

Health Oriented Leadership and Ancient Indian Practice of Yoga-kshema and Loka-sangraha

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Abstract

To manage the organisation effectively, leaders use various leadership theories and strategies. One such leadership type is Health-oriented leadership inspired by the ancient Indian knowledge system.

Yoga-kshema is the technique of putting people's needs first while preserving what they already have, i.e., preservation of mental health and the benefits of health-focused leadership for organisational success. The other technique is Loka-sangraha which emphasises followers' self-care. Indian knowledge system presents public leadership with elegance. It highlights how vital it is for a monarch first to obtain victory over his mind. And the focus on good conduct and the truth before he begins to compete against his opponents. This also brings forth the preservation of mental health by applying yoga-kshema and log-sangraha in leadership. The victory infers a balanced mental health of leaders and followers. It makes the leaders and followers proactive in handling future crises consecutively.

This research paper proposes a theory of practising Yoga-kshema and Loka-sangraha through health-oriented leadership for employees' well-being and improved organizational outcomes. It will influence the awareness, values, and health behavior of leaders. Simultaneously job performance, job engagement, communication, motivation, exhaustion and work engagement withstanding the self-care behavior of both leader and follower. Such practice offers flexible scheduling, a rich mix of benefits, remote work, regular check-ins with supervisors, an employee assistance program and opportunities for enjoyment and enrichment.

The paper is segregated into four sections. The *first section* decodes the background of the leadership lessons elaborated on in the Indian knowledge system. The *second section* describes Yoga-kshema and Loka-sangraha from leadership perspective. The theoretical development of health-oriented leadership is covered in the *third section*. The *final*

section, Practice Yoga-kshema and Loka-sangraha for Employee Well-being through Health-Oriented Leadership, is conceptualised following the paper's implications.

The research findings demonstrate the beneficial effects of applying strategies developed from Yoga-kshema and log-sangraha that provide psychological safety, which is covered by the Indian knowledge system's preservation idea inculcating health-oriented leadership.

Keywords: *Health-oriented leadership, Indian knowledge system, mental health, employee well-being*

1. Leadership lessons from Indian Knowledge System

Ancient Indian knowledge is enriched with management formulas for modern businesses. The Mahabharata, Bhagavad Gita, and Ramayana are just a few of the ancient Indian scriptures that contain various perspectives on what makes leadership successful. The leadership of an organisation has a significant impact on its performance. Leadership is an aspect of the organisation that propels performance to new heights (Simson,2019). Modern theories revolve around how organisations can thrive even without leaders present. This concept is introduced as sustainable leadership, and the current study needs a lot of exploration. Withstanding modern leadership perspectives, a lot of unfreezing of knowledge has happened, but the knowledge from the ancient scriptures needs to be sustained as it has the best styles of leadership mentioned. This paper discusses corporate leadership from the Indian knowledge system perspective (Harvey,2007) (Greenleaf,2002).

Leadership styles in the scriptures

The most conventional leadership style is the authoritative style, which is all about disseminating information and delegating the work. To make this style of leadership work, the leader must have a strong and persuading personality with commensurate skills. And another style is a liberating form of leadership where the employees are given responsibilities and encouraged to indulge in activities beyond their job prepositions. The organisational commitment of leaders must be strong to inspire their followers. Apart from the discussed aspects, Bhagwat Gita also decodes how the leader should work with

a diverse workforce and create oneness. According to IKS, wisdom is the essential attribute of a great leader. In times of crisis, the leader must troubleshoot proactively to keep the organisation thriving.

