



**“YOGA, WELLBEING, AND ORGANISATIONAL
PRODUCTIVITY: EVIDENCE FROM WOMEN LEADERS”**

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Abstract:

The Theory of Human Productivity emphasises that organisational goals can be achieved effectively when human energy, motivation, skills, and mental well-being are utilised in a balanced manner. In contemporary workplaces, women leaders play an important role in economic development and organisational growth while managing multiple professional and personal responsibilities. These responsibilities often require emotional resilience, cognitive clarity, balanced judgment, and effective decision-making, especially in high-pressure situations. This study examines the role of regular yoga practice in improving mental well-being, decision-making effectiveness, leadership performance, and organisational productivity among women leaders. Unlike previous studies that have largely examined yoga from a psychological or health perspective, this research attempts to explore yoga from an organisational and economic perspective by linking well-being with workplace productivity. The study adopts a mixed-method approach. Quantitative data were collected from 50 women leaders through a structured Likert-scale questionnaire, while qualitative insights were obtained through opinion-based responses, documented experiences, and case-based observations. The findings indicate that regular yoga practice positively influences key managerial outcomes. Respondents reported improvement in work productivity, work quality, focus, emotional balance, stress management, leadership confidence, and rational decision-making. The study concludes that yoga can serve as an effective well-being intervention for women leaders by enhancing mental clarity, reducing fatigue, supporting balanced decisions, and improving leadership effectiveness. From an organisational perspective, integrating yoga-based wellness initiatives may contribute to improved employee well-being and productivity outcomes.

Keywords: Yoga practice, women leaders, decision making, organisational productivity

1. Introduction

The word Yoga is derived from the Sanskrit term Yuj, which means “to unite” or “to connect.” Yoga, in a general way, is the unification of the body, mind and inner consciousness. It's not just a physical activity, it's an overall discipline that has a positive impact on physical, mental, emotional and self-awareness. In today's corporate environment, there has been a growing relevance in such integrated wellbeing practices, as work performance is not only about technique or exertion. Rather, psychological energy, motivation, emotional regulation and mental well-being are key factors that strongly impact productivity (Goleman, 1998; Judge & Bono, 2001). Individual growth and organisational productivity is a function of human capital. The Theory of Human Productivity is based on the notion that if people's energy, skills, motivation and mental health can be used in the right manner for a certain amount of time, then the objectives of the organisation can be achieved effectively.

Today's work environments require staff and management to be effective in an environment of competition, uncertainty and change. Consequently, mental well-being is seen as an important aspect that affects leadership performance, employee engagement, quality of decision-making, and organisational performance in general (Agarwal & Sharma, 2020; WHO, 2022). Prolonged emotional or mental imbalance and stress in employees can affect their capacity to focus, make decisions and contribute in an effective manner (Field, 2016; Gupta & Verma, 2019). The position of women leaders in the development of organisations and economies is significant. They help in the growth of the institution, team, innovation and decision making. But, it is the case of women in leadership positions having to attend to various tasks at work, home and in social engagement. This overlapping expectation can add pressure and lead to emotional exhaustion, stress and cognitive overload (Eagly & Carli, 2007; Phillips & Grandy, 2018). Confidence, emotional resiliency, clear thinking, patience and good judgment are all essential traits of a leader, especially in the face of problems. Hence, the critical need to build the mental and emotional well-being of women leaders for their own development and to enhance the outcomes of the organisation.

Yoga is known all over the world as a whole-body technique to manage stress, to focus, to balance emotions and to build psychological resilience. Few studies indicate that yoga practice could help to decrease the level of stress, enhance concentration, stabilise emotions and promote overall wellbeing (Field, 2016; Gupta & Verma, 2019). Yoga and mindfulness activities have also been shown to enhance job satisfaction, employee engagement, decrease fatigue, and improve work-life balance in the workplace (Ratna & Dwarapudi, 2023; Swaroop et al., 2024; Tanwar, 2024). In the case of women leaders, these success criteria are even more significant since they are expected to stay balanced, positive and good in challenging managerial tasks. While the psychological, medical and wellness aspects of yoga have been well-explored, the implications for organisation and economy have been under-explored.

The research that has already been done has mainly centred on yoga as a method of stress reduction, improving health and/or work-life balance. But the impact of regular yoga practice on leadership effectiveness, decision-making capacity, productivity in work place and organisational performance, particularly in the leadership role of women, has received less focus (Roche et al, 2018; Singh et al, 2025). This leaves a research void as well-being initiatives in organisations should not be considered solely within the context of personal health practices, but also as a strategic investment that can lead to increased productivity, decreased burnout and increased leadership ability. Many organisations have not yet established a wellbeing program (or not structured enough), or it is not deeply embedded in a leadership development program. The lack of these programmes can add to the stress and fatigue of employees and leaders, and reduce their effectiveness at work.

