



MEDITATION AS A PATH TOWARD IMPROVED MANAGEMENT PRACTICE

**Sharma Khemraj, Dr. Sneha Patnaik, Dr. Hsinkuang Chi,
Dr. Wann Yih Wu, Dr. Phramaha Chakrapol Acharashubho Thepa,
Dr. Netnapa Sutthirat**

Department of Business Administration, Management Science, Nanhua University, Taiwan.

Email: khemraj8517@gmail.com

Assistant Professor, School of Public Health, KIIT University, India.

Email: sneha.patnaikfph@kiit.ac.in

Department of Business Administration, Management Science, Nanhua University, Taiwan.

Email: hkchi@nhu.edu.tw

Department of Business Administration, Management Science, Nanhua University, Taiwan.

Email: wywu@nhu.edu.tw

Faculty of Religion and Philosophy, Mahamakut Buddhist University, Thailand.

Corresponding Author: Email: chakrapol.the@mbu.ac.th ORCID: 0000-0001-9184-4273

Faculty of Religion and Philosophy, Mahamakut Buddhist University, Thailand.

Email: netnapalot322@gmail.com

Abstract

Meditation and mindfulness are certain concepts that derived from Buddhism back thousands of years. The application of meditation along with mindfulness within secular contexts has flourished over the past few years with their usefulness in workspace settings. Mindfulness is the awareness that is derived from paying complete non-judgmental attention to a specific purpose in the present scenario. The main aim of this study is to evaluate how meditation helps in improving management practice within an organization that leads to improved work productivity. This study has used secondary quantitative data collection and analysis procedures to complete the research objectives. Secondary data has been gathered from different journals and articles, also gathered information has been analyzed with the help of SPSS. It has been found that being mindful with the use of meditation enhances leadership qualities that enable the person to win the trust of the team and encourage them into action.

Keywords: *Mindfulness, Meditation, Manager, Organization, Employee, Calm, Anxiety, Stress*

Introduction

Mediation is the execution of concentration that helps to bring oneself back to reality and addresses stress, whether negative or positive. It can also decrease areas of depression, anxiety, high blood pressure, chronic pain, and heart disease. The process of meditation has been across for many

years, and different types of meditation have been connected to various philosophies. Meditation is also considered a segment of being untainted and free-spirited by societal pressure; it also comprises better brainstorming, confidence, and less stress. Group meditation aids in building community, trust, and solicitude for others. It is also a substantial way to direct the team and make better recommendations that will positively affect the business environment. Systematic meditation can improve an individual's attention span; it is an essential practice when anyone desires to maintain their ability to concentrate throughout long working hours. Meditation is based on concentration though it also alleviates the mental effort required to stay more focused. Furthermore, being centred and relaxed enhances the capability to stay calm under pressure and also increases work productivity. An individual's body can be competent in how to relax in stressful conditions, develop self-confidence, and attain a more optimistic mindset by regularly practising meditation.

The practice of mindfulness meditation can guide enhancements in problem-solving unique solutions and also encourage divergent thinking. The more individuals consistently practice meditation, the more open they are to creative and bold ideas. The two types of meditations that appeared to have traversed the longest time span are “Tranquility or Samantha” and “Meditation or Vipassana.” Calm meditation aims to offer the mindset to be clear, stable, strong, and serene. However, by developing the mind to observe things as they really are provide an essential foundation for insight meditation. Generally, emotions, mainly the management of negative emotions, have always been ignored in organizational life. An increasing rate of stress and burnout, suffering from work pressure, low levels of employee betrothal and improving requirements with fewer sources have made meditation a timely yet essential process.

Research Aim & Objectives

Research Aim

The primary aim of this research is to evaluate how meditation can improve management practices that further guide to better work culture in an organization.

Research Objectives

The fundamental objectives of this research are

- To know the challenges in management practice within an organization
- To identify how meditation can help better management practice by reducing stress
- To recommend how organizations can implement meditation practice in their work culture

Research Questions

R.Q.1: What are the challenges in management practice within an organization?

R.Q.2: How can meditation guide better management practice by reducing stress?

R.Q.3: How do organizations implement meditation practice in their work culture?

Research Hypothesis

H1: Implementation of meditation can improve management practice in an organization.

H0: Implementation of medication cannot improve management practice in an organization.

Literature Review

Challenges of Management practice within an organization

The principles of management must be deeply recognized by organizations to be cultivated enough to encounter the obstacles in the present scenario. The current environment of a volatile economy force organization to implement and build practical approaches to control endowed individuals' functionality(Paakkanen *et al.*2021). This becomes exceptionally acute in the factor of industries that continue to extend to new markets. Medication in organizations has been linked with improved trust, cooperation, increased prosocial identity, and more sense of value and worth.