2. Yoga-Kshema and Loka-Sangraha through Leadership Perspective

Value in Ancient Wisdom- Yogakshema

It is crucial to see yogkshema as a new paradigm principle from the ancient Indian knowledge system. Yoga and Shema are two different technical words. Yoga means trying to get good things, and kshema means preserving and sustaining the good stuff. So, the subjects need yogkshema, and the leader should facilitate it. Ancient scriptures quote, "let my subjects be satisfied, my herds be satisfied, my people be satisfied, let not my people be needy." The well-being of the populace, or "yogakshema," was the ultimate objective of any monarch or administration. The Yogakshema paradigm views governance as a more holistic process considering the material and metaphysical aspects of human existence and society. The Yogakshema approach helps the organisation improve its standard of living but also helps increase global awareness. The most well-known ancient treatises, such as Arthashastra, Nitisara, or Shatiparva, stress the importance of governance in achieving a people's well-being or yogkshem.

Yogakshema and Dharma

It is impossible to understand "Yogakshema" in isolation. Human acts determine welfare. Yet not all human deeds result in pleasure and prosperity by default. One should be able to distinguish between activities that should be carried out and those that should be avoided. This categorization of behaviors is based on the concept of "Dharma." Dharma refers to activities that improve a person's material well-being, happiness, and spiritual growth. Also, everyone must carry out these dharmic deeds for the community or nation to grow and prosper. As a result, everyone's observance of Dharma, starting with the head of state, impacts the nation's Yogakshema (i.e., dharmic responsibilities). As the head of state directs the whole political system and has the power to enforce laws, fulfilling his duties and devotion to the Dharma become the most crucial factors in attaining Yogakshema for everyone.

Welfare for all- Lokasangraha

Loksangrah "stands for the unity of the world and the interconnectedness of society" (Radhakrishnan 1970). It is composed of two words; lok, which means the world and sangrah, which means holding together. A society's ability to operate rests on its members' interconnectedness. Lokshangra refers to the welfare and well-being of everyone and everything on the planet, including humans, animals, and the environment. The ethical goal that one should strive for is to only engage in behaviors that are advantageous to sentient and non-sentient beings and promote peace.

Lokshangra strives to create and maintain harmonious relationships with our neighbours, fellow citizens, fellow citizens, and ultimately with all nations, starting with our own family and friends and being compassionate and friendly to everyone, treating everyone with dignity and respect, and being willing to assist when the opportunity arises. Loksangraha stands for everyone's welfare and selfless service driven by compassion. Lok-shangraha tends to correct people's propensity to pursue the opposite path. It prevents people from going in the wrong direction or path. And it also helps people to evolve. Practitioners also develop the desirability to protect the people.

Indian leaders have believed in Loksangrah as a crucial lesson for modern corporates. It implies a mechanism for the welfare of all the leaders and followers working in the corporates. It is of utmost significance for corporates to address the uncertainties related to equality, keeping a positive environment, and sustainability. The leaders can opt for lokshangraha wisdom to deal with the same (Chattopadhyay and Agrawal, 1977).

Yogakshema and lokshangraha are committed to preserving human welfare, clarifying stakeholders' rights and obligations, keeping them informed, and never abusing the market's goodwill and confidence. These should be practised by the leaders for the betterment of the whole organisation.

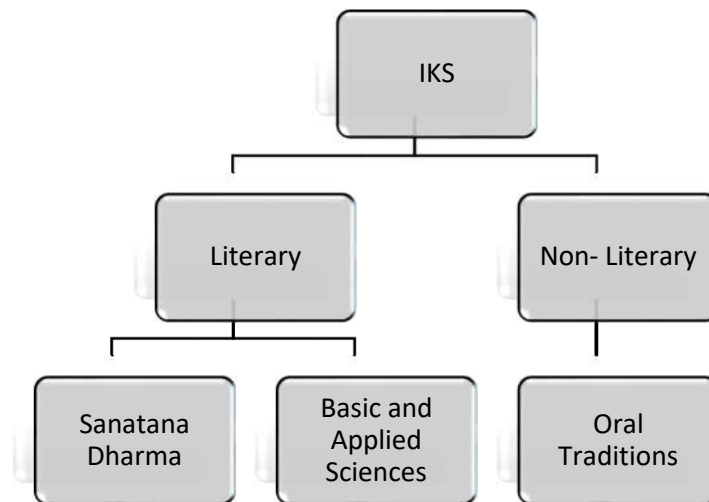


Figure 1 Segregation of IKS

In Leadership Perspectives

Leadership through yogakshema practice would bring forth the preservation of the overall well-being of the followers in all three aspects such as physiological, psychological, and behavioral. Logsangraha practices by leaders help keep the compassion for the followers and keep a positive and inspiring environment. By understanding these two concepts Yogakshema and logshangraha, we may have the measures in leadership perspectives for the current shortcomings of the corporates.

