

## **Role of Yoga in Conflict Management and Wellbeing: (Two Case Studies: In Work Place and In Social Situations)**

**Dr. Smita Trigun Kulkarni**

Deputy Collector (Retired), Clinical Psychologist and Director,  
Aadimaya Industries

### **Abstract**

**Background:** Yoga plays vital role in our personal as well as public life. Yoga leads to a perfect harmony between mind and body, individual and universal consciousness. Thus helps to reduce conflict and build up emotional harmony and manage daily stress and its consequences.

**Objectives:** Through the analysis of 2 Case studies

1. To understand the Yoga Initiative -**Hitaguj** (हिटगुज) (and its benefits on role conflict, anxiety and stress).
2. To understand the effects of advance yoga technique-MSRT and to find out its benefits on role conflict, anxiety and stress.
3. To find out the strategy to replicate such initiative throughout the state/ nation (with some suitable variations)

**Method:** Empirical Qualitative Study

**Case study 1:** Hitaguj (हिटगुज) initiative

Daily 25-30 min Yoga Protocol and self-reporting /Observations by Govt. staff /HoD.

**Case study 2:** The use of Mind Sound Resonance Technique (MSRT) by citizens and feedback

### **Results**

1. The Yoga Initiative –“**Hitaguj**” ( for Govt. Staff) and **MSRT practice** ( For Citizens) were helpful for decreasing Role Conflict and reducing stress level, anger and anxiety and better self- understanding, better communication and acceptance of the others and calmness of mind

### **Conclusion**

Daily practice of simple Yoga Protocol and use of some advance yoga technique can enhance wellbeing and Reduce role conflict in workplace as well as in social situations/family

---

**Key Words:** Silence, Aum Chanting, Yoga protocol, MSRT, Hitaguj, Role Conflict, stress, anxiety

### **Background:**

Yoga plays vital role in our personal as well as public life. In the present paper in **first case study** we have analyzed how simple yoga and meditation practices played very important /crucial role for the revenue staff of EGS branch at the collector office, Kolhapur in reducing stress and anxiety and how it helped in reducing the role conflict during Corona Period. Also in addition to this attempt has been made to study how the simple techniques have helped the officer and staff to increase work efficiency, team building, and increased acceptance and better relationship. This in turn how it has helped them for better service delivery and thus in turn brought the “God Governance ”and “ Happiness” in the life of Employees, their family and for the citizens/ public at large. In **second case study** the effects of advance yoga techniques- Mind Sound Resonance Technique (MSRT) on general public were studied and its effects were analyzed.

### **Significance of the Study:**

1. Hitaguj (हिटगुज) ( was the unique initiative at the EGS Branch of Kolhapur Collector Office during the corona period. It started during the lock down period when all the staff of the concerned branch followed 30 minutes of protocol of Yoga, Meditation( period of Silence) followed by Discussion (Satsang/Demonstration/ guest lecture and Happy Assembly at times). It gave totally different perspective of life to all the members of this initiative. The study shall give insights on how the daily 25 -30 minutes inputs brought the changes on the personal, family life and work life of the employees of EGS Branch at Kolhapur Collector Office and this in turn reduced conflict and improved the quality of service delivery for common people

---

2. The voluntary registration and learning the new advance technique of Yoga (called as Mind Sound Resonance Technique – MSRT) helped the to reduce stress and anxiety, better response in conflict situation and increased acceptance and better relationship.

### **Objectives of the study**

Through the analysis of 2 Case studies

1. To understand the Yoga Initiative -**Hitaguj** (हितिगुज) (and its benefits on role conflict, anxiety and stress.
2. To practice advance yoga technique-MSRT and to find out its benefits on role conflict, anxiety and stress.
3. To find out the strategy to replicate such initiative throughout the state/ nation (with some suitable variations)

### **Concepts in the present study:**

#### **Case Study 1**

1. Prayer:
2. Aum Chanting
3. Period of Silence / Meditation
4. Satsang/ Happy Assembly (Discussions / Demonstration)

#### **Case Study 2**

1. Mind Sound Resonance Technique (MSRT)

##### **1. Prayer:**

Prayer is a simple yoga technique that controls our emotions. Starting your day at office with prayer helps to build a congenial atmosphere to evoke, recognize, attenuate and dissipate the emotions. Thus control over emotions is obtained through such prayer. Here prayer refers to “इतनी शक्ति हमें दे न दाता, मन का विश्वास कमजोर हो ना .