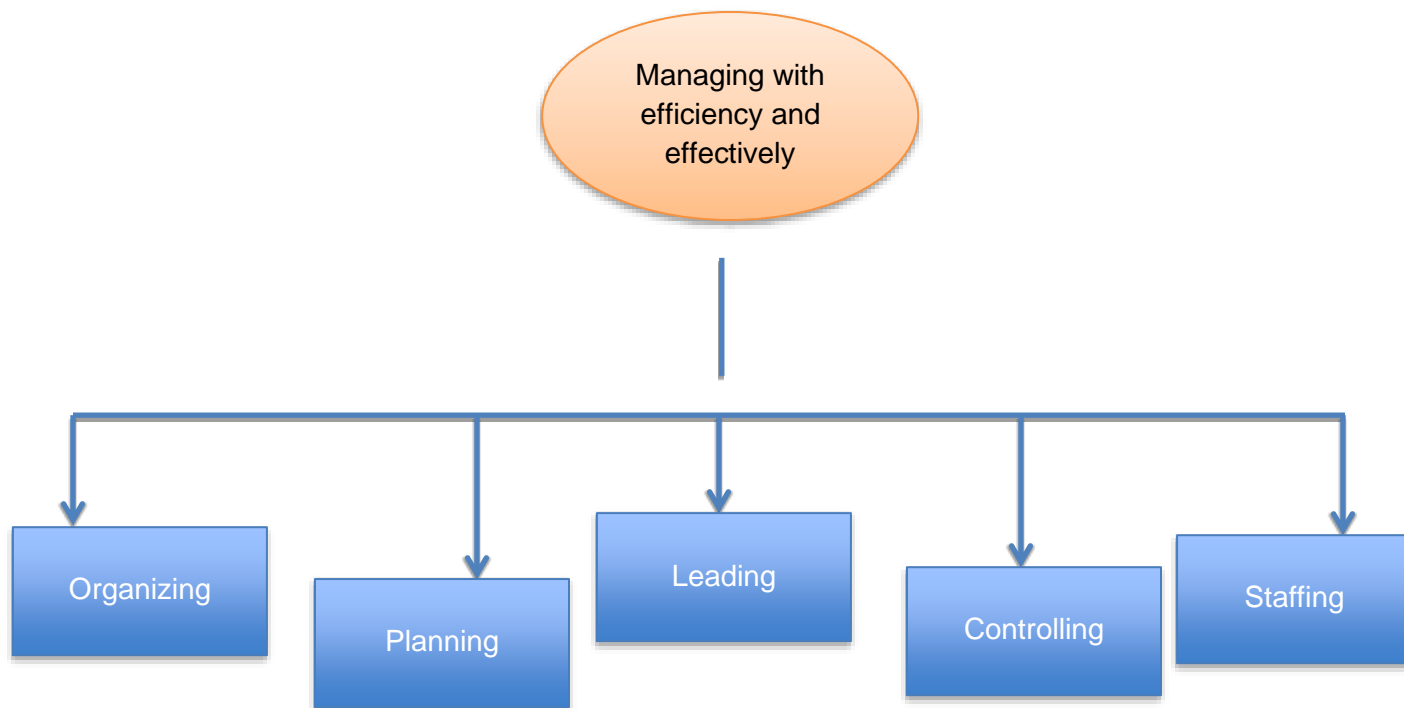


Figure 1: Main functions of management in an organization

(Source: Self-developed)

From the above figure, it can be understood that management in an organization is a strategic discipline that comprises a set of five different general functions. These five functions are organizing, planning, leading, controlling, and staffing. The practice of compassionate meditation within an IT organization can improve regular experiences of optimistic emotions of employees, which in turn affects purpose in mindfulness, life, depressive symptoms, and work satisfaction (Levey and Levey, 2019). Furthermore, among public service workers, compassion from seniors positively anticipates future work engagement, reduced job burnout, the behaviour of organizational citizenship, and client-rated service-linked performance. Compassionate behaviour can be achieved through meditation which has been connected with increased commitment and attachment to one's company and resulted in decreased turnover rates (Li *et al.* 2021). However, managing with uncertainty, complex interrelationships, constant transformation, ambiguity, and paradox is a segment of most managers' or leaders' regular working lives. It is progressively

identified that these factors consequences in sickness absence, presenteeism, and stress-related health issues, which in turn impact the performance of managers or leaders themselves. This can be better understood by "Operant Conditioning Theory" as this is the simplest form of all the motivation theories. This theory generally states that an individual will do things for which they are recompensed and will ignore doing certain things for which they might be punished. This premise is often termed the "law of effect"; this theory mainly concentrates on gaining insights into voluntary behaviours (Cherry, 2019). The expression "operant conditioning" defines learning outcomes from individuals "operating on" the situation.

