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IMPACT OF SMET YOGA MODULE ON WORK-LIFE BALANCE AMONG WOMEN MANAGERS – A PILOT STUDY

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Abstract

Self-Management for Excessive Tension (SMET) relies on scientifically validated yogic techniques that allow the practitioner to calm the mind and achieve a heightened state of awareness and concentration. It seeks to disseminate yoga techniques for the effective management of personal and professional stress. Today, the majority of managers across many industries, particularly women, experience stress due to a variety of work-related factors, including long hours, heavy workload, job insecurity, and conflicts with coworkers or superiors. A stressful work environment can lead to headaches, stomach aches, sleep disturbances, irritability, and concentration difficulties. In today's high-pressure workplaces, everyone experiences stress. In this purpose a study has been conducted to determine the effect of SMET yoga on work-life balance of managerial cadre women employees in various organisations. Therefore, a total of 30 women managers were selected from various organisation in Visakhapatnam city under convenience sampling method. Hence, the results from the study revealed that practical difficulties in SMET Yoga module with reference to women mangers required improvement in practical experiences. While this study showed globally good module of SMET Yoga with reference to WIPL, PLIW, WPLE and WLB for women managers, the results will help the managerial employees in industrial organisations for better initiatives in SMET Yoga aimed at improving WLB.

Keywords: Work-Life Balance, SMET Yoga, Women Managers, WIPL, PLIW, WPLE

Introduction

Work is an important part of the human experience. In today's unpredictable and fast-paced business world, it is difficult to achieve work-life balance. In recent years, the topic of striking a healthy balance between one's professional and personal lives has received increased attention. This is due to the fact that an individual's professional and personal lives may place competing demands on one another, despite the fact that the requirements placed by each sphere are of equal significance. The concept of maintaining a healthy equilibrium between one's roles and responsibilities at work and at home is referred to as "work-life balance." A healthy work-life balance in an organization not only improves the health and relationships of its employees, but it can also lead to an increase in productivity and ultimately, a higher level of performance. The phrase "work-life balance" seemed to lose its appeal a few years ago. This is due, in part, to the

overwhelming number of millennia in the workplace. A lot of effort has been put into figuring out the best way to attract millennial workers. Millennia's are expected to make up 75% of the workforce by 2025, prompting many business leaders to believe that work-life balance needs to be rethought (Alan Kohll, 2018).

Stress can lead to workplace burnout if it persists for an extended period of time. Overworked employees are more likely to suffer from burnout. Fatigue, mood swings, irritability, and a drop in productivity are all symptoms of burnout. According to a Harvard Business Review study, burned-out employees' psychological and physical problems cost the United States $125 billion to $190 billion in healthcare costs each year (Eric Garton, 2017). This is bad news for businesses. By promoting work-life balance, employers can save money while also retaining a happier, more productive workforce.

Men and women have traditionally occupied different social roles in terms of the amount of time spent on work and family responsibilities; traditionally, men work full-time outside the home, while women tend to domestic and family responsibilities. Gender-based divisions of labour are ingrained in our society. Males are associated with dominance, aggression, and autonomy, whereas females are associated with caring, listening, and kindness. According to Grant Thornton (2020), the proportion of women in senior management positions worldwide reached a record-high of 29% in 2019, whereas this percentage remains unchanged in 2020. In addition, by 2020, eighty-seven percent of global mid-market companies will have at least one female executive (Grant Thornton, 2020).

Women, according to the studies, put in more time at home than men do, but both genders put in the same number of hours at the office. Perhaps this explains why female perspectives have predominated in studies of work-life balance that have included a gender variable. A study of seven countries (the United Kingdom, Norway, the Netherlands, India, Japan, and South Africa) found that women still retain "a much closer tie with family care and domestic responsibilities linked to current manifestations of the gender order," or the socially and historically established hierarchical structure of women's and men's roles in society. Workloads are described differently by men and women. While men and women both report working around 60 hours per week, men appear to receive more recognition and appreciation for their efforts and to have less of an overall burden of responsibility at home. While men tend to work more on their own property, it seems that women are more likely to make an agreement with family members while working during times when the family expects them to be off. Interviews with women have revealed their struggles to balance work and family life. Women who have started their academic careers while caring for young children have reported feeling overwhelmed, exhausted, tired, and sleep deprived (Rafnsdottir & Heijstra, 2013). Work-life balance: eastern and western perspectives (Chandra, 2012) reveals that 'child care' in Asian countries is still primarily the responsibility of women. A number of studies (Alon, Doepke, Olmstead-Rumsey, & 2020; Carlson, Petts & Pepin, 2020; Friedman, 2015; Knight & Brinton, 2017; T. Miller, 2018; Schwanen, 2007) show that women

still do the majority of the childrearing and housework in industrialised countries. It follows that the closure of schools is likely to have a greater impact on women than on their male partners.