Conversely, businesses with investment in wellness programs can be seen experiencing benefits of better employee morale, improved decision making, reduced absenteeism, and better productivity (Agarwal & Sharma, 2020; WHO, 2022). Thus, it is an appropriate and relevant topic to explore yoga with an organisational productivity lens. This study tries to fill the identified gap in the research by studying the effect/impact of regular yoga practice on

improving the well-being, leadership effectiveness, decision-making ability and productivity of women leaders.

The study aims at the following:

1. To study the impact of Yoga practice on the Mental and Emotional health of women leaders through regular practice.
2. To understand the link between Yoga practices and the effectiveness in decision-making of the female leaders.
3. To evaluate the perceived effect of yoga on productivity at work, such as work quality, task efficiency, time management and decreased fatigue.
4. To assess the impact of yoga on leadership qualities like Confidence, emotional stability, handling conflicts and motivational team.
5. To build a connection between employee well-being and organisational productivity as a manager.

Through these goals, the study highlights the strategic nature of yoga as a wellbeing intervention and how it could contribute to individuals' effectiveness and the organisational function.

2. Literature Review

Women leaders are key contributors to the growth of the organisations, decision-making and economic development. But, too many women in leadership often end up juggling between several roles, many of which are in their personal, professional and social lives. This continual juggling act can induce emotional stress, strain, fatigue and mental unease. Research on women's leadership indicates that women leaders often face challenges as a result of dual responsibilities, work expectations and societal demands on them that can impact their emotions and performance as leaders (Eagly & Carli, 2007; Phillips & Grandy, 2018). In this context, activities like yoga, meditation and mindfulness are becoming more and more recognised as supportive activities for bolstering emotional stability, resilience and work-life balance. There is ample literature on the topic of well-being and productivity from the field of organisational behaviour and human resource management literature.

Physical labour or technical ability is not the only factors that affect human productivity; it can also be influenced by psychological energy, motivation, emotional balance and mental stability. Stress, anxiety, or emotional burnout among employees can hurt their judgment, performance and productivity. Goleman (1998) highlighted four factors which are related to the effectiveness of leaders in the workplace and to performance: emotional intelligence, self-awareness, stress management and emotional regulation. By the same token, Judge and Bono (2001) observed a positive relationship between psychological well-being and job performance measures like efficiency, quality of work and accuracy of decision making.

Depression and anxiety also account for a significant portion of productivity loss worldwide, and workplace wellness programmes can help to decrease absenteeism and improve employee performance (WHO, 2022). The yoga practice is integrated with all aspects of the human body, physical, mental, emotional and cognitive wellness, for which extensive study has been done. It helps one manage stress, focus their attention, gain more emotional control, and get more inner stability. Field (2016) showed that Yoga practice is linked to decreased stress, attention span and an improvement in emotional regulation. This is particularly important for leaders; the ability to think clearly, be patient, confident and have a balanced judgement are qualities needed for leadership. Gupta and Verma (2019) also reported that Yoga Practice in corporate employees resulted in decreased fatigue, satisfaction with work and increased productivity. Hence, yoga can be viewed as an organisational tool that can help to improve the effectiveness of the workplace, as well as a personal wellness program. There has been increasing interest in the use of yoga as a tool in effective leadership. Emotional intelligence, self-regulation, stress tolerance and calmness in the face of difficulties are all key skills of leadership. Practising Mindfulness and Yoga can help to enhance these skills through the reduction of impulsive behaviour and focus. Roche et al. (2018) noted that Mindfulness-Based Practices aid in the decision-making process of a leader by enhancing their ability to

focus, manage their emotions and their conflict management ability. For women leaders, these benefits are of paramount significance as they have to work in a high-pressure environment and are expected to keep the morale of the team high and resolve conflicts rationally. Therefore, yoga can assist in making the person effective as a leader by enhancing their mental sharpness, emotional stability and interpersonal balance. The importance of employee well-being from an organisational productivity point of view is gaining more attention as a strategic investment. About work performance, well-being programmes have the potential to boost employee engagement, cut absenteeism rates, boost work satisfaction, and promote better well-being and performance outcomes (Agarwal & Sharma, 2020; Tanwar, 2024).