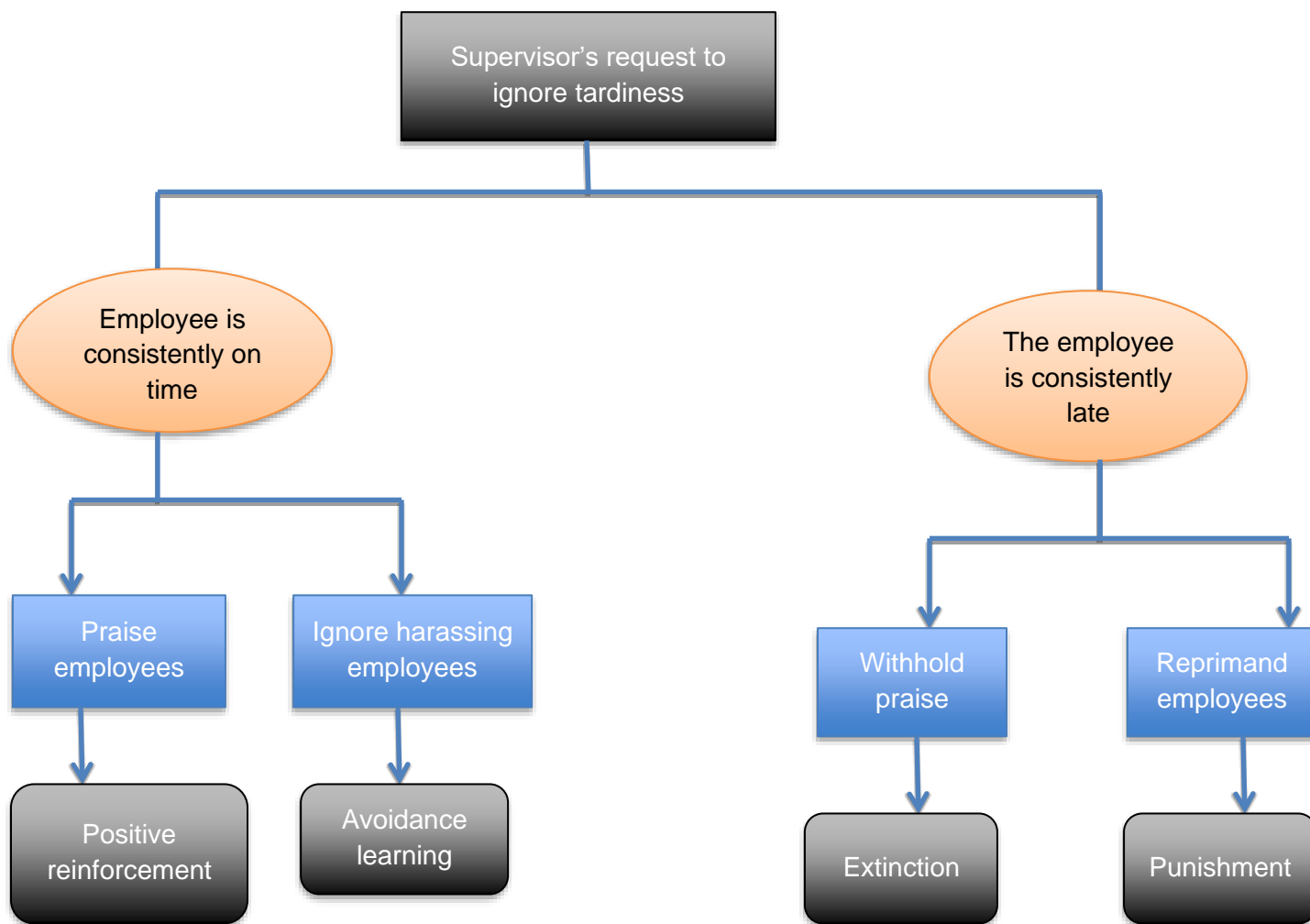


Figure 2: Operant Conditioning Model

(Source: Self-developed)

From the above figure, it can be stated that positive reinforcement comprises ensuring that behaviour converges with positive outcomes. Encouraging an employee to do the assignment properly is a prime example of positive reinforcement. Negative reinforcement includes the elimination of unpleasant results once desired behaviours are narrated. The negative stimulus within the environment will last until positive behaviour is exhibited. Extinction is the elimination of rewards following all negative behaviours in an organization (Maru *et al.* 2021). It has been observed that when individuals are rewarded for unethical behaviours, they tend to do greater levels of such actions further. Punishment includes representing negative results following some undesirable behaviours. As per example, conferring an employee a warning for frequently being late to work, the utilization of punishment is one of the most disputed problems of behaviour alteration strategies.

The advantages of meditation in better management practice

Meditation has different benefits for individuals' personal and professional lives that help to manage stress conditions better and grow confidence. Meditation can definitely help to deal with complicated clients and ace meetings along with speaking management by calming the mind in stressful situations.