“Prayer is nothing else but an intense longing of the heart. Begin, therefore, your day with prayer, and make it so soulful that it may remain with you until the evening. Close the day with prayer so that you may have a peaceful night free from dreams and nightmares”.

When the mind is full of prayerful thoughts, everything in the world seems good and agreeable. Prayer is essential for progress in life. The Collected Works of Mahatma Gandhi— XXV, (1967), p. 321

- Mahatma Gandhi

Prayer is an important part of Yoga. Chanting of prayers helps to cleanse your heart too. Sing loudly with the group; sway with the sound. Let your heart melt. Let go your feelings without inhibitions. Then you feel light in the head. Your emotional suppressions diminish, diffuse. You experience lightness of the heart and joy from the bottom of your heart

##### **2. Aum Chanting:**

Aum is the primordial sound from which the whole universe was created. Aum, also called the Pranava, is the original Word of Power, and is recited as a mantra.

The Upanishada references:

The Upanishads (both the major and minor) are full of references to Aum and meditation on Aum. Below is a small sampling:

1. "He who utters Om with the intention 'I shall attain Brahman' does verily attain Brahman." -  
Taittiriya Upanishad 1.8.1
- "The Self is of the nature of the Syllable Om...Meditate on Om as the Self"  
- Mandukya Upanishad 1.8.12, 2.2.3)
- which the knowers of Brahman know; through it one knows what is to be known." – Brihadaranyaka Upanishad 5.1.1
- "One should meditate on this Syllable [Om]." – Chandogya Upanishad 1.1.1
- "The Syllable Om is the bow: one's self, indeed, is the arrow. Brahman is spoken of as the target of that. It is to be hit without making a mistake. Thus one becomes united with it [Brahman] as the arrow becomes one with the target." – Mundaka Upanishad 2.2.4

❖ Here the officers and staff members of EGS branch use to chant 5 (five) rounds of Aum daily after their prayer.

### 3. Period of Silence(शान्तिसमय) / Meditation:

After the prayers the employee would follow the period of silence for 3-4 minutes. Some times this period was used to be guided silence also.

Meditation is the process of systematically allowing the mind to become still for specific periods of time each day. Through meditation, the relationship between consciousness and the world gradually changes. This is again a process of Yoga, the joining. It is the first step. Once the blissful silence is coming on a daily experience, many other things can be done to enhance and expand it. But first we have to establish a base in consciousness, awaken the silent inner seed of who we are, so to speak.

### 4. Satsang/ Happy Assembly (Discussions / Demonstration)

The ultimate purpose of the life is to reach supreme blissful state (AnandamayaKosh) and to go beyond to that eternal happiness. Our goal is to keep the mind away from worries, anxieties, emotions, blame games, depression of the past, fears of the future and to be in the present, expressing the inner happiness. One of the ways to calm down the mind and to attain peaceful relaxed state is to get into such as activity where you have an innocent entertainment.

The objective is to express divinity within. The main aim is to remove introversion, and bring out the hidden talents.

On the whole this was the opportunity for the staff where they could help themselves in four consciousness development:

1. Civic Sense
2. Service Zeal
3. Patriotic Urge
4. Spiritual urge.

Some tools used to attain this were:

1. Topic: There used to be discussions on various topics where everybody would participate.
2. Demonstrations- they were arranged when guest lecturer would come and guide the employees.
3. Music- solo bhajans devotional songs at time

Case Study 2

### 1. Mind Sound Resonance Technique (MSRT)

Mind Sound Resonance Technique (MSRT) is one of the advanced Yoga Techniques developed by Dr. H. R. Nagendra, Chancellor of S-VYASA University, Bangalore. It is developed specifically to strengthen the immune defense, the will power and thereby promote health and happiness, to combat cancer, AIDS, etc. and thus improves the quality of life and help to reduce conflicts. This is the technique that generates resonance which mainly works through the 'ManomayaKosha' to induce deeper relaxation for both mind and body. It plays an important role on psychological stage, sleep quality, cognitive function and generalized anxiety disorder which is completely evidence based.