According to Ratna & Dwarapudi (2023), the practice of yoga helps to have a better work-life balance among women managers, and Swaroop et al. concluded that Yoga is important for mental wellness as it helps to improve clarity, calmness and concentration. In addition, Singh et al. (2025) emphasised the detrimental impact of stress on women in the corporate world and the potential of holistic stress-reduction techniques like yoga to benefit employees and the organisation. While previous research has confirmed that yoga has positive effects on reducing stress, improving work-life balance, emotional wellbeing and employee engagement, most of these studies have either targeted general employees or have targeted psychological wellbeing. Fewer studies look at the direct link between yoga practice, effectiveness as a leader, quality of decision-making and organisational productivity among women leaders. This gap is important as Women's leadership roles may be decision-making roles that can have a direct impact on mental well-being, which in turn can affect the performance of the team, the effectiveness of the manager and the productivity of the organisation. This conceptual framework of the study suggests that the mental and emotional well-being of women leaders is the dependent variable, which is influenced by regular yoga practice as the independent variable. This leads to greater well-being, which in turn supports leaders to make better decisions, have greater confidence, regulate their emotions and manage teams better. These leadership enhancements also help organisations succeed in terms of the quality of the work, time management, the type of tasks performed and fatigue. Therefore, the sequence in which yoga, wellbeing, the effectiveness of leadership and productivity are linked together.

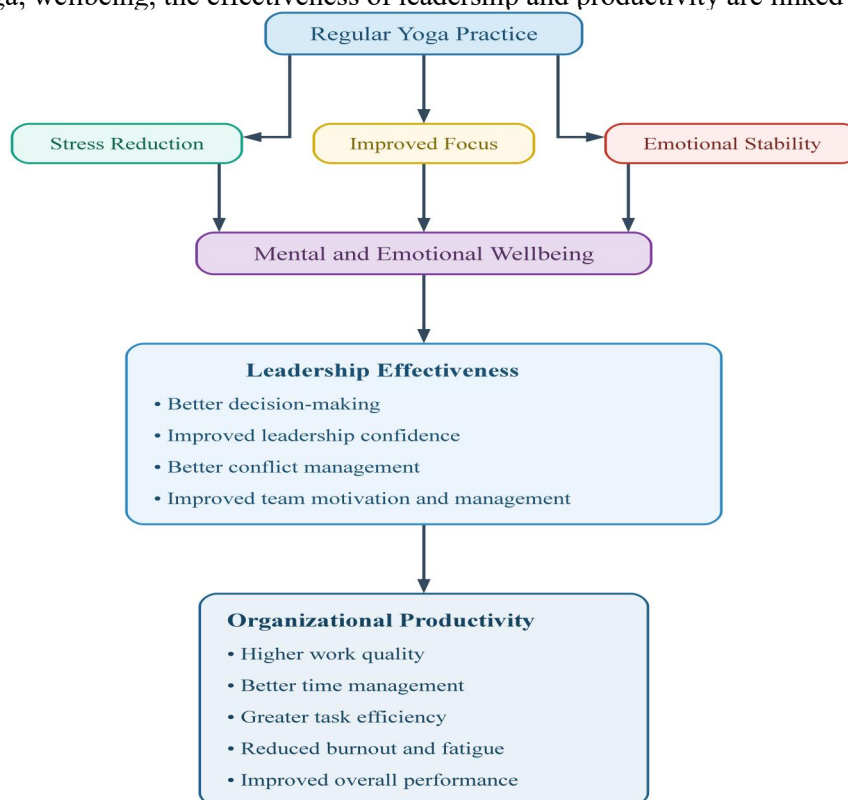


Figure 1. Conceptual Framework of the Study

3. Research Gap

The literature suggests a beneficial influence of Yoga on mental health, stress management, emotional balance and work-life balance. The role it can play in enhancing productivity, effectiveness in decision making and organisational outcomes in the context of women leaders is not fully understood, however. Studies on yoga focus primarily on psychological, health, or wellness, and there is a need to explore the economic and organisational aspects of yoga. Hence, the present study aims to explore the impact of regular yoga practice on the mental well-being, effectiveness of the leadership, decision-making skills and productivity of the organisational activities of the women leaders, which fills the above gap.

3. Research Methodology

The research method used in this study is descriptive and explanatory research. This research will examine the relationship between regular yoga practice and mental well-being, the effectiveness of women's leadership, decision-making skills and the productivity of the organisation in female leadership. The descriptive design is appropriate as the study is designed to gain an understanding of the perceived benefits of yoga in the work and leadership context. The explanatory element is added to investigate whether yoga practice can have an impact on productivity-related aspects like concentration, emotional stability, diminished tiredness, reasonable decision making and leadership self-assurance. This study is carried out using a mixed method of quantitative and qualitative methods. Data was gathered by using a structured questionnaire of a Likert scale type, and it was quantitative. The questionnaire aimed to assess the perception of the impact of yoga on the four key areas – decision making, productivity, mental and emotional wellbeing and leadership attributes. This process enabled the transformation of subjective perceptions into measurable responses to be analysed.

