propensity, decreased self-report climb orientation/increased climb orientation as reported by supervisors. Friend (1975)<sup>13</sup> observed effect of T.M. on work attitude and behaviors and found that T.M. practicing subjects improved work performance, increased work satisfaction (**Identification with the Job**), improved relations with co-workers and supervisors. Jonsson (1975)<sup>14</sup> investigated relationship between T.M. and organizational

development and found T.M. practicing subjects to have enhanced ability to accomplish more with less effort, greater alertness, attentiveness, and initiatives (**Identification with the Job and Job centricity**). They also enhanced greater self-confidence, greater decision-making ability (**Job Centricity**), greater ability to assign priorities (**Job Centricity**), greater ability to co-operate with others and greater respects for views of others. They were found to be less easily irritated, less often angry, less tendency to worry about people's opinions and less often tired (**Identification with the Job**).

Alexander, Swanson, Rainforth and Carlisle (1993)<sup>15</sup> found positive effects of the transcendental meditation program on stress reduction, health, and employee development. Parihar (2005)<sup>16</sup> observed impact of Vipassana Meditation (V.M.) on subjective wellbeing (Subjective Wellbeing Inventory) of top and middle management staff of Indian government and found Vipassana Meditators significantly higher ( $p < 0.01$ ) than the non-meditators in their subjective wellbeing. The meditators also experienced reduction in stress, nervousness, agitation, anger, anxiety, strain, physical and mental health problems along with improvement in concentration, memory, decision making abilities, communication skills, fewer mistakes at work, efficiency, energy, time management, patience (**Identification with Job and Job Centricity**). They also experienced improvement in compassion, respect for other and relationship with seniors and subordinates (**Job Centricity**). Gaur, Gusain and Ahuja (2014)<sup>17</sup> also observed positive effects of two months of T.M. practice on three areas of Occupational Self Efficiency viz., Adaptability, Personal Efficiency and Positive Attitude out of six variables on Male personnel. Gusain and Gautam (2019)<sup>18</sup> found positive influence of

Preksha Meditation (P.M.) on six dimensions of Occupational Self Efficiency viz., (Confidence(P<0.01), Command(P<0.01), Adaptability(P<0.01), Personal Efficiency(P<0.005), Positive Attitude(P<0.01) and Individuality(P<0.01). Sudha (2012)<sup>19</sup> investigated effect of cultural asanas as prescribed by B.K.S. Iyengar and Suryanamaskar as prescribed by Swami Satynanda Saraswati on Traffic Policemen and found significant reduction in anxiety and **improvement in job involvement**.

The research study of Shiba K, Nishimoto M, Sugimoto M, Ishikawa Y (2015)<sup>20</sup>, on implications of meditation practice and its association with the job performance among Japanese business people, indicate that “meditation practice may have positive effects on enhancing multiple dimensions of job performance, including work engagement, subjective job performance, and job satisfaction (*Identification with Job and Job Centricity*)”

#### CONCLUSION:

A two months Transcendental Meditation

practice improved Job Involvement in its both dimensions, viz., **Identification with the Job and Job Centricity** in the subjects of the experimental group. It means that and the subjects found the job to be motivating, interesting, satisfying, and enjoying work (**Identification with the Job**) and the subjects stopped considering job as burden, rather started deriving happiness out of the job and hence cared and given importance to their job (**Job Centricity**). The normal activities did not improve Occupational Self Efficacy on any of six dimensions.

#### SUGGESTIONS:

As the present research study is a small sampled, short duration (two months) research study on the males belonging to the lower management staff, hence it is suggested to conduct further research study to investigate and explore effect of Transcendental Meditation and other established forms of meditation on larger sample size, for a longer duration, on both the genders and all the three levels of management (top, middle and lower) staff.

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