### Literature Study:

#### The concept of Good Governance: Ancient and Current

Second administrative reforms commission in its 15th report have talked mainly about state and district administration. The Administration at the State level is the cutting edge of the public administration system in the country. Be it the issue of ration or electoral identity cards, procurement of foodgrains, implementation of employment guarantee schemes, supply of drinking water, mutation of land records, functioning of primary schools and healthcare centres or control of epidemics in the countryside or the pandemic like corona, it is the instrumentalities of the State and District administration with which citizens have to interact.

#### The Goal of Yoga

As mentioned in the introduction the goal of Yoga is to achieve tranquility and transcend the mind-body complex in order to achieve the higher goal of life i.e. self-realization. Health is a fundamental requirement to achieve the higher goals –

- धर्मार्थ सुख साधनं आरोग्य म्मुलमुत्तम ! - (VāgbhattaSanhitā)

As per the available report (Nagendra, Nagaratna, 2013), 15 million people practise yoga in USA amongst which majority are women (Laura, 2003). Yoga has been found to be useful for better physical health as

demonstrated by increased physical stamina as measured by hand grip strength in healthy children and adults (Raghuraj, Nagarathna, Nagendra, Telles, (1997)

Yoga has also been used to improve the psychological well-being of an individual. The antidepressant effect of rhythmic hyperventilation at different rates of breathing (Sudarçanakriyā Yoga or SKY) was studied in a prospective, open, clinical trial (Janakiramaiah, Gangadhar, Naga Venkatesha Murthy, Harish, Subbakrishna, & Vedamurthachar, 2000)

### **Methodology**

The present study is designed to gain the insights about the effects of daily practice of yoga and meditation on the general health, mood, immunity, mental condition, Conflict management and changes in the overall work efficiency

### **Qualitative Approach**

Qualitative approach /methodology capture people's experiences, opinions, attitudes and feelings. 'Qualitative' methods are used to answer questions about experience, meaning and perspective, most often from the standpoint of the participant. These data are usually not amenable to counting or measuring. Qualitative research techniques include 'small-group discussions' for investigating beliefs, attitudes and concepts of normative behaviour; 'semi-structured interviews', to seek views on a focused topic or, with key informants, for background information or an institutional perspective; 'in-depth interviews' to understand a condition, experience, or event from a personal perspective; and 'analysis of texts and documents', such as government reports, media articles, websites or diaries, to learn about distributed or private knowledge.

Here daily notes of the discussions were maintained by the Head of the department i.e. Researcher herself was maintaining the observation notes. Also one of the other staff members used to take notes of the discussion, learning log.

In second case study, the detailed feedback on Google form was obtained from each person registered for the workshop and their responses was analyzed.

### **The process of Hitaguj( Case Study 1)**

The officials / staff here have been implementing an activity called **HITGUJ** i.e. cozy chats for the last 8 months, of course, following the discipline of the social distance for the well-being of the employees and it has been proved to serve as a buffer in decreasing the adverse impact of stressful situation and is working to create a positive attitude and physical and mental well-being of the employees.

The officials/ staff give their first half an hour (25 to 30 minutes) in the office for enhancing mental health. At the start they have collective prayer ( 5 minutes), Omkar (5 minutes) and then Silence (i.e. शांतसमय- 3 minutes). (In the next 15 to 20 minutes they discuss various topics including the importance of rising early in the morning, Pranayama, Surya Namaskar, proper daily routine, understanding others and specially understanding one's own self, communication skills, self-awareness, management of stress and tensions, mutual relations among Thought) वचन-(Emotion) भावना-(Behaviour) वर्तन(, inspiration) प्रेरणा(, emotional bonding with others, Nation Building and Social Commitment and so on. But the main theme or focus is how to make life more meaningful with the foundation of positive attitude and mental health. They mainly think about the changes one should adopt and we try to act according to the Moto-"walk the talk". The details of the Employee/ other details of the initiative

The EGS Branch consists of 10 people including HoD. Two people from other branch were part of this initiative. Thus total 12 people followed this daily protocol of Yoga and Meditation for 8 months. Some other officers were involved when they were called as a guest lecturer or they accompanied with other officers.