Qualitative information was gathered by opinion questionnaires, personal stories and real-life situations. These answers gave a deeper understanding of women leaders' experience of yoga as a tool for stress management, how yoga is associated with behaviours in the workplace, emotional balance and leadership performance in the workplace. The qualitative part enhances the study by providing personal and contextual understanding, in addition to the numerical responses. The sample was 50 women leaders across the various sectors. The researcher considered it appropriate to include 50 women in this exploratory study, as this study is a study of a specific group of women in leadership or managerial positions. This sample size will give helpful preliminary insights since the study is not attempting to generalise to the larger population, but rather to understand perceptions and behavioural outcomes. The study has employed purposive sampling because the participants were selected because they are relevant to the study. Women leaders were selected as they have a direct role in decision making, team management and in productivity related tasks. This sampling method was appropriate as the researcher was able to obtain targeted information from the subjects who were able to give valuable information regarding yoga, wellbeing, and the effectiveness of leadership.

4. Data Analysis and Results

Primary data has been collected from 50 women leaders in various fields in the present study. The sampling technique used was purposive sampling, as there was a need for the study to solicit the response of women in leadership or managerial roles. The survey was aimed at gaining insights into how participants feel regular yoga practice has impacted their four areas of work and leadership performance: Decision making, Productivity, Mental and Emotional wellbeing; Leadership traits. A structured questionnaire, which was based on a Likert scale, was used to gather the responses. The responses were clustered into three groups: Top 2 scores, Neutral scores and Bottom 2 scores, for analysis. The Top 2 scores are those of the positive answers (Agree and Strongly Agree), and the Bottom 2 scores are those of the negative answers (Disagree and Strongly Disagree). It is used to gain an understanding of the

general trend of respondents' attitudes to the practice of yoga and the results it has brought about in the workplace.

The analysis is displayed below along 4 dimensions that were considered major.

Table 1: Effect of Yoga on Decision-Making Parameters

Decision-Making Parameter	Top Scores	Neutral Scores	Bottom Scores
Ability to analyse complex situations	92%	0%	8%
Leadership confidence in decision-making	69%	23%	8%
Rational decision-making	77%	8%	15%
Reduction in impulsive decision-making	62%	23%	15%

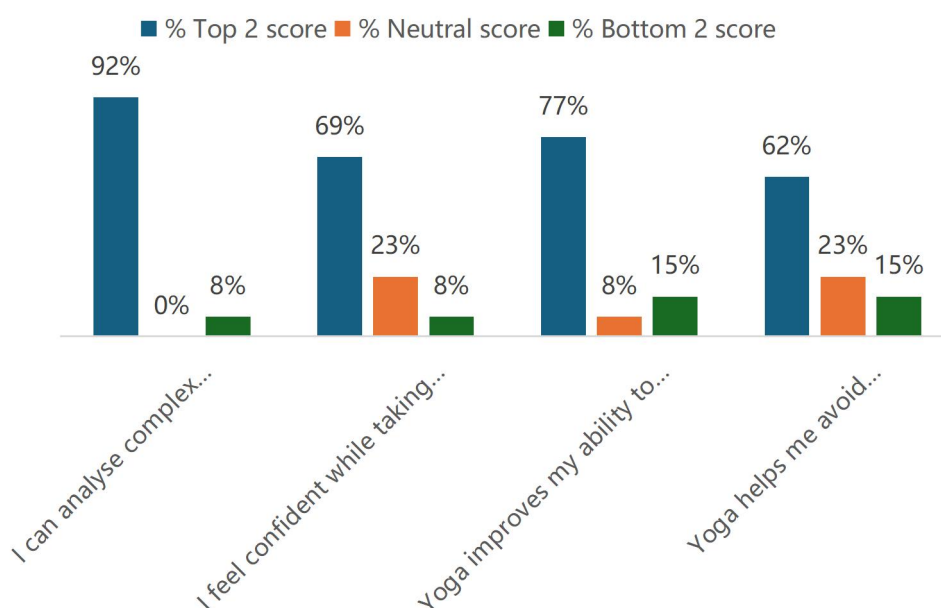


Figure 2: Effect of Yoga on Decision-Making Parameters

The results indicate that participants believe that yoga is beneficial in terms of developing skills in decision-related areas. The majority of the positive answers for analysing complex situations suggest that yoga can help to clear the mind and focus. The positive response, although not as great, for decreased impulsive decision making, suggests possible benefits for emotional stability as well. The overall conclusion of the results suggests that yoga is a helpful behavioural and psychological intervention to enhance decision making effectiveness of women leaders.

4.2 Effect of Yoga on Productivity

One of the key issues that is studied is productivity. The analysis reveals that the respondents feel very connected to the practice of yoga and its benefits for their work performance, concentration, less fatigue and greater efficiency. The most positive responses came from work quality, which received an average improvement score of 92%, with 92% of the respondents indicating improvement. This means that yoga can assist women leaders to focus and concentrate on their work better and perform it with more accuracy. Likewise, 85% of the people said that yoga enhances overall productivity at work. When asked about the impact on task efficiency and time management, 77% of the respondents indicated positive effects for both aspects. In addition, 69% of the people said yoga alleviates burnout and fatigue.