In times of crisis before, female workers have been more likely to cut back on hours or take an indefinite leave of absence (Alon et al., 2020; Andrew et al., 2020). And so, women managers are subjected to a greater number work-related pressures compared to their male counterparts (Davidson & Cooper, 1984). Therefore, it is found that the role of women working as managers and above cadres in each and every Indian companies' are experiencing high level of stress and work pressure. This leads to imbalance of work-life, especially the women managers in industries.

Impact of Yoga on Work Life Balance

According to Trent et al. (2019), yoga improves psychological and occupational well-being in high-stress professional populations. Increased mind-body awareness, in which internal cues and their negative or positive sensations associated with behaviours such as eating and physical activity are more easily noticed and drive behavioural choices, has been attributed to healthier behaviours following yoga interventions. In our hyper-connected modern world, it's becoming increasingly difficult to switch off, disconnect completely from work, and devote time to ourselves in the moment without interruption. In this context, yoga practise increased the stress management level of busy people, particularly employees. Employees' mental and physical health can benefit from incorporating yoga into their lives. Yoga poses can help reduce physical pain, workplace stress, burnout, and absenteeism. Employees will be more productive and motivated to work if their energy levels are raised. Yoga has the potential to influence the mechanism in a variety of ways, and it has the potential to be used as a routine medical procedure (Tiwari and Bhanot, 2008). Furthermore, a yoga programme is cost-effective from an organisational standpoint because it will require at least 10-20 minutes of employee time per day to reap its full benefits. Yoga can play an important role in helping people relax after a long day at work, and it doesn't have to be difficult to fit into a busy schedule (Adam Husler, 2021). Many studies have found that a little yoga in the morning, at night, or even on a lunch break can reduce stress and increase employee productivity. Yoga is thought to be so effective for stress relief because, in addition to the physical benefits that yoga provides.

Literature review

Wadhen and Cartwright (2021) explored the feasibility and outcome of an online streamed yoga intervention on the stress and well-being of people working from home during the COVID-19 pandemic. They noticed that online yoga can help reduce perceived stress, depression, mental well-being, and coping skills in people working from home during the pandemic. Sharma et al. (2020) looked into the role of yoga in working from home during the COVID-19 global lockdown and found that online yoga could be a viable mechanism for improving employees' mental and physical health during the lockdown. Miyoshi (2019) noticed that yoga and meditation can be effective

well-being boosters in intensive care nurses after conducting a study on restorative yoga for occupational stress among Japanese female nurses working the night shift. Yoga has also been shown to help female nurses cope with occupational stress. Yoga, according to Sullivan et al. (2018), is an ancient Indian science that teaches the ideal way of life. It is concerned with achieving a state of balance in one's life. It is a system of mind-body medicine that benefits all aspects of one's being. It is a type of integrative and complementary medicine that focuses on bottom-up neurophysiological and top-down neurocognitive mechanisms in order to improve psychological well-being. According to Masoumeh Shohani et al. (2018), depression, anxiety, and stress levels in women decreased significantly after 12 sessions of regular hatha yoga practise. Yoga has been shown to be effective in reducing stress, anxiety, and depression. Yoga and meditation, according to de Bruin et al. (2017), help reduce stress in employees who are burnt out. According to Holger Cramer et al. (2017), moderate-quality evidence supports the recommendation of yoga as a supportive intervention for improving health-related quality of life and reducing fatigue and sleep disturbances when compared to no therapy, and for reducing depression, anxiety, and fatigue when compared to psychosocial/educational interventions. According to very low-quality evidence, yoga may be as effective as other exercise interventions and used as an alternative to other exercise programmes. Yoga and meditation, according to Bharathi and Mala (2016), are personal enhancers that help women in the IT sector achieve work-life balance. Yoga training, according to Manisha and Jayeshree (2014), improves physiological variables related to stress in working women. There have been few or no studies since then on the impact of the SMET yoga module on work-life balance, particularly among female executives. As a result, this study was carried out.