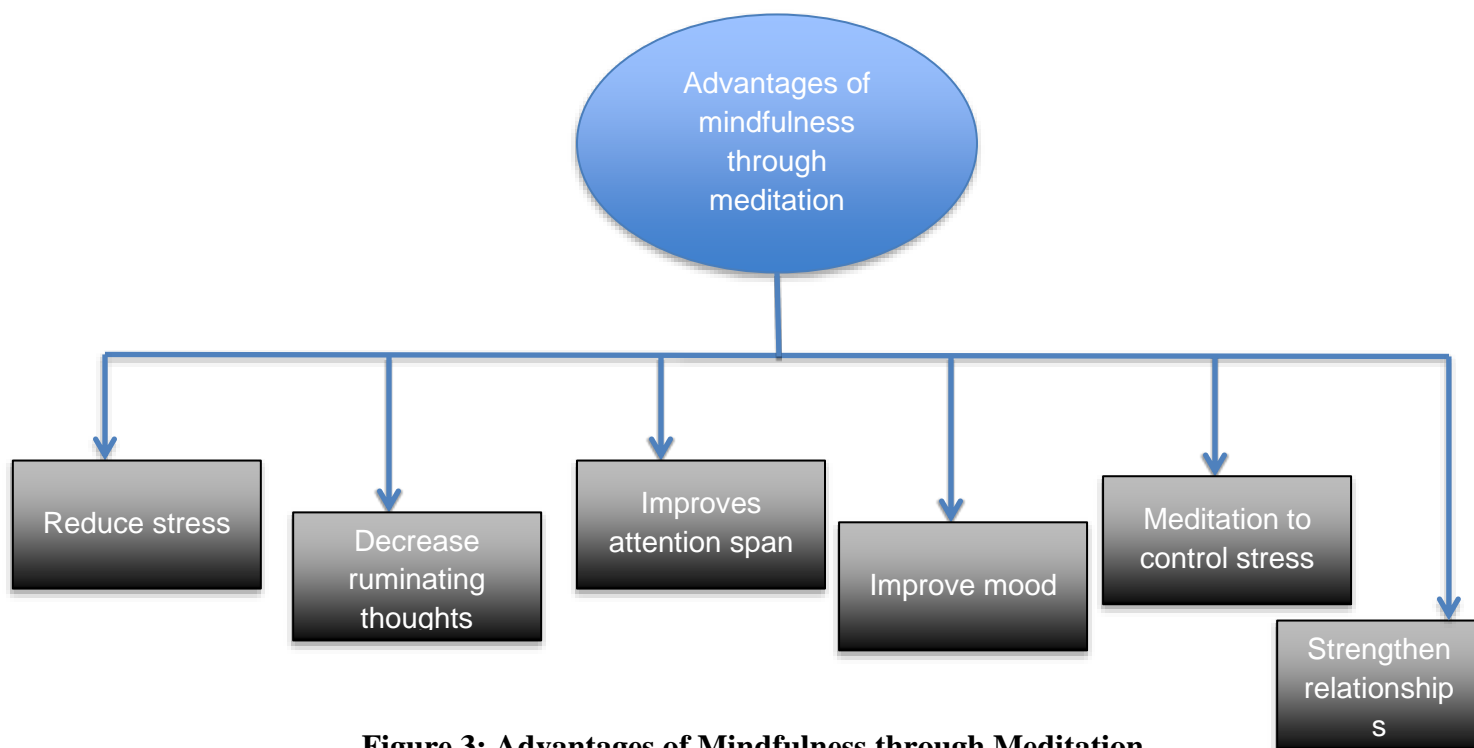


Figure 3: Advantages of Mindfulness through Meditation

(Source: Self-developed)

The advantages of meditation for better management practice are

- Reduce stress - Meditation has been observed to cause alteration in a person's brain that can assist with ultimate stress reduction.
- Decrease ruminating thoughts - A ruminating thought is when individuals replay a troublesome thought in their mind over and over (Creswell *et al.* 2019). As per example, at the time an employee works on a task for some time, pouring soul into the work. Although at the time of the presentation did not get the expected response from clients after all the hard work. This can be quite challenging to let go of those negative comments and lead a life without feeling stressed. Other than playing with negative comments over and over with a loop in mind, the healthy practice to do would be to move forward further. Meditation can help to decrease those ruminating thoughts by assisting to better concentrate on the present time rather than the incidents in the past.
- Improves attention span - Practice of daily meditation improves an individual's attention span, which can work awe for daily productivity.
- Improve mood - The compatible practice of meditation can also have a remarkably beneficial effect on an individual's overall mood, comprising reducing severe anxiety and depression (Kay and Skarlicki, 2020). Regular practice can assist in carrying this positive thinking into the workplace and increase satisfaction.
- Mediation act as a medium of stress reduction - Stress has been connected to a broad range of medical issues such as heart disease, hypertension, depression, substance abuse, and anxiety. The application of mindfulness meditation helps in the decrease of stress-related problems and also improves a sense of control within their lives.
- Strengthen professional and personal relationships - improved mindfulness guides to notable enhancement in work relationships due to the expression of different emotions and better communication. After becoming emotionally intelligent with the help of meditation, work relationships become natural and more straightforward, which also helps to manage critical situations in the workplace. Moreover, individuals who meditate tend to manifest more acceptance towards other people and can develop more holistic and welcoming work environments.

Mindfulness is termed as generally being purposeful and present in an individual's workspace and head. People who have been instructed in "mindfulness" become much more aware of how their specific mind works in certain conditions (Jha *et al.* 2019). Mindful individuals have unique solutions to whatever critical problem they may encounter. However, people who are mindful have a huge sense of awareness of how they communicate to others, to the next generations and to the community. Mindfulness can be achieved by doing any type of meditation; the practice of deep breathing can relax each part of the mind and body. At the time individuals set a time to exercise mindfulness within the workplace, they will be more able to concentrate on one particular thing at a time. Mindfulness through meditation in the workplace is now becoming more significant as this generation alters from a manufacturing to a comprehension-based economy (Chin *et al.* 2019). The physical body is the basic "means of production" within a manufacturing economy, yet in an economy which is knowledge-based, here brain is the significant "means of development". At the time a manager is unable to concentrate, that becomes a significant issue as each negative emotion impact decision-making.