Table 2: Effect of Yoga on Productivity Parameters

Productivity Parameter	Top Scores	Neutral Scores	Bottom Scores
Overall improvement in work productivity	85%	8%	8%
Improvement in time management	77%	15%	8%
Improvement in task efficiency	77%	15%	8%
Reduction in burnout and fatigue	69%	23%	8%
Improvement in work quality due to focus	92%	8%	0%

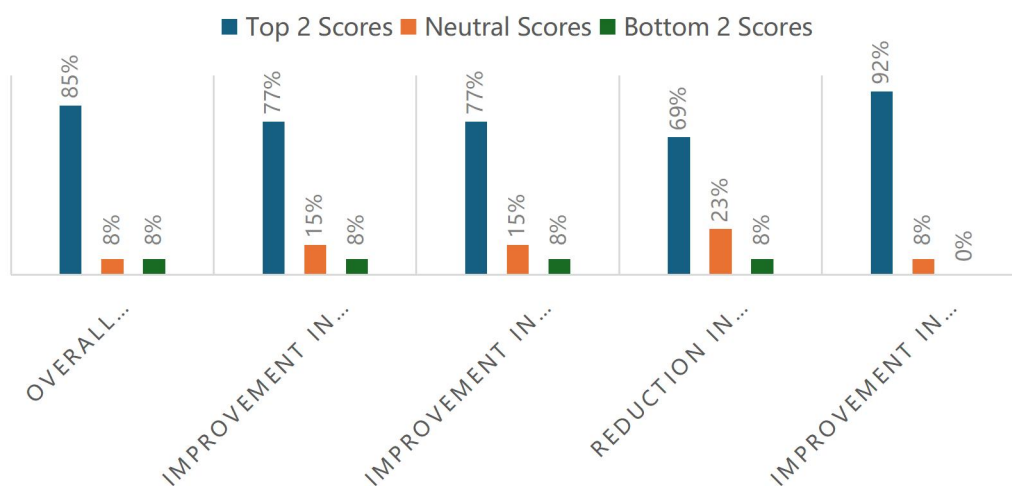


Figure 3: Effect of Yoga on Productivity Parameters

The productivity-related findings reveal a consistent positive trend. The strong response for work quality and overall productivity suggests that yoga may help women leaders maintain focus, organise tasks better, and manage work pressure more effectively. Reduced fatigue and burnout are also important because sustained productivity depends not only on output but also on physical and emotional energy. However, as the data are perception-based, the results should be interpreted as perceived productivity improvements rather than objective productivity measurements.

4.3 Effect of Yoga on Mental and Emotional Well-being

There is a strong connection between workplace performance and mental and emotional well-being, which is integral to living a yoga practice. Mental and emotional well-being play a crucial role in the practice of yoga and workplace performance. The findings of the survey indicate that people view yoga as a positive way to balance their emotions, reduce stress, focus their minds and promote relaxation when facing difficult times. The responses reveal the positive impact of yoga on mental stability and emotional strength. Most of the respondents felt that practising yoga provides them with a sense of calm, focus and better equipped to deal with work stress. This is especially critical for women in leadership positions, as they need to be emotionally controlled, patient and take a balanced approach during conflict or uncertainty.

Table 3: Effect of Yoga on Mental and Emotional Well-being

Mental and Emotional Wellbeing Parameter	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Yoga improves concentration and mental clarity	69%	23%	8%	0%	0%
Yoga helps maintain emotional balance	46%	54%	0%	0%	0%

Yoga supports stress reduction	31%	62%	8%	0%	0%
Yoga helps respondents feel refreshed during work	15%	85%	0%	0%	0%
Yoga helps maintain calmness in stressful situations	23%	77%	0%	0%	0%