Objectives

1. To study the perceptions of women managers on SMET Yoga module.
2. To study the work-life balance of women managers.
3. To assess the impact of SMET Yoga on work-life balance of women managers.

Hypothesis:

H1: There is a significant impact of SMET on work-life balance of women managers.

H0: There is no significant impact of SMET on work-life balance of women managers.

The conceptual framework

Yoga is considered as the independent variable while work-life balance is taken as the problem (dependent) variable.

Self-Management of Excessive Tension (SMET) module is an integrative yoga-based stress management programme developed by Swami Vivekananda Yoga Anusandhana Samsthana (S-

VYASA) University, Bengaluru. It is a simple and straightforward technique based on the traditional concept of yoga for enhancing an individual's internal and external well-being. It is ideally suited for executives, professionals, management specialists, housewives, and others of today. Yoga provides total rehabilitation through an integrated SMET module. SMET is based on the Mandukya Upanishad, which consists of Yogic science and Vedic philosophy, in order to combat stress and ensure total body and mind health.

In the current research the working definition of work-life balance is taken from Hayman (2005) Work life balance was first used in the United Kingdom in the late 1970s to describe balance between an individual's work and personal life. Work-life balance consist of two words that is work which is related to ambition, career and life is related to family, health, pleasure though broader, terms are 'lifestyle calm balance' and 'lifestyle choices. Moreover, Fisher-Mc Auley et al. (2003) designed three (03) dimensions of work-life balance. They are: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work Personal Life Enhancement (WPLE) as three constructs of WLB.

Ethics:

The study was approved by the Institutional Ethics Committee (IEC) of Swami Vivekananda Yoga Anusandhana Samsthana (Deemed-to-be University under Section 3 of the UGC Act, 1956) and each participant provided consent to participate.

In this purpose the data was collected from the women managers of various industries in Visakhapatnam city with the help of a structured research tool. In this regard the researcher got pre permission from the selected respondents to extend their support by providing necessary information for this piece of research. Hence, all together 30 women managers of various industries were identified and considered for the study. This tool contains two areas among which the first one deals with SMET yoga including lecture, talks, counselling, discourses, and cyclic meditation, the second one deals with work life balance which includes WIPL, PLIW and WPLE.

Hence, the perceptions of the respondents on each statement have been collected through objective model responses' like nil to very high and strongly disagree to strongly agree based on liker's five point scale method.

Data analysis after collecting necessary data from the selected respondents through questionnaires they were fed into the computer and statistically analysed using SPSS 15. A paired sample t-test was used to measure pre to post changes of work life balance of women managers with the help of differences in the mean and standard deviations values. The p-value the p value of the test which is greater than 0.05 is considered as statistically significant for the assigned test.

Yoga Module:

1. Lectures
2. Talks
3. Counseling
4. Discourses
5. Cyclic meditation

Table-1: Performance of Yoga Module by the women managers in VSP

S.L No.	Uses	Nill	Little	Moderate	High	Very high	Total
1	Lectures	-	5 (16.6)	8 (26.6)	12 (40.0)	5 (16.6)	30 (100.0)
2	Talks	-	5 (16.6)	10 (33.3)	7 (23.3)	8 (26.6)	30 (100.0)
3	Counselling	-	4 (13.3)	9 (30.0)	11 (36.6)	6 (20.0)	30 (100.0)
4	Discourses	-	5 (16.6)	6 (20.0)	10 (33.3)	9 (30.0)	30 (100.0)
5	Cyclic Meditation	-	0 (10.0)	7 (23.3)	9 (20.0)	14 (46.6)	30 (100.0)

The performance of yoga module by the women managers in VSP are presented in the Table-1. It is noticed that a dominated group of 40.0 percent opined high, followed by 26.6 percent opined moderate and 16.6 percent of respondents opined little and very high towards 'lectures', whereas 33.3 percent said moderate, 26.6 percent said very high, 23.3 percent said high and 16.6 percent said little towards the 'talks'. It is observed that 36.6 percent found high, 30.0 percent found moderate, 20.0 percent found very high and 13.3 percent found little towards the 'counselling'. It shows that a predominated group 33.3 percent said high, followed by 30.0 percent said very high, 20.0 percent said moderate and 10.0 percent said little towards discourses. It is noticed that as many as 46.6 percent opined high, 23.3 percent opined moderate, 20.0 percent opined high and 10.0 percent of respondents opined little towards 'cyclic meditation' of yoga module by the women managers in VSP.