Mindfulness within the workplace permits managers to relinquish the past along with future thoughts and concentrate on the present scenario. A manager who is proficient in this ability can grasp meetings that occur in the present time and are devoid of old meetings (Marais *et al.* 2020). Managers of organizations should learn the process of controlling their emotions and be calm in every serious situation, and this can be achieved by practising meditation. At the time the managers guide their team well enough, their organizations will become more profitable and ultimately escort to career advancements. This will can be due to the matter that the employees they manage, mainly within the knowledge economy, are capable to work in a more effective and productive manner. The mindfulness skilled managers have moved behind "being effective" to altering the way they observe and connect with the world (Williams and Polito, 2022). They have gained the knowledge of how to control their nervous system by calming down their mind with the help of meditation. They also have a great practical Knowledge of how to solve all real-world problems in crucial times. The managers who do not get training in mindfulness through meditation cannot reflect their abilities.

The mindfulness practices through meditation are

- Pay attention – It is quite hard to ignore the present world problems and things that are happening around themselves. They should take some time to experience their environment with all of their senses such as sound, touch, and sight.
- Live in the present moment – They should calm their mind through meditation and bring an accepting, discerning and open attention to every work they do.
- Accept one – In order to practice better management process in an organization, managers should accept themselves and also encourage other employees to do the same thing.
- Concentrate on breathing – At the time individuals have negative thoughts, they should sit down and take deep breaths by closing their eyes. This can help to calm their mind as well as their nervous system, that bring the ability to handle the present scenario professionally. All organizations should implement meditation programs in the work curriculum to improve the ability of the employees to better cope with work related stress.

Methodology

The main purpose of a research methodology is to narrate the reasoning beyond the researcher's approach of the study. Application of research methodology assists in understanding the process in analyzing the particular research of role of meditation in better management practice. Moreover, the procedures of research methodology also guide to common errors that might create limits in the research process. Apart from that, the researchers have tries to apply every detail process of research methodology that can aid in better asses of the subject matter. Research approaches are procedures and plan for particular research, this study has used deductive research approach. The main reason to use deductive research approach as it aims to develop a theory with more concepts and specifications of data analysis. A research philosophy is a bunch of general beliefs that lead the design and evaluation of a research study (Kaushik and Walsh, 2019). This study has used positivism research philosophy as it tries to eliminate metaphysics, due to this structured observation and data collection is enabled. Research design assists in narrating the framework of the study topic that will aid in the selection of the analysis as well as collection pattern (Al-Eisawi, 2022). This study has used exploratory research design as it assists a researchers in acknowledging different types of thoughts and ideas needed to complete the study.

The explanatory research design has ignored as it assists the concept of a longitudinal study that was not required in this particular subject. Data or are identified as useful collection of facts and information that help in studying any research subject with better details (Thomas *et al.* 2022). The data collections assists in deriving more specific results to research procedures and enables a specific framework of research work. Data analysis is the procedure of modeling, analyzing, and collection information using different logical as well as statistical methods (Hariri *et al.* 2019). This study has used secondary data to collect information, and the gather information has been analyzed through SPSS. This study has used a quantitative data collection method as it is fast, scientific, reliable and focused. The research has used secondary quantitative data collection as an analysis method, as secondary data has been collected from different journals. The collected from secondary means has been analyzed with the software called SPSS to get more scientific results. Quantitative data applies the statistical information that are quite helpful in recording certain data of large sample sizes in minimum time.

The data has been gathered from three countries, United States, and West Europe, for the analysis of need for meditation practices in the workplace for the managers. One of the variable taken for extracting the data is Stress level, and the percentage is specific for different countries as collected from secondary sources. 38% is the stress level of the managers working in organizations in US in 2010. The percentage is identical in the case of Canada in 2012, and it is 46% within West Europe in 2014. US and Canada possessed 57% of stress level in 2016 and 2018 which is more than they had before. It has been reduced in West Europe in 2019 than 2014 as it is 39%. On the other hand, the implementation of the rate of meditation was 37.20% in US in 2010 (Stress.org, 2020). It was 23.50% in Canada in 2012, 30.30% in West Europe in 2014, and the percentage level decreased in US and Canada in 2016 and 2018 as they are 25.50% and 15.60%. On the contrary, there has been an increase in the percentage of execution of rate of meditation in West Europe as it is 30.20% in 2019. The data have been collected from secondary sources that include Google Scholar. No harm has been done to anyone while gathering data, and the data has been taken from authentic sources only. However, one of the biggest limitation has been found in this study that is the dataset contains less data. This has occurred due to the scarcity of less information regarding the execution of meditation practices for improving management practices. The articles that do not possess data regarding the application of practices of meditation has been not included within this study.