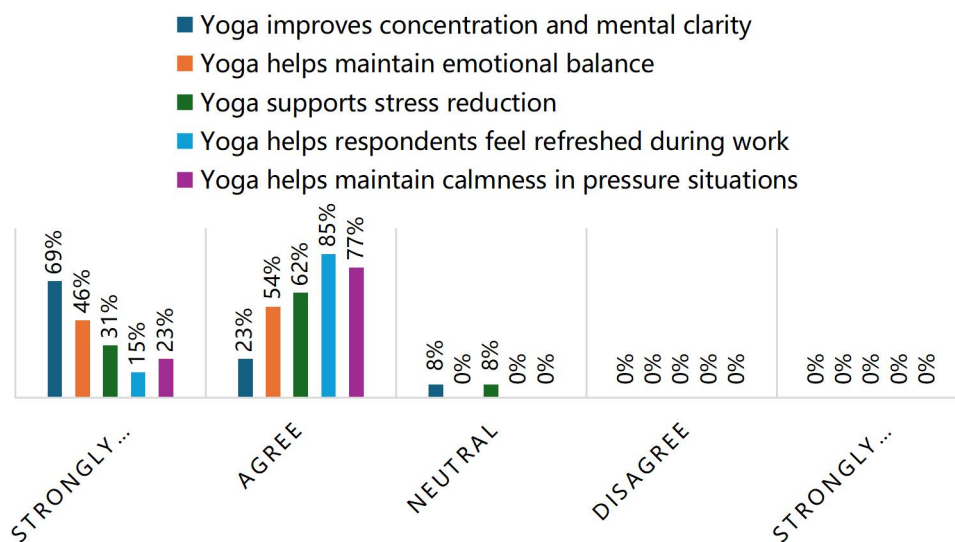


Figure 4: Effect of Yoga on Mental and Emotional Well-being

Based on the results gained, this is the positive effect that yoga has on mental and emotional well-being that is perceived. There is a high overall agreement on all indicators. The women leaders' answers pointed to the practice of yoga as a way to keep them centred, balanced and calm. The results are significant as emotional well-being is closely related to the performance of the leader. A mentally relaxed and emotionally balanced leader will be better able to make well-balanced decisions, handle conflict situations and have positive relationships with team members.

4.4 Effect of Yoga on Leadership Traits

The ability to be emotionally stable, tolerate conflict, be motivated, be confident and be able to handle teams effectively are all qualities that are essential to an effective leader. The attitude of yoga practice towards these leadership attributes is reflected in the survey results. 92% of the respondents said that yoga helps to make the effectiveness of the management of the team more effective in general, thanks to its effect on emotional stability. The respondents further indicated that yoga can help them to manage conflicts at work place. Besides, 85% of the respondents stated that yoga helps them to motivate their employees. Also, over 90% of the respondents indicated that engaging in yoga helped their leaders feel more confident in their leadership.

Table 4: Effect of Yoga on Leadership Traits

Leadership Trait Parameter	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Improved team management through emotional stability	23%	69%	8%	0%	0%
Ability to handle workplace conflicts calmly	23%	62%	15%	0%	0%
Ability to motivate employees	15%	85%	0%	0%	0%
Improvement in leadership confidence	31%	62%	8%	0%	0%

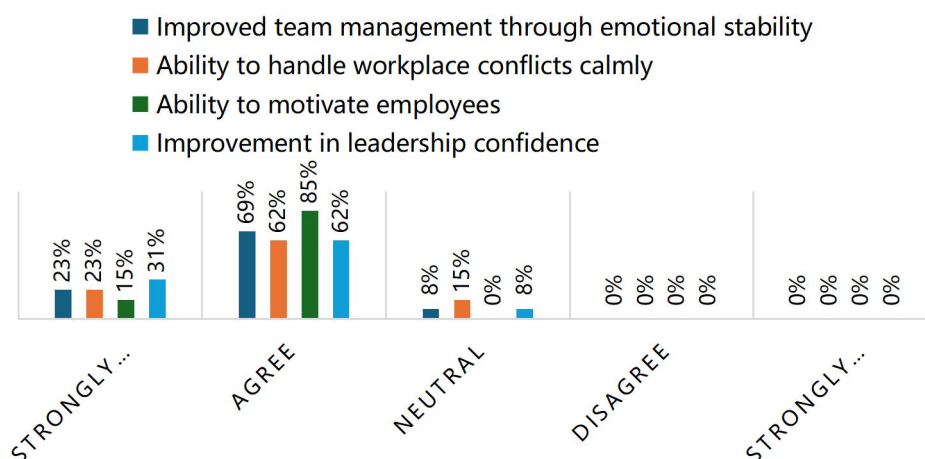


Figure 5: Effect of Yoga on Leadership Traits

The results indicate that yoga could play a role in helping leaders to regulate their emotions and build confidence. The level of agreement across all team members regarding team management and employee motivation suggests that yoga can have an impact beyond the individual, to interpersonal and managerial behaviour. Yoga can help enhance leadership qualities, as women leaders often have to manage the responsibilities of the team, conflict with others in the workplace and pressure to make decisions.

4.5 Summary of Primary Data Findings

The general results from the survey indicate that there is a positive perception of Yoga's impact in all four areas of life – decision making, productivity, mental and emotional health and leadership qualities.

Table 5: Overall Summary of Major Findings

Dimension	Key Finding	Highest Response	Positive Response
Decision-making	Yoga helps in analysing complex situations and supports rational decisions	92%	
Productivity	Yoga improves work quality, focus, and productivity	92%	
Mental and emotional well-being	Yoga supports emotional balance, calmness, and stress reduction	100%	combined agreement in some indicators
Leadership traits	Yoga improves team management, employee motivation, and leadership confidence	92%	

The findings show that yoga is viewed as being more than an individual's health movement. It seems to have a positive effect on the performance of the workplace through increased concentration, decreased stress, better emotional control and better leadership behaviour. The highest responses were received on the analysis of complex situations, work quality enhancement via focus, maintaining emotional balance, and enhancing the effectiveness of team management.