The Table-2 shows the performance score of yoga module perceived by the women managers in VSP. There are 5 statements and each one is carrying a score on the basis of perceptions of the respondents. Based on the perceptional score the ranks have been generated and the rank order analysis has been discussed in the following.

Table-2: Performance score of Yoga Module perceived by the women managers in VSP

SL No	Uses	Nill	Little	Moderate	High	Very high	Total
	Scale Value (SV)	1	2	3	4	5	
1	Lectures	-	5	8	12	5	30
	Frequency x Scale Value		10	24	48	25	107-V
2	Talks	-	5	10	7	8	30
	Frequency x Scale Value		10	30	28	40	108-IV
3	Counselling	-	4	9	11	6	30
	Frequency x Scale Value		8	27	44	30	109-III
4	Discourses	-	5	6	10	9	30
	Frequency x Scale Value		10	18	40	45	113-II
5	Cyclic Meditation	-	0	7	9	14	30
	Frequency x Scale Value		0	21	36	70	127-I
	Total score						564
	Maximum Possible Score		5 (Maximum score points) 30 (number of respondents) X 5 (number of statements)				750
	Percentage of score		Total score for general working condition display/Maximum Possible Score X 100				74.4
	Average score		Total Score / Number of statements				111

From this above table, it can be understood that the 1st rank is given to 'cyclic meditation', with a scale value 127, followed by 2nd rank is given to 'discourses', which has secured a scale value of 113. It is observed that 3rd rank is given to 'counselling', with a scale value 109 and the 4th rank is given to 'talks', which is carrying a scale value of 108. Finally, it is found from the above table that 5th rank is given to 'lectures', with a scale value 107.

According to the scores of the 5 statements the total score obtained was 564 and the average score is 111.

Work-Life Balance Scale:

Hayman (2005) created a psychometric tool for measuring WLB in organisations. A 15-item scale was adapted from a 19-item scale originally developed by Fisher-Mc Auley, et al. (2003) to measure employee perspectives on WLB. Three constructs of WLB were measured by the 15-item scale: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work Personal Life Enhancement (WPLE). Fisher-Mc Auley, et al. (2003) examined the relationship between employees' beliefs about having a balance between work and personal life and their perceptions of job stress, job satisfaction, and reasons for quitting a job. This scale

simplifies the WLB by incorporating three measurable dimensions: interference of work with personal life, interference of personal life with work, and enhancement of work and personal life. The dimensions indicate that the interference of work in personal life, as well as the interference of personal issues in work-related matters, must be studied in order to comprehend work-life balance issues. WLB constructions include:

The first construct consists of work-related factors that have an effect on a person's personal life. It measures how work affects personal life. These are the seven components measured by this construct:

Construct 1: Work Interference with Personal Life (WIPL)

1. My personal life suffers because of work
2. My job makes personal life difficult
3. I neglect personal needs because of work
4. I put personal life on hold for work
5. I miss personal activities because of work
6. I struggle to juggle work and non-work
7. I am unhappy with the amount of time for non-work activities.

Table-3: Pre-perceptions of women managers' Work Interference with Personal Life (WIPL)

SL No	Uses	SA	A	UD	D	SD	Total
1	My personal life suffers because of work	8 (26.7)	9 (30.0)	5 (16.7)	5 (16.7)	3 (10.0)	30 (100.0)
2	My job makes personal life difficult	6 (20.0)	9 (30.0)	7 (23.3)	5 (16.7)	3 (10.0)	30 (100.0)
3	I neglect personal needs because of work	9 (30.0)	7 (23.3)	5 (16.7)	5 (16.7)	4 (13.3)	30 (100.0)
4	I put personal life on hold for work	8 (26.7)	10 (33.3)	3 (10.0)	7 (23.3)	2 (6.7)	30 (100.0)
5	I miss personal activities because of work	10 (33.3)	7 (23.3)	2 (6.7)	6 (20.0)	5 (16.7)	30 (100.0)