Data Findings and Discussion

Year-wise data has been found regarding the stress level of managers of different countries across the globe. The analysis has been done with the help of SPSS software, and the years that have been taken to figure out the stress level are 2010, 2012, 2014, 2016, 2018 and 2019. Additionally, the countries that are involved in finding data are the United States, West Europe and Canada.

| Descriptive Statistics | | | | | | |
|--------------------------------------|----------------|----------------------|----------------------|-------------------|-----------------------------|-----------------------|
| | N Statistic | Minimum Statistic | Maximum Statistic | Mean Statistic | Std. Deviation Statistic | Skewness Statistic |
| Year | 6 | 2010 | 2019 | 2014.83 | 3.488 | -.216 |
| Stress Level | 6 | 38.00% | 57.00% | 45.8333% | 9.15241% | .589 |
| Implementation Rate of Meditation | 6 | 15.60% | 37.20% | 27.0500% | 7.34323% | -.332 |
| Valid N (listwise) | 6 | | | | | |

| Descriptive Statistics | | | |
|-----------------------------------|------------------------|-----------------------|------------------------|
| | Skewness Std. Error | Kurtosis Statistic | Kurtosis Std. Error |
| Year | .845 | -1.453 | 1.741 |
| Stress Level | .845 | -2.179 | 1.741 |
| Implementation Rate of Meditation | .845 | .533 | 1.741 |
| Valid N (listwise) | | | |

Table 5.1: Descriptive Statistics

It has been understood from the above statistics that the minimum statistic is 2010, and the maximum one is 2019. The mean statistics is 2014.83 that refers to the fact that the increase and decrease of Stress levels among managers worldwide have occurred mostly in 2014. The value of the Standard Deviation is 3.488, that is not close to the mean and hence, is considered as not usual. This indicates that there has been an increase in the stress level of individuals in meditation in the current scenario. The growth of stress levels among managers of different organizations in the world has been understood from the percentage in the above table. 38% was the percentage of stress level in 2010, however, it has been increased and has become 57% in 2019. The percentage of mean statistics is 45.83% and the Standard Deviation is 9.15%. These values have pointed out the increase in stress level that has been a matter of grave concern. The rate of implementation of

meditation in 2010 was 15.60%, and there has been an increase in this rate as it has been 37.20% in 2019. This refers to the fact that the people who are related to the managerial activities of the organization are concerned about their stress levels. It has denoted the matter that organizations are much concerned about the stress on managers and, therefore, have taken the initiative of implementing meditation. This has been analyzed from the increase in the execution of meditation within companies across the globe. It has been evaluated from the values of skewness and kurtosis that there has been a need to implement meditation in all organizations globally. This is required as the values of above-mentioned statistics have exemplified the reduction in capacity of decreasing stress levels among people in managerial positions.

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1 | Implementation Rate of Meditation, Stress Level ^b | | Enter |

a. Dependent Variable: Year
b. All requested variables entered.

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .563 ^a | .317 | -.139 | 3.723 |

a. Predictors: (Constant), Implementation Rate of Meditation, Stress Level

Table 5.2: Regression Model Summary

It has been understood from the table above that year is the Dependent Variable and Stress Level, and Implementation of the rate of meditation is Independent Variable. The correlation in the middle of the independent and dependent variables is represented by R-value (Bina *et al.* 2021). R-value in this study is 0.563, that is regarded as good and has been taken for analysis later. R-square depicts the net variation in the matter of dependent variable, which can be elucidated by

independent variables (Smita, 2021). R-square value is 0.317 and is observed as less than 0.5, hence, the model is not effective enough in determining the relationship. Adjusted R-Square portrays the generalization possessed by outcomes. It is necessary to possess a distinction in the middle of R-Square along with minimum Adjusted-R Square. The value of Adjusted-R Square obtained from the table is -0.139, that is negative. This depicts that the data collected for determining the stress level amidst managers worldwide is less.

| | | Coefficients^a | | | | |
|-------|-----------------------------------|------------------------------------|------------|----------------------------------|---------|------|
| | | <u>Unstandardized Coefficients</u> | | <u>Standardized Coefficients</u> | | |
| Model | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 2014.278 | 17.362 | | 116.014 | .000 |
| | Stress Level | .107 | .239 | .281 | .448 | .685 |
| | Implementation Rate of Meditation | -.161 | .298 | -.338 | -.540 | .627 |

a. Dependent Variable: Year

Table 5.3: Coefficients

It has been understood from the above table that the rate of implementation of meditation is much less as compared to the rate of increase in the level of stress in the managers. The value of the former is -0.161, and the latter is 0.107. The negative value of the execution rate indicates the unconsciousness and carelessness of organizations worldwide in implementing meditation to improve practices of management. The Standard Error of the Coefficient of Stress Level is 0.239, and that of the execution of meditation rate is 0.298. This indicates that a considerable amount of awareness is needed for organizations to ameliorate management practices to a great extent. Values of Stress Level and Implementation of Rate of Meditation under Standard Coefficients Beta are 0.281 and -0.338. This means that managers have to depend on meditation to improve their practices of management, that, in turn, will increase the productivity and reputation of different enterprises globally. The t-value of both the Independent Variables are 0.448 and -0.540, which depicts the significance of executing meditation for managers working in firms internationally.