4.6 Secondary Evidence from Women Leaders and Corporate Practices

The study is based on primary data as well as secondary data from the women leaders and women's organisation practices. In fact, there are a number of successful women leaders who

have highlighted the need for wellbeing practices like yoga, meditation, mindfulness, discipline, rest and health awareness as means to manage the pressure of being a leader. In a section of *My Life in Full*, where she recounts her own experience, former Chairperson and CEO of PepsiCo, Indra Nooyi, addresses some of the difficulties involved in sustaining a demanding leadership position while taking care of family and personal wellbeing, and the importance of discipline, accountability and institutional support for maintaining a healthy work-life balance (Nooyi, 2021). Like Huffington, founder of HuffPost and Thrive Global, says that typical notions of success that focus solely on wealth, power and constant productivity can result in burnout and exhaustion. She believes that wellbeing, wisdom, rest, mindfulness and personal renewal are a broader model of success in Thrive (Huffington, 2014). In her later work via Thrive Global, she links wellbeing practices to better wellbeing and health outcomes and productivity (Thrive Global, 2026). The following examples of leadership illustrate the close link between mental /emotional well-being and effective leadership.

Yoga, meditation, mindfulness, good sleep and self-care could assist leaders in keeping their mind clear, composed, resilient and making balanced decisions when needed. But such illustrations are meant to be secondary and supportive, and are not statistical since they are drawn from publicly reflected upon experiences of leadership, not from controlled, empirical tests. Practices by the corporate sector also suggest that workplace wellness is becoming more and more significant. For instance, the work-based yoga and mindfulness programs at Aetna have been linked to lower perceived stress, sleep-related benefits and productivity improvements (Gelles, 2015; National Institutes of Health, 2026). Likewise, Mindfulness and wellbeing interventions in the workplace are gaining growing attention as organisational interventions to decrease stress, increase employee engagement and enhance productivity. The examples illustrate the application of the definition of employee wellbeing as an important organisational performance determinant, as well as a personal health issue.

The results of the study reveal a positive attitude towards yoga in all the measured dimensions of yoga. The greatest impacts are seen in the following areas: concentration, emotional balance, work quality, decision making and leadership confidence. This has implications for how yoga could be a common thread in individual wellness and organisational productivity. From the results, it has been found that yoga provides benefits to the women leaders as well as to them in their professional lives. Yoga helps me in the following aspects: Personally Yoga helps me to reduce stress, to balance my emotions, to become calm and to clear my mind. These benefits seem to have an impact on decision-making, productivity, team management, and the self-confidence of leaders, professionally. Thus, yoga can be considered a strategic wellbeing intervention to assist both the individual's effectiveness in their role and organisational effectiveness.

Quite concurrently, the results should be taken with a pinch of salt. As the study relies on data collected from 50 women leaders and perceptual data, it does not necessarily imply that the relationships were statistically proven, but rather perceived relationships. Further analyses with larger samples, objective productivity measures and more sophisticated analyses could enhance the results of future studies. The overall data points to the fact that yoga can be a valuable tool in enhancing the well-being, leadership behaviour and productivity in the workplace among women leaders. The results also validate the importance of structured yoga and mindfulness programmes in the context of employee wellbeing and leadership development programmes for organisations.

5. Discussion

5.1. Findings

The results of the study suggest that women leaders perceive a positive impact on their mental health and functioning as a result of regular yoga practice on their decision-making capacity, productivity and effectiveness as a leader. This is in line with the main thesis of the study that reveals that skills, knowledge and physical energy are not the only factors that contribute to human productivity; the amount of psychological energy, emotional stability, motivation and

mental well-being are also factors that contribute to human productivity. The Theory of Human Productivity, or human balance energy, suggests that human energy can be utilised in a balanced and purposeful manner in an organisation for its goals to be achieved more effectively. Here, yoga can be seen as a complementary wellness activity which enhances individual efficacy and performance. The first major finding is that yoga has a positive impact on the mental and emotional health of women leaders. Yoga has been found to make the respondents calm, focused, emotionally balanced and refreshed while working.

Previous research has confirmed that yoga decreases stress, regulates emotions and increases psychological resilience (Field, 2016; Gupta & Verma, 2019). Yoga has also been found to have a positive impact on attention, anxiety and emotional regulation, which is crucial in high-stress jobs in leadership roles (Pascoe & Bauer, 2015; Woodyard, 2011). This is especially important for women in leadership, where they typically face multiple professional, personal, and social demands, causing them to feel stressed and burned out from their jobs and to suffer from work-life conflict (Eagly et al., 2007; Phillips & Grandy, 2018). The second finding indicated that yoga improves the women leaders' decision-making abilities. The participants believed that they made rational decisions more confidently, reduced impulsive decisions and analysed complex situations with the help of yoga. This discovery is directly correlated to Goleman's report that emotional intelligence, self-awareness and emotional regulation are closely related to the success of leadership and working in the office (Goleman, 1998).