These solutions are evidenced in the holy Bhagwat Gita.

1. Occupational stress can be reduced. A healthy relationship between the leader and follower can be formed. The workforce can become more dynamic towards work.
2. The ability of the company to tap into the employees' latent potential is increased since the workers are dedicated to their job.
3. With followers' self-motivated efforts, their skill sets, capacities, and level of maturity improve in the perspectives of Karma yoga. This practice gives the organisation better competitive competencies over the competitors.
4. The followers' retention and attrition rates decrease as they amalgamate their achievement motivation with the corporation's vision and mission.
5. The practice of Karma Yoga will result in ongoing improvements in work. In all of its operations, the company strives for excellence. Ineffective tasks from the system get eliminated. Productivity will rise significantly. Cycle Time dramatically drops.

3. Theoretical Development of Health-Oriented Leadership

The transformative leadership style does not render health-related implications, thereby needing to address an organisational challenge degrading mental health. Therefore, health-oriented leadership emerged (Franke & Felfe, 2011). The "Health-oriented Leadership" approach offers a broader model of leadership behavior. This strategy focuses on leaders' health-promoting communication and workplace design from a health-oriented perspective.

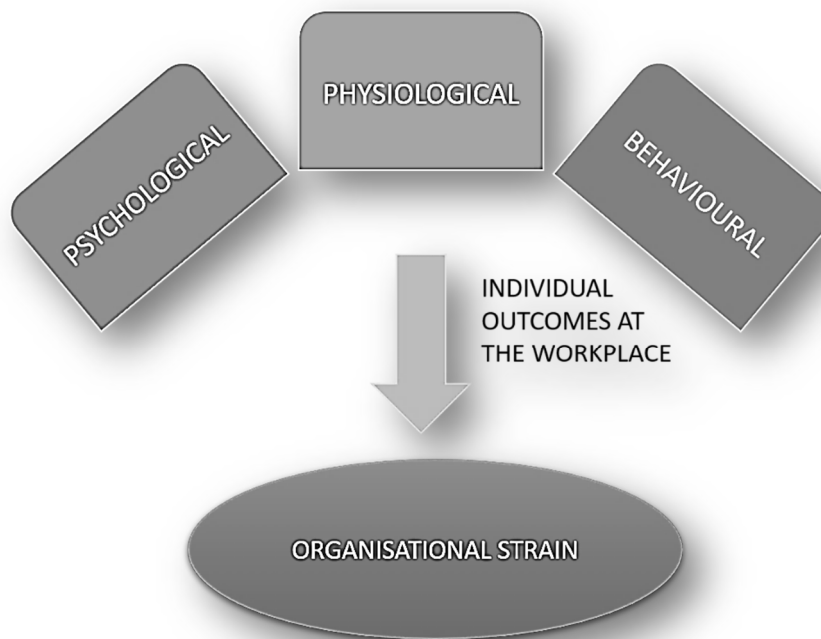


Figure 2 Follower scenario

By influencing the work environment, leaders who practice health-promoting leadership may have a direct or indirect influence on the health of their workers. By demonstrating health-promoting leadership, leaders may foster a healthy workplace by providing resource-oriented, health-promoting working environments for their people. Improving work environments to be more health-supportive may mitigate the adverse effects of hazardous working conditions. But we also need to consider other facets of leadership in health. So, in addition to prioritising tasks, uplifting and inspiring followers to adopt a healthy way of life, and motivating and encouraging them to participate in worksite health promotion activities when the company offers them. Health-specific

communication also entails speaking with followers directly when they appear stressed and collaborating to find solutions. For follower health, it's also essential to promote a happy environment, refrain from interruptions and overtime, and serve as an example.