The initiative was supported by Collector Kolhapur. Also media supported this activity.

- ✓ Out of these 12 people the details of physical/ mental limitations of the employee
  1. Two Employees suffered from diabetes along with other ailment like BP and serious head injury.
  2. One of the peons was Alcoholic
  3. One officer was suffering from frozen shoulder and spondylosis.
  4. Other peon was physically handicapped
  5. One employee had a history of mental illness.
- ✓ Category of the Employee

- ✓ 1. Class one officer – 1
- ✓ 2. Class 2 officers -2
- ✓ 3. Class 3 staffs – 5
- ✓ 4. Contractual Staff -1
- ✓ 5. Steno typists -1
- ✓ 6. Class 4 staff -2
- ✓ Tools

Personal data sheet was used for basic information which was available with office. Besides this information about their daily routine, problems, botherations were collected by oral questioning.

#### Case Study 2

The people were voluntarily registered to learn the advance yoga technique –MSRT. They attended the workshop for 5 days, daily one hour. The daily pulse rate before session and after the session was monitored and written feedback was obtained at the end of five days' workshop.

#### Report on MSRT (12 batches)

| SR.No | Batch no | No. Participants |
|-------|----------|------------------|
| 1     | 1        | 21               |
| 2     | 2        | 22               |
| 3     | 3        | 49               |
| 4     | 4        | 87               |
| 5     | 5        | 96               |
| 6     | 6        | 96               |
| 7     | 7        | 100              |
| 8     | 8        | 101              |
| 9     | 9        | 110              |
| 10    | 10       | 109              |
| 11    | 11       | 119              |
| 12    | 12       | 100              |
|       | Total    | 1010             |

#### Result and Discussion:

##### Case Study 1:

##### **The Analysis/ some Observations/Facts of the process (Retrospection by Researcher as this was her initiative)**

1. This was actually a typical government branch of any collector office.
2. Mahatma Gandhi NREGS is a demand driven wage employment scheme. Every adult member of a household in a rural area, having job card (as per Mahatma Gandhi NREG Act), is eligible for a demand for a job under the scheme
3. After the lockdown period, the merits of the MGNREGA programme was the attractive proposition in times such as the COVID-19 crisis and the consequent reverse migration hence the work pressure increased after the lock down period
4. This branch was assigned new activity during Lock Down i.e. To coordinate all the field offices in the District and provide Food (Ration: i.e. Rice, Atta, Dal, Sugar etc.) and other items with the help of NGO/ Donors. The work was entirely new and it was daily time bound report where they had to be on their toes continuously.
5. The EGS (now called as Mahatma Gandhi NREGS) Branch consisted of 10 dedicated members including peon and driver. 2 additional members of other branch (The office of the Land Acquisition officer) also were the part of this initiative.
6. When other departments were running with 50% of its staff during corona, the some of the branches at the district collector office were running with its fullest capacity i.e. 100% staff. and The EGS branch was one of the such branch.

7. No single employee ever asked a leave throughout the lock down period
8. The Deputy Collector and Head of this branch herself was a yoga practitioner who was well versed with the process and benefits of Yoga
9. Out of these 12 staff members 2 staff members were having Diabetic conditions. One was suffering from high blood pressure. One had the history of serious brain injury. One member had a history of mental illness. Despite all the odds mentioned here, the entire staff members were highly committed.
10. The peon of the office also had work pressure. It was his assigned duty besides the usual cleaning work, to sanitize the office premises, take the temperature of the visitors, give them register to take entry of their name in the register and make sure that they make entry as it would be useful for contact tracing later. The peon had some limitations due to his physical health conditions.
11. Lot of reluctance and some conflicts were observed at the Start.

The other staff and co-officers from various different branches at Collector Office had varied responses about this initiative. Some were very curious to know about this initiative and appreciated this. Some of them wanted to join this activity but their Head of The Department did not support them. Also initially some found it as time – pass activity and also passed the remarks that this branch does not have work hence the activity.