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|------|-------------------|
| 1 | Regression | 19.256 | 2 | 9.628 | .695 | .565 ^b |
| | Residual | 41.577 | 3 | 13.859 | | |
| | Total | 60.833 | 5 | | | |

a. Dependent Variable: Year
b. Predictors: (Constant), Implementation Rate of Meditation, Stress Level

Table 5.4: ANOVA

The Sum of Squares in the matter of Regression is 19.256, and for Residuals is 41.577. It has been acknowledged from these values that Independent Variables are not able to explain the variance of stress levels in different countries that occur in distinct years. The Degree of Freedom in the case of Regression is 2, and for Residual is 3. This depicts that the level of stress and execution of meditation in organizations across the globe has not always been done in consecutive years. There has been a vast difference between the Mean Square of Regression and Residual, which has been understood from the above table. This means the importance of meditation is not acknowledged by individuals working in distinct enterprises globally. F, as well as, Sig. values from the ANOVA table are 0.695 and 0.565, thus, it has been understood from the values that the stress level and execution of meditation are reliable in predicting dependent variable.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 2010 | 1 | 16.7 | 16.7 | 16.7 |
| | 2012 | 1 | 16.7 | 16.7 | 33.3 |
| | 2014 | 1 | 16.7 | 16.7 | 50.0 |
| | 2016 | 1 | 16.7 | 16.7 | 66.7 |
| | 2018 | 1 | 16.7 | 16.7 | 83.3 |
| | 2019 | 1 | 16.7 | 16.7 | 100.0 |
| | Total | 6 | 100.0 | 100.0 | |

Table 5.5: Frequency of Dependent Variable (Year)

It has been understood from the Frequency of Dependent Variable that there has been an increase in the Cumulative Percent with the increase in the year. This refers to the increase or decrease of rate of stress levels among managers working in distinct enterprises in United States, Canada and West Europe.

| | | Stress Level | | | Cumulative |
|-------|--------|--------------|---------|---------------|------------|
| | | Frequency | Percent | Valid Percent | Percent |
| Valid | 38.00% | 2 | 33.3 | 33.3 | 33.3 |
| | 39.00% | 1 | 16.7 | 16.7 | 50.0 |
| | 46.00% | 1 | 16.7 | 16.7 | 66.7 |
| | 57.00% | 2 | 33.3 | 33.3 | 100.0 |
| | Total | 6 | 100.0 | 100.0 | |

Table 5.5: Frequency of Independent Variable (Stress Level)

The lowest Cumulative Percentage for minimum Stress Level, 38% is 33.3. It has been increased to 50% in the case of Stress Level of 39%. 66.7% is the Cumulative Percent of the Stress level, 46%. The maximum Cumulative Percentage for Stress Level, 57%, is 100%. It has been analyzed from the Cumulative Percentages that countries have tried to reduce the stress level by meditation in improving management practices.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | 15.60% | 1 | 16.7 | 16.7 | 16.7 |
| | 23.50% | 1 | 16.7 | 16.7 | 33.3 |
| | 25.50% | 1 | 16.7 | 16.7 | 50.0 |
| | 30.20% | 1 | 16.7 | 16.7 | 66.7 |
| | 30.30% | 1 | 16.7 | 16.7 | 83.3 |
| | 37.20% | 1 | 16.7 | 16.7 | 100.0 |
| | Total | 6 | 100.0 | 100.0 | |

Table 5.6: Frequency of Independent Variable (Implementation Rate of Meditation)

It has been understood from the above table that there has been an increase in the Cumulative Percentage with the increase in execution of meditation rates across the world. Therefore, the growing concern of Stress levels among people in managerial positions has increased the execution of meditation rate within organizations across the globe.

In the findings of Paakkanen *et al.* (2021), it has been figured out that there has been a need for meditation in the workplace to improve the daily activities within the workplace. Meditation practice has a good impact on social support, life satisfaction, and illness symptoms. However, it has been portrayed by the authors of this study that Meditation has not suited every individual always in an organisation. It may not be suitable for regular constraints of companies without perfect resources with regard to skillful management possessed by challenging experiences within the enterprises. This research paper has depicted that there has been a requirement for the development and testing of interventions that can improve the practices of management. Hence, it has been analyzed from the findings of this study that different interventions must be used to develop the management practices that are not based on meditation. Findings of Mortlock, (2020) suggest that meditation is not a solution to get relief from the pressure of tasks performed by managers. Furthermore, it has been depicted within this study that it may be counter-productive and sometimes, causes adverse impacts on the performance and reputation of the companies. However, it has been mentioned within this research project that practical function can be done by the meditation practices against antidepressants.

The author has stated that Meditation is the effective technique to increase the attention of people, especially those who are working in managerial positions. However, it is not always necessary to possess meditation while doing training for mindfulness. The results of Oeijet *al.* (2022) has revealed that innovation adoption within employees along with supportive leadership, requires meditation to a great extent. It is highly valuable in the case of managers as they are considered as the decision-makers of organisation. They possess the responsibility of supervising all the activities of the enterprises and have to manage the work on time. They work with excessive pressure and have to provide total effort for smooth running of the organization. They have to support their employees in every challenging task and have to handle each work. Hence, they are considered as the supportive leaders of the organization, and it has been analyzed that they need to do meditation for reduction of mental pressure. The importance of meditation has been depicted by the authors in this study.