6	I struggle to juggle work and non-work	7 (23.3)	9 (30.0)	4 (13.3)	5 (16.7)	5 (16.7)	30 (100.0)
7	I am unhappy with the amount of time for non-work activities	12 (40.0)	10 (33.3)	2 (6.7)	3 (10.0)	3 (10.0)	30 (100.0)

SD- Strongly Disagree; D- Disagree; UD- Undecided A- Agree; SA- Strongly Disagree

The pre perceptions of women managers about Work Interference with Personal Life (WIPL) are represented in the Table-3. The data shows that out of total respondents 16.7 percent are disagreed and undecided respectively, 10.0 percent are strongly disagreed, 30.0 percent are agreed and 26.7 percent strongly disagreed that their 'personal life suffers because of work', whereas 16.7 percent are disagreed, 10.0 percent are strongly disagreed, 23.3 percent are undecided and half of the respondents i.e., 30.0 percent are agreed and 20.0 percent strongly agreed that their 'job makes personal life difficult'. It is found that as many as 30.0 percent are strongly agreed, 23.3 percent agreed that they 'neglect personal needs because of work' whereas, 16.7 percent are undecided, 16.7 percent are disagreed and 13.3 percent are strongly disagreed for that.

It is observed that a dominated group of 33.3 percent are agreed, 26.7 percent are strongly agreed, 23.3 percent are disagreed, 6.7 strongly disagreed and 10.0 percent are undecided towards they 'put personal life on hold for work'. Whereas, 33.3and 23.3 percent are strongly agreed and agreed respectively, 6.7 percent are undecided and 16.7 and 20.0 percent of respondents are strongly disagreed and disagreed that they 'miss personal activities because of work'. It is noticed that a predominated group 30.0 percent are strongly agreed followed by 23.3 percent are strongly agreed, 16.6 percent are disagreed and 16.7 percent are strongly disagreed and 6.7 percent undecided that 'they struggle to juggle work and non-work '. From the data as many as 40.0 percent and 33.3 percent strongly agreed are agreed, 6.7 percent are undecided, 10.0 percent are disagreed and 10.0 percent are strongly disagreed that 'they are unhappy with the amount of time for non-work activities.

Table-4: Post-perceptions of women managers about Work Interference with Personal Life (WIPL)

SL No	Uses	SA	A	UD	D	SD	Total
1	My personal life suffers because of work	2 (6.7)	3 (10.0)	8 (26.7)	10 (33.3)	7 (23.3)	30 (100.0)
2	My job makes personal life difficult	1 (3.3)	3 (10.0)	6 (20.0)	12 (40.0)	8 (26.7)	30 (100.0)

3	I neglect personal needs because of work	2 (6.7)	4 (13.3)	8 (26.7)	7 (23.3)	9 (30.0)	30 (100.0)
4	I put personal life on hold for work	2 (6.7)	2 (6.7)	3 (10.0)	13 (43.3)	10 (33.3)	30 (100.0)
5	I miss personal activities because of work	3 (10.0)	2 (6.7)	7 (23.3)	9 (30.0)	9 (30.0)	30 (100.0)
6	I struggle to juggle work and non-work	1 (3.3)	2 (6.7)	5 (16.7)	8 (26.7)	14 (46.7)	30 (100.0)
7	I am unhappy with the amount of time for non-work activities	2 (6.7)	2 (6.7)	8 (26.7)	7 (23.3)	11 (36.7)	30 (100.0)

SD- Strongly Disagree; D- Disagree; UD- Undecided A- Agree; SA- Strongly Disagree

The perceptions of women managers about Work Interference with Personal Life (WIPL) in Visakhapatnam Steel Plant are represented in the Table-4. The data shows that out of total respondents' 33.3 percent are disagreed, 26.6 percent are undecided, 23.3 percent are strongly disagreed and 16.6 percent are agreed that their 'personal life suffers because of work', whereas 40.0 percent are disagreed, 26.6 percent are strongly disagreed, 20.0 percent are undecided and 13.3 percent are agreed that their 'job makes personal life difficult'. It is found that as many as 30.0 percent are strongly disagreed, 26.6 percent are undecided, 23.3 percent are disagreed and 20.0 percent are agreed that they 'neglect personal needs because of work'.