Health-Oriented Leadership (HOL) Model

HOL Model introduced by Franke represents the idea that blends the leaders' health-specific orientation toward followers (Staff Care, which includes health awareness, health behavior, and health value) with the followers' health-specific orientation towards themselves (Self Care). The health of followers, health complaints, annoyance, and work-family issues are all connected to Staff-Care as a style of leaders that prioritises health. To develop the paradigm for health-promoting leadership, Franke and Felfe conducted an empirical investigation on health-oriented leadership (Franke & Felfe, 2011). In contrast to more conventional and all-encompassing leadership approaches, health-oriented leadership focuses on specific aspects of a leader's ideas, communication, awareness of the health of their followers, and healthy work environments. Health-oriented leadership traits include HoL behaviors, attitudes, self-efficacy, and health-related consciousness.

Health-oriented leadership perspectives (FFelfe, 2014)		
Staff- Care	Health Behaviour	Leaders are interested in promoting health
	Value of Health	Leaders take their followers' wellbeing seriously
	Health Awareness	If you can see when your followers are stressed
Self-Care	Health Behaviour	Action directed towards leaders' health
	Value of Health	Discrepancies in work due to stress
	Health Awareness	Points out the stress occurrences

Figure 3 HOL Model

4. Yoga-Kshema, Loka-Sangraha and Health- Oriented Leadership

When the leadership style called Health-oriented leadership is amalgamated with the concepts from scriptures that are Yoga-kshema and Loka-sangraha, a ready-to-implement policy gets promulgated.

Yoga-kshema is arranging to acquire what the people lack and preserve what they already have. Loka-sangraha encourages people to undertake their duties and allows them to take the right path.

Health-oriented leaders should change the workplace to affect workers' health circumstances to improve employee health favourably. Leaders that practice health-promoting leadership create cultures that encourage employee wellness, which boosts productivity while reducing stress and burnout. Resources must be enhanced to lessen the detrimental effects of poor mental health. Maintaining a manageable workload to reduce stress in the office is only sometimes possible and may even be inappropriate for some tasks or professions. Expanding resources can be extremely helpful for managers assisting their teams in the real world as they deal with rising task demands. Programs for leadership development should aid managers in enhancing working circumstances to support a better workplace. Literature has always emphasized the idea that effective leadership requires teamwork. This highlights how crucial it is for organisational culture to provide managers with various options for influencing the workplace. The health-oriented leadership measures help the followers be healthy so their work performance is at its best.

The measures offer flexible scheduling and remote work, a wide range of advantages, frequent communication with supervisors, an employee assistance program and opportunities for enjoyment and enrichment. Inference of the application of measures is that psychological safety can be rendered to the employees and betterment in employees' productivity, stress, declining rates of financial stress, absenteeism, risk factors for depression, and better ability to tackle challenges and opportunities at work.