Yoga and mindfulness exercises enable leaders to cultivate a reflective mind, which allows them to think about different options and respond to challenging situations rather than reacting. This affirms the results of Roche et al. (2014), who concluded that psychological capital and mindfulness are positive factors affecting leader wellbeing and leadership functioning. The third finding is that a correlation exists between wellbeing and productivity, with a positive correlation. The participants felt that yoga enhances the quality of work, time management, task performance and overall productivity and decreases fatigue and burnout. This ties in with literature on organisational behaviour that suggests that psychological wellbeing is positively linked to job performance, efficiency and quality of work (Judge & Bono, 2001).

Poor mental health is also found to impact productivity and absenteeism in the workplace, with well-being programmes improving employee performance as well (World Health Organisation, 2022). The same results have been seen in yoga for the workplace studies, where yoga was associated with job satisfaction, worker engagement, productive work performance, and handling stress (Swaroop et al., 2024; Tanwar, 2024). The fourth finding has to do with leadership characteristics. The research reveals that yoga benefits women leaders in various ways, such as more effective team management, handling workplace conflict with a cool head, motivating employees and boosting leadership confidence.

The results were in line with the concepts of leadership theories, which regard emotional stability, self-regulation, confidence and interpersonal sensitivity as key traits of an effective leader (Avolio & Gardner, 2005; Northouse, 2021). Women leaders tend to have more expectations placed on them as leaders and have added barriers in leadership, so it is important that practices that enhance self-awareness, patience and resilience boost their leadership effectiveness (Eagly et al., 2007). Leaders, like Indra Nooyi and Arianna Huffington, are also sources of secondary evidence suggesting that a focus on wellbeing, discipline, mindfulness and personal balance is a factor in sustainable leadership (Huffington, 2014; Nooyi, 2020).

5.1. Managerial Implications

The results indicate that there are a number of practical implications for organisations. Firstly, organisations should implement the yoga and mindfulness sessions in their employee wellbeing programs, particularly when it comes to employees with leadership/senior roles or those who are under pressure. Second, there is a need to incorporate yoga-based practices in leadership development programs to enhance the skills of emotional regulation, decision

making, confidence and conflict management. Thirdly, organisations should establish short breaks in the working day for employees to alleviate fatigue, refresh their minds and keep them productive. Finally, there is a need for human resource managers to conduct regular employee well-being surveys and feedback sessions to gauge employee stress, burnout and productivity issues. Fifth, well-being programs should be considered as a strategic tool and include other business objectives like employee engagement, retention, leadership performance and organisational productivity.

5.2. Limitations of the Study

The study offered valuable learning, but also had some drawbacks. The findings are limited to the 50 women leaders in the sample because of its small size, thus limiting the generalizability of the findings. Purposive sampling may be applied in the study, which will restrict the representation across all sectors and leadership levels. A second drawback is the use of self-reports of perceptual information; this may be subjectively biased. The positive responses may be because of respondents' beliefs or because they feel that it is socially desirable to report the positive response. There are no objective productivity measures like performance records, absenteeism data or economic measures included in the study. Thus, future studies need to employ larger sample sizes, comparison groups, sector-wise analysis, and sophisticated statistical analysis to draw robust conclusions in relation to the impact of yoga on wellbeing, leadership effectiveness and productivity of the organisation.

6. Conclusion

The study findings suggest that there is a role for regular yoga practice in the mental well-being, leadership competence and productivity of women leaders. Women leaders today must face complex, demanding situations in which they are expected to carry out a variety of tasks, make quick decisions, deal with stress in the workplace and keep their teams on track. Yoga can help with this through the provision of focus, emotional balance, self-confidence, stress tolerance and mental clarity. The results revealed that yoga has a positive impact on the following areas of leadership: rational decision making, calmly handling conflict, managing teams and motivating employees. It will also contribute to a reduction of fatigue and burnout, which will allow women leaders to work with more energy, discipline, and consistency. The findings indicate that yoga is an individual health practice and also a useful instrument to enhance the performance of professionals. At an organisational level, employee well-being is about investing, not an option. Organisations that promote yoga and these types of wellness programs produce healthier, concentrated and stronger leaders. This can help to make better decisions, improve work performance, leadership behaviours and productivity. Overall, the study laid a clear groundwork of connection between the four components of yoga, wellbeing, effectiveness of leadership and effectiveness of the organisation in terms of productivity. It emphasises that a wholesome mental state and equilibrium of the emotions are vital to sustained leadership. Thus, the incorporation of Yoga in workplace wellness and leadership development programs can contribute to the development of stronger, calmer and more effective women leaders in the workplace.

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