It is observed that a dominated group of 43.3 percent are disagreed, 33.3 percent are strongly disagreed, 13.3 percent are agreed and 10.0 percent are undecided towards they 'put personal life on hold for work', whereas 30.0 percent are strongly disagreed and disagreed respectively, 23.3 percent are undecided and 16.6 percent of respondents are agreed that they 'miss personal activities because of work'. It is noticed that a predominated group 46.6 percent are strongly disagreed followed by 26.6 percent are disagreed, 16.6 percent are undecided and 10.0 percent are agreed that 'they struggle to juggle work and non-work '. From the data as many as 36.6 percent are strongly disagreed, 26.6 percent are undecided, 23.3 percent are disagreed and 13.3 percent are agreed that 'they are unhappy with the amount of time for non-work activities'.

Construct 2: Personal Life Interference with Work (PLIW)

The second construct explains the second construct as the impact of or the interference of the personal life on work. It measures the reverse phenomenon i.e. the impact of personal life on the work of individuals. The four items measured are:

1) My personal life drains me of energy for work

2) I am too tired to be effective at work

3) My work suffers because of my personal life

4) It is hard to work because of personal matters.

Table-5: Pre-perceptions of women managers' Personal Life Interference with Work (PLIW)

SL No	Uses	SA	A	UD	D	SD	Total
1	My personal life drains me of energy for work	7 (23.3)	4 (13.3)	10 (33.3)	3 (10.0)	6 (20.0)	30 (100.0)
2	I am too tired to be effective at work	9 (30.0)	7 (23.3)	5 (16.7)	4 (13.3)	5 (16.7)	30 (100.0)
3	My work suffers because of my personal life	4 (13.3)	9 (30.0)	8 (26.7)	6 (20.0)	3 (10.0)	30 (100.0)
4	It is hard to work because of personal matters.	4 (13.3)	8 (26.7)	9 (30.0)	4 (13.3)	5 (16.7)	30 (100.0)

SD- Strongly Disagree; D- Disagree; UD- Undecided A- Agree; SA- Strongly Disagree

The perceptions of women managers about Personal Life Interference with Work (PLIW) are presented in the Table-5. The data shows that a dominated group 23.3and 13.3 percent are strongly agreed and agreed, 13.3 percent are disagreed, 33.3 percent are undecided and 20 percent are strongly disagreed that their 'personal life drains them of energy for work', whereas as many as 30.0 percent are strongly agreed, 23.3 percent are agreed, 16.7 percent are undecided and 13.3 percent and 16.7 percent are disagreed and strongly disagreed that 'they are too tired to be effective at work'. It is found that 10.0 percent are strongly disagreed, 20.0 percent are disagreed, 26.7 percent are undecided and 30 and 13.3 percent are agreed and strongly agreed that 'their work suffers because of their personal life'. It is noticed that majority group 33.3 percent are strongly agreed, 26.7 percent are agreed, 30.0 percent are undecided and 13.3 and 16.7 percent are disagreed and strongly disagreed that 'it is hard to work because of personal matters'.

Table-6: Post-perceptions of women managers about Personal Life Interference with Work (PLIW)

SL No	Uses	SA	A	UD	D	SD	Total
1	My personal life drains me of energy for work	2 (6.7)	2 (6.7)	5 (16.7)	7 (23.3)	14 (46.7)	30 (100.0)
2	I am too tired to be effective at work	1 (3.3)	2 (6.7)	6 (20.0)	10 (33.3)	11 (36.7)	30 (100.0)
3	My work suffers because of my personal life	1 (3.3)	4 (13.3)	7 (23.3)	8 (26.7)	10 (33.3)	30 (100.0)
4	It is hard to work because of personal matters.	2 (6.7)	2 (6.7)	5 (16.7)	9 (30.0)	12 (40.0)	30 (100.0)

SD- Strongly Disagree; D- Disagree; UD- Undecided A- Agree; SA- Strongly Disagree

The perceptions of women managers about Personal Life Interference with Work (PLIW) are presented in the Table-6. The data shows that a dominated group 46.6 percent are strongly disagreed, 23.3 percent are disagreed, 16.6 percent are undecided and 13.3 percent are agreed that their 'personal life drains them of energy for work', whereas as many as 36.6 percent are strongly disagreed, 33.3 percent are disagreed, 20.0 percent are undecided and 10.0 percent are agreed that 'they are too tired to be effective at work'. It is found that 33.3 percent are strongly disagreed, 26.6 percent are disagreed, 23.3 percent are undecided and 16.6 percent are agreed that 'their work suffers because of their personal life'. It is noticed that 10.0 percent are strongly disagreed followed by30.0 percent are disagreed, 16.6 percent are undecided and 13.3 percent are agreed that 'it is hard to work because of personal matters'.