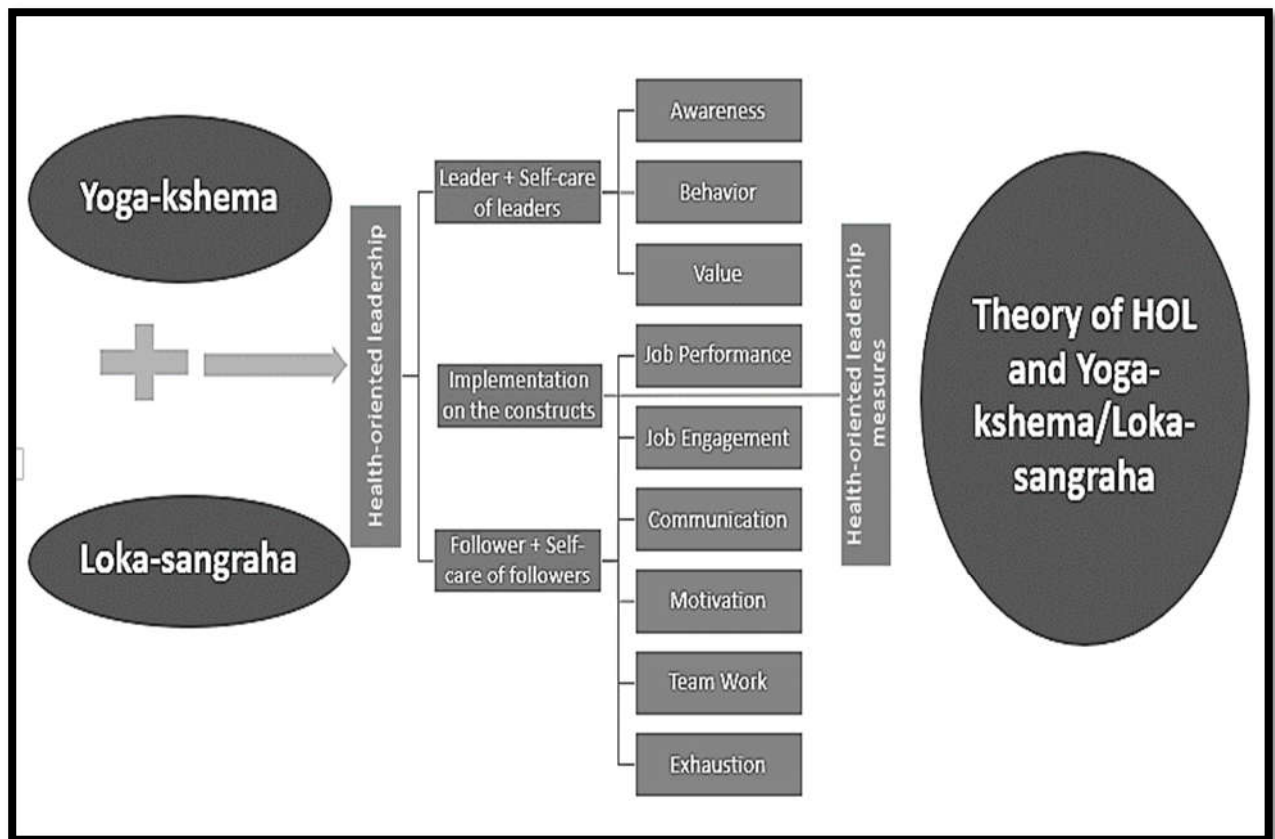


Figure 4 Theoretical Model

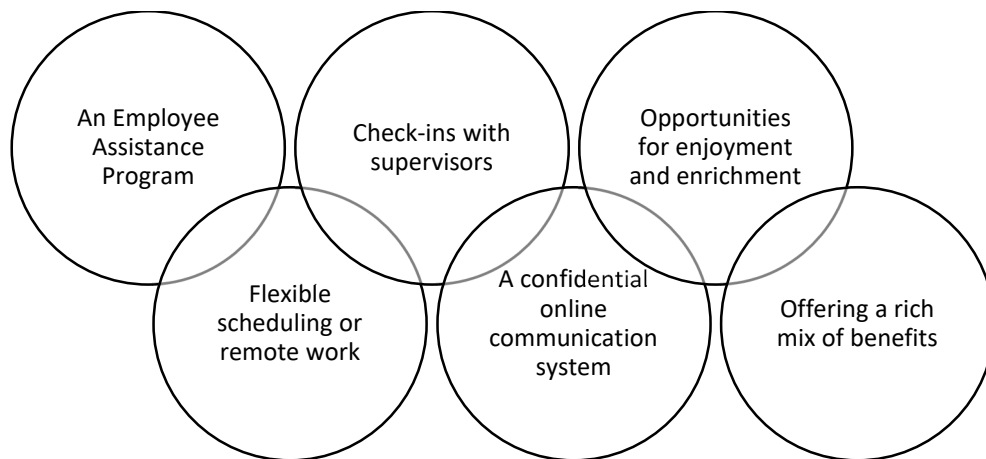


Figure 5 HOL Measures

The company's culture might need minor changes to improve employee engagement and well-being. The first significant change may occur in the leadership group. It ensures all senior executives and managers support wellness and engage in initiatives that benefit the followers. The most important way to improve employee happiness and well-being