Conclusion and Recommendation

It has been concluded from the above discussion that there has been a need for meditation in the case for managers working in different organizations worldwide. The tasks of enterprises can be done accurately, that will result in smooth functioning of entire companies all over the world. It has been analyzed from the findings of this particular study that there has been a need for growing the concern for meditation within organizations. It has been suggested that meditation must be practised for the reduction of stress. People can focus on work better with the help of regular meditation, that can increase memory, as well as, mental clarity. It will aid in with span of attention and allows every person to stay emphasized longer. In order to do this effectively, there has been a need to provide training to managers who perform tasks within organizations. Yoga trainers should be called weekly to teach meditation that can heal the stress-related issues of managers. Managers should be motivated to meditate twice a day by every organizations to improve their performance. Leisure time must be increased for them, and they should be advised to meditate within the interval of the leisure period. This will not hamper organizations' tasks and will have a fruitful impact on management practices.

References

- Al-Eisawi, D., 2022. A design framework for novice using grounded theory methodology and coding in qualitative research: Organisational absorptive capacity and knowledge management. *International Journal of Qualitative Methods*, 21, p.16094069221113551.
- Angraini, S., Reniati, R., Khairiyansyah, K. and Saputra, D., 2023. The Impact of Marketing Strategies and Service Quality on Customer Satisfaction: A Case Study of Massage Chair Service Users. *International Journal of Magistravitae Management*, 1(1), pp.14-31.
- Bina, N.S., Fitri, Y., Sihotang, S.F. and Saragih, R.M.B., 2021, April. Use of autograph learning media to improve mathematic communication skills. In *2nd Annual Conference on Social Science and Humanities (ANCOSH 2020)* (pp. 86-91). Atlantis Press.
- Cherry, K., 2019. What is operant conditioning and how does it work. *How reinforcement and punishment modify behavior. Verywell Mind*, pp. 4.
- Chin, B., Slutsky, J., Raye, J. and Creswell, J.D., 2019. Mindfulness training reduces stress at work: A randomized controlled trial. *Mindfulness*, 10, pp.627-638.
- Creswell, J.D., Lindsay, E.K., Villalba, D.K. and Chin, B., 2019. Mindfulness training and physical health: mechanisms and outcomes. *Psychosomatic medicine*, 81(3), p.224.
- Hariri, R.H., Fredericks, E.M. and Bowers, K.M., 2019. Uncertainty in big data analytics: survey, opportunities, and challenges. *Journal of Big Data*, 6(1), pp.1-16.
- Jha, A.P., Denkova, E., Zanesco, A.P., Witkin, J.E., Rooks, J. and Rogers, S.L., 2019. Does mindfulness training help working memory 'work' better?. *Current opinion in psychology*, 28, pp.273-278.
- Kaushik, V. and Walsh, C.A., 2019. Pragmatism as a research paradigm and its implications for social work research. *Social sciences*, 8(9), p.255.
- Kay, A.A. and Skarlicki, D.P., 2020. Cultivating a conflict-positive workplace: How mindfulness facilitates constructive conflict management. *Organizational Behavior and Human Decision Processes*, 159, pp.8-20.
- Levey, J. and Levey, M., 2019. Mindful leadership for personal and organisational resilience. *Clinical radiology*, 74(10), pp.739-745.
- Li, H., Wu, Y., Cao, D. and Wang, Y., 2021. Organizational mindfulness towards digital transformation as a prerequisite of information processing capability to achieve market agility. *Journal of Business research*, 122, pp.700-712.

- Marais, G.A., Lantheaume, S., Fiault, R. and Shankland, R., 2020. Mindfulness-based programs improve psychological flexibility, mental health, well-being, and time management in academics. *European Journal of Investigation in Health, Psychology and Education*, 10(4), pp.1035-1050.
- Maru, M.G., Mantouw, S.R. and Andries, F., 2021. The reflection of the pandemic experience in contagion (an operant conditioning theory criticism). *JPPI (Jurnal Penelitian Pendidikan Indonesia)*, 7(3), pp.418-429.
- Mortlock, J.T., 2020. More than meditation: how managers can effectively put the science of workplace mindfulness to work. In *The Routledge companion to mindfulness at work* (pp. 251-265). Routledge.
- Oeij, P.R., Hulsegge, G., Preenen, P., Somers, G. and Vos, M., 2022. Firm Strategies and Managerial Choices to Improve Employee Innovation Adoption in the Logistics Industry. *Journal of Innovation Management*, 10(1), pp.76-98.
- Paakkanen, M., Martela, F., Hakanen, J., Uusitalo, L. and Pessi, A., 2021. Awakening compassion in managers—A new emotional skills intervention to improve managerial compassion. *Journal of Business and Psychology*, 36, pp.1095-1108.
- Smita, M., 2021. Logistic regression model for predicting performance of S&P BSE30 company using IBM SPSS. *International Journal of Mathematics Trends and Technology*, 67(7), pp.118-134.
- Stress.org, 2020. *Workplace Stress*, [Online], Available at: <https://www.stress.org/workplace-stress> Accessed on: 21st August, 2023.
- Thomas, J.R., Martin, P., Etnier, J.L. and Silverman, S.J., 2022. *Research methods in physical activity*. Human kinetics, pp. 2.
- Williams, E.C. and Polito, V., 2022. Meditation in the Workplace: Does Mindfulness Reduce Bias and Increase Organisational Citizenship Behaviours?. *Frontiers in Psychology*, 13, p.747983