Construct 3: Work Personal Life Enhancement (WPLE)

The third construct explains how work and personal life enhance each other. The items help understand the support and enhancement provided by work on personal life and vice-versa. The four items measured are:

1) My personal life gives me energy for my job
2) My job gives me energy to pursue personal activities
3) I have a better mood at work because of personal life
4) I have a better mood because of my job.

Table-7: Pre-perceptions of women managers' on Work Personal Life Enhancement (WPLE)

SL No	Uses	SA	A	UD	D	SD	Total
1	My personal life gives me energy for my job	3 (10.0)	2 (6.7)	6 (20.0)	8 (26.7)	11 (36.7)	30 (100.0)
2	My job gives me energy to pursue personal activities	3 (10.0)	1 (3.3)	7 (23.3)	9 (30.0)	10 (33.3)	30 (100.0)
3	I have a better mood at work because of personal life	1 (3.3)	2 (6.7)	5 (16.7)	10 (33.3)	12 (40.0)	30 (100.0)
4	I have a better mood because of my job.	3 (10.0)	3 (10.0)	8 (26.7)	7 (23.3)	9 (30.0)	30 (100.0)

SD- Strongly Disagree; D- Disagree; UD- Undecided A- Agree; SA- Strongly Disagree

The perceptions of women managers about Work Personal Life Enhancement (WPLE) are presented in the Table-7. The data reveals that 36.7 percent are strongly disagreed, 26.7 percent are disagrees, 20.0 percent are undecided and 16.6 percent are agreed that their 'personal life gives them energy for their work'. It shows that as many as 33.3 percent are strongly disagreed, 30.0 percent are disagreed, 23.3 percent are undecided and 13.3 percent are agreed that 'their job gives them energy to pursue personal activities'. It is found that a predominated group 40.0 percent are strongly disagreed, 33.3 percent are disagreed, 16.6 percent are undecided and 10.0 percent are agreed that they 'have a better mood at work because of personal life'. It is found that majority group of 30.0 percent are strongly disagreed followed by 26.6 percent are undecided, 23.3 percent are disagreed and 20.0 percent are agreed that they 'have a better mood because of their job'.

Table-8: Post-perceptions of women managers' on Work Personal Life Enhancement (WPLE)

SL No	Uses	SA	A	UD	D	SD	Total
1	My personal life gives me energy for my job	9 (30.0)	8 (26.7)	5 (16.7)	4 (13.3)	4 (13.3)	30 (100.0)
2	My job gives me energy to pursue personal activities	8 (26.7)	8 (26.7)	7 (23.3)	3 (10.0)	4 (13.3)	30 (100.0)

3	I have a better mood at work because of personal life	7 (23.3)	9 (30.0)	5 (16.7)	4 (13.3)	5 (16.7)	30 (100.0)
4	I have a better mood because of my job.	9 (30.0)	8 (26.7)	5 (16.7)	4 (13.3)	4 (13.3)	30 (100.0)

SD- Strongly Disagree; D- Disagree; UD- Undecided A- Agree; SA- Strongly Disagree

The post perceptions of women managers about Work Personal Life Enhancement (WPLE) are presented in the Table-8. The data reveals that 30.0 percent are strongly agreed, 26.7 percent are agreed, 16.7 percent are undecided and 13.3 percent are disagreed and 13.3 percent strongly disagreed that their 'personal life gives them energy for their work'. It shows that 26.7 percent are strongly agreed, 26.7 percent are agreed, 23.3 percent are undecided, 10.0 percent are disagreed and 13.3percent strongly disagreed that 'their job gives them energy to pursue personal activities'. It is found that a predominated group 23.3 percent and 30.0 percent are strongly agreed and agreed respectively, along with 13.3 percent are disagreed, 16.7 percent are undecided and 16.7 percent are strongly disagreed that they 'have a better mood at work because of personal life'. It is found that majority group of 30.0 percent are strongly agreed followed by 26.7 percent are agreed, 16.7 percent are undecided and 13.3 percent and 13.3 percent are disagreed and strongly disagreed that they 'have a better mood because of their job'.