while maintaining health and attention is to respect a solid work-life balance. Leaders must exhibit effective working methods. Another straightforward best practice for enhancing employee well-being is including mental health in an organization's induction program and discussing mental health as part of diversity and equality training.

Leaders and their teams should communicate in person whenever feasible. We've spoken about how important it is to ask your personnel what they need from the company. Email correspondence should only be used in emergencies or to confirm an essential exchange. When your workforce initially comes to work, something as simple as a kind welcome from the management might go a long way. By chatting with individuals instead of working at your desk, you may demonstrate genuine concern for them by learning about their health, what they are working on, if they need any assistance, and how they are doing. This method is also simple; all required is time and no prior preparation. Employee assistance programmes, an on-the-job intervention programme, help workers deal with personal issues that could negatively influence their performance.

The strategies mentioned above are for modern management practices and policies. From the IKS perspective, if yoga-kshema and lok-shangra are inculcated in health-oriented leadership, the results appear more spiritual and psychologically satisfactory. The implications of this amalgamation are favorable for the cooperations and the society as a whole.

Theoretical Contribution of the study

1. Lacuna in literature

It is found that the corporates have gone away from practicing ancient Indian wisdom. It is just considered mere mythology, anything related to God. People are not enlightened about the scope of ancient Indian wisdom, and it is just retained as religious prescriptions, which is an exhaustive list of do's and don'ts. IKS referred to as matters of blind faith and unscientific ideology. It is gradually becoming extinct from academic papers. As a result, it could be more understandable and exciting. The above-elaborated cavity, therefore, should be filled with specific strategies.

Indian knowledge system has a lot of lessons related to the smooth processing of operations inside the corporates. This study considers the new modern leadership style,

health-oriented leadership. HOL is all about maintaining the psychological safety of leaders and followers. But the spiritual aspect is lacking, so the yogakshema and lokshangra fulfil it by inculcating the wisdom of preserving and sustaining mental health among followers.

2. Role of Yogakshema and Lokshangra in Leadership

Yogakshema's practice in leadership goes beyond the typical job propositions of leaders and helps them to nurture their followers and preserve their mental well-being. At the same time, lokshangra strives to motivate employees to push their limits and achieve the best of their potential. It builds achievement motivation among the followers.

3. Welfare Beyond the Corporate

An employee with balanced mental health can render better job performance and better organisational commitment. Such employees can cause betterment beyond the organisation—people of the society, including family and the environment.

4. Proactive Phenomenon

Since yogakshema is all about preservation and sustainability, leaders can develop proactiveness among themselves. So, if there is uncertainty regarding any future crisis, the leaders can easily prevent it with their proactive actions. The mental distress of followers can be eliminated even before it occurs.

5. Spiritual intelligence and emotional intelligence yogakshema and lokshangra

Yogakshema and Lokshangra are about fostering the integration of thought, feeling, and action. Leaders who practice these phenomena reach spiritual heights. And it makes them wiser and more prudent to take action in the VUCA world. Practicing emotional intelligence in the organisation evolves better relationships between leaders and followers as they strive to understand each other's propositions.

6. Good governance

Good governance includes participation, responsiveness, representation, transparency, and openness for society. yogakshema and lokshangra are strongly associated with a phenomenon called good governance. It is about rewarding the organisation for the consumption of its resources.

This study contributes by developing the theories that will help an organisation to work for itself and society. It integrates the HOL, and ancient Indian phenomena called Yogashema and lokshangra successfully.

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