12. The other important thing happened to our surprise was as this HoD was given additional charge of another branch the employees in that branch got to know about this initiative. Then they insisted to start this initiative ( 25-30minute daily protocol ) in there branch also and they continued the activity on their own. This was the great thing happened.

### **Case Study 2**

1. The people were very much eager to learn the new advance technique of yoga and voluntarily registered for the five days' workshop.
2. The technique brought great relief in resolving conflicts among family members or at the workplace as there was more acceptances and change in self-attitude was observed
3. The written feedback of the people was very encouraging

### **Findings/Implications of the research:**

Case Study 1: This study was about the Officers/employees of the revenue department who were working in the EGS branch of the Collector Office, Kolhapur.

The daily practice of simple Yoga and Meditation technique brought huge changes in the lives of the employees. Some of the important feedback of the employees was as under:

1. Decrease in fear, anxiety and Stress.
2. Entire new perspective and conflict Resolution
3. Satsang/ discussions brought out increased reading habits.
4. Increased Team building, Acceptance of the self and others in positive way.
5. decreased anger and brought peace to mind.
6. Prayer, Aum Chanting andshantsamay helped to change the thought patern

Case Study 2:

1. Stress, Anxiety Reduction
2. Better Conflict management
3. Improved Quality of Sleep
4. Acceptance of others and better understanding of self
5. Conflict Resolution in family and in workplace.

### **Recommendations for the future Study:**

The findings of the present study suggest the following directions /opportunity for the future research and implementation:

1. Taking into consideration the importance and inevitability of sound body and mind, if such an /initiative activity is started in all the government offices by ' passinggovernment resolution,' the task of nation building on the foundation of values and ethics will be more effective, resolving all the conflicts and it will give rise to a large number of influential government official with effective leadership skills.
2. So also it will certainly help to raise a more positive image of the government in the minds of people.
3. The systematic training of Yoga and Meditation on Mission mode is the urgent need of the time.

4. The health conditions of the officers/ Staff and citizens in general is the serious concern of the topic. Simple practices of Yoga and Meditation can bring larges changes in the lives of all.
5. The techniques like Cyclic Meditation and Mind Sound Resonance Technique( MSRT) and Nadanusandhan may be taught to everybody.
6. The MSRT Technique is a very simple advance technique of yoga which works on our Manomay Kosha. It helps in better management of stress and anxiety. Improves the acceptance of others and help in better management of conflicting situation at family level and at the work place.

#### References

ARC Report (2006)

Datey,K.K. Bhagat S.J.(1969), Management of hypertension by Shavasana, paper presented at the seminar on Yoga, Science and Man, New Delhi

Durgaprasad (2016),gender-based yoga for conflict resolution,International gernal of business and management studies ,2016, vol8,issue 1,169-185

Laura bly. USA Today Travel. 2003 Aug 15 <http://www.oars.com/resources/articles/usatodaytravel -08-2003.html>

Nagendra H.R.(1998, 2001).Mind Sound Resonance Techniques(MSRT)

NagendraNagaratna,(2013),Effect of integrated yoga on anxiety, depression &well being in normal pregnancy,013 Nov;19(4):230-6

OM Message of Upanishadas VKP VolPub:Vivekanada Kendra Prakashana, Chennai, 1993

Pranava –The OM MandukyaUpanisat

Raghuraj P, Nagarathna R, Nagendra HR, Telles S. (1997) Präëyama increases grip strength without lateralized effects. Indian J PhysiolPharmacol. 41(2): 129-33.

Citation Links,Websites and YouTube Links

<https://www.newsgram.com/yogakshema-the-ancient-indian-concept-of-good-governance/>

2.<http://hdl.handle.net/10603/228058>

3. <http://hdl.handle.net/10603/7714>(Title of Thesis :Development of human potential through yogic practices assessed by psychological and health variables

4.<http://hdl.handle.net/10603/9350>(Title of Thesis : Influence of yoga on Quality of Life a randomized control study)

Two Marathi books by S.K. Deodhar and ShantaramAthavale

Lecture Series by Dr, H.R.NagendraGuruji on Mandukya Upanishad, Ishavasya Upanishad and on Patanjali Yogasutra