Table-9: Level of difference between Pre-WIPL and Post-WIPL

T-test for Dependent Samples Marked differences are significant at p < .05000								
	Mean	Std.Dv.	N	diff	Std.Dv. diff	t-value	df	p-value
Pre-WIPL	15.73	3.30						
Post-WIPL	24.17	3.45	30	8.43	4.36	10.59*	29	0.000

The level of difference between pre WIPL and post WIPL shows in the above Table-9. It is observed from the table that the average score value of WIPL of women managers was 15.73 and the post WIPL was 24.17 and their respective standard deviation was 3.30 and 3.45. While, the difference between the mean value is 8.43 indicates significant at 1% level because t value is 10.59 and p value is 0.000. it is found that there is significant difference in the WIPL of women managers between pre and post of SMET Yoga module. Thus, this infers the impact of SMET yoga is significantly influence the WIPL of women managers.

Table-10: Level of difference between Pre-PLIW and Post-PLIW

T-test for Dependent Samples Marked differences are significant at p < .05000

	Mean	Std.Dv.	N	diff	Std.Dv. diff	t-value	df	p-value
Pre-PLIW	8.47	2.16						
Post-PLIW	12.70	2.60	30	4.23	3.28	7.08*	29	0.000

The level of difference between pre PLIW and post PLIW shows in the above Table-10 it is observed from the table that the average score value of PLIW of women managers was 8.47 and the post PLIW was 12.70 and their respective standard deviation was 2.16 and 2.60. While, the difference between the mean value is 4.23 indicates significant at 1% level because t value is 7.08 and p value is 0.000. It is found that there is significant difference in the PLIW of women managers between pre and post of SMET Yoga module. Thus, this infers the impact of SMET yoga is significantly influence the PLIW of women managers.

Table-11: Level of difference between Pre-WPLE and Post-WPLE

T-test for Dependent Samples Marked differences are significant at p < .05000								
	Mean	Std.Dv.	N	diff	Std.Dv. diff	t-value	df	p-value
Pre-WPLE	9.00	2.46						
Post-WPLE	13.67	3.37	30	4.67	3.81	6.71*	29	0.000

The level of difference between pre WPLE and post WPLE shows in the above Table-11. It is observed from the table that the average score value of WPLE of women managers was 9.00 and the post WPLE was 13.67 and their respective standard deviation was 2.46 and 3.37. While, the difference between the mean value is 4.67 indicates significant at 1% level because t value is 6.71 and p value is 0.000. It is found that there is significant difference in the WPLE of women managers between pre and post of SMET Yoga module. Thus, this infers the impact of SMET yoga is significantly influence the WPLE of women managers.

Table-12: Level of difference between Pre-WLB and Post-WLB

T-test for Dependent Samples Marked differences are significant at p < .05000								
	Mean	Std.Dv.	N	diff	Std.Dv. diff	t-value	df	p-value
Pre-WLB	33.20	5.01						
Post-WLB	50.53	5.77	30	17.33	7.98	11.89*	29	0.000

The level of difference between pre WLB and post WLB shows in the above Table-12. It is noticed from the table that the average score value of WLB of women managers was 33.20 and the post WLB was 50.53 and their respective standard deviation was 5.01 and 5.77. While, the difference between the mean value is 17.33 indicates significant at 1% level because t value is 11.89 and p value is 0.000. It is found that there is significant difference in the WLB of women managers between pre and post of SMET Yoga module. Thus, this infers the impact of SMET yoga is significantly influence the WLB of women managers.

Conclusion:

While the practical difficulties in SMET Yoga module practice with reference to sample like women mangers particularly in VSP, there will be some strategies required to improve the practical experiences of the study results. The study showed globally good module of SMET Yoga with reference to WIPL, PLIW, WPLE and WLB for women managers. These results will help the managerial employees in industrial organisations for better initiatives in SMET Yoga aimed at improving WLB.

This paper has made an attempt to find out the impact of Yoga on work-life balance of women managers and to find out the needfulness' of yoga to relieve stress and to maintain the healthy work-life balance.

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