



**UNIVERSIDAD SAN FRANCISCO DE QUITO**

**Colegio de Administración para el Desarrollo**

**Attitude investigation in company's employees when performing ancestral  
and non-ancestral disciplines**

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Tesis de grado presentada como requisito  
para la obtención del título de Bachelor en Administración de Empresas

Quito, Mayo, 2013

**Universidad San Francisco de Quito**

**Colegio de Administración para el Desarrollo**

**HOJA DE APROBACIÓN DE TESIS**

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**Quito, mayo de 2013**

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## **DEDICATION**

This work goes to every person who would find it helpful. To organizations that look for new ways to keep their personnel efficient, happy and productive. To my parents, Mario and Consuelo because this is the result of their love and support and to Instituto para el Crecimiento Integral hope this work is helpful for you too.

## **ACKNOWLEDGEMENTS**

I will forever be thankful of my parents and their support throughout my life, their encouragement and faith. To my teachers that guided me to become the professional I am today. To the Instituto para el Crecimiento Integral that offered me the opportunity to do my research and show me that are alternatives to help in people's personal growth.

## **ABSTRACT**

At this moment in Ecuador's history we have been witnesses of the increasing concern in human talent. The wellbeing of every member in the organizations is evaluated constantly for its correlation with productivity and competitiveness. The proposal of practicing ancestral and non-ancestral disciplines or even of the eventual experiential workshops with a specific method may take the participant to reconsider their place in the organization, or life, given the opportunity to retrieve the best of the committed employees for an organization or to replace essential workers to different industries.

The following research shows the perception of each employee and employer that need a change in attitude towards their work life. Does the practice of these ancestral disciplines and/or experiential workshops actually help the work environment? Does this improve productivity? Does it make an organization competitive in headhunting? These are some of the questions to be answered throughout this investigation.

## RESUMEN

En este momento de la historia del Ecuador, hemos sido testigos de la creciente preocupación en el talento humano. El bienestar de todos los miembros de las organizaciones es evaluado constantemente por su correlación con la productividad y la competitividad. La propuesta de la práctica de disciplinas ancestrales y no ancestrales, o incluso de los talleres vivenciales eventuales con un método específico puede llevar a los participantes a reconsiderar su lugar en la organización, o la vida, la oportunidad de recuperar lo mejor de los empleados comprometidos para una organización o para reubicar a trabajadores esenciales para diferentes industrias.

La presente investigación muestra la percepción de cada empleado y del empleador y del cambio de actitud hacia su vida laboral. ¿La práctica de estas disciplinas ancestrales y / o talleres vivenciales en realidad ayudan al ambiente de trabajo? ¿Esto mejora la productividad? ¿Tiene una organización competitiva en fuerza laboral? Estas son algunas de las preguntas que deben ser respondidas a lo largo de esta investigación.

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## **PROBLEM INTRODUCTION**

This thesis presents organizations a completely different means to fulfill their objectives towards personnel satisfactions and corresponding work environment to enhance work satisfaction.

This research pretends to be a valid tool in demonstrating that practicing an ancestral or non-ancestral discipline helps in improving the participant's attitude at work. This eventually will spread out to people's life inside and outside the office.

The number of people who are working and willing to practice Yoga, Tai Chi or Dance as a therapy classes is not great. Even more, given that the practice of any of these disciplines may cause an existential crisis, the author is aware of the fact that this number of participants may decrease in time.

Another issue is the lack of information in the matter, and the fact that companies in Ecuador are not really interested in investing in these disciplines. For that reason the search took place in a center where working people gather to practice the discipline of their choice.

Being aware of that, the research will be as objective as possible in order to become that helpful tool needed.

### **Background**

#### **History of attitude at the workplace**

Attitude has become more and more important to organizations over the years. Authors like Robbins and Judge state that "attitudes are evaluative statements about objects, people or events" (Robbins & Judge, Organizational Behavior, 2009), therefore attitudes are complex. According to the same authors there are three components of an attitude: affective, cognitive, and behavioral. These concepts have evolved to OCB, or "Organizational citizenship behavior (OCB), defined... as behavior that (a) goes beyond the basic

requirements of the job, (b) is to a large extent discretionary, and (c) is of benefit to the organization” (Lambert, 2006).

The first component, affective, refers to “the emotional or feeling segment of an attitude” (Robbins & Judge, *Organizational Behavior*, 2009) involving emotions such as love, hate, unconformity, and so on; depending entirely on the events and personality that an average person has. The cognitive component refers to “the opinion or belief segment of an attitude” (Robbins, *Organizational Behavior*10e) the person tries to rationalize their emotion to form a valid opinion. This process leads to the behavioral component of an attitude which refers to “an intention to behave in a certain way toward someone or something” (Robbins, *Organizational Behavior*10e), it is where the person makes an important decision that could affect or not its life.

It is important to consider the tendency of OCB because of its results. “Employees who feel fairly treated by and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectations of their job” (Robbins, *Organizational Behavior*10e)

Believing that the real problem comes from the events that people have lived in order to have a certain attitude, and how they could learn how to manage the followed behavior translates in the justification of the research in the area.

As Robbins explains attitudes that are remembered easily are more likely to predict behavior, therefore it is easier to remember attitudes that are frequently expressed (Robbins & Judge, *Organizational Behavior*, 2009). Social pressure can have exceptional power in one’s behavior and attitudes and can result on discrepancies between them. This relationship with each other would explain how one can shape behavior.

It is also important to discuss emotions at workplace; by 2004 Steve McShane published in his book how emotions affect attitudes at the workplace. According to him,

“attitudes are judgments, whereas emotions are experiences” (McShane, 2004). Attitudes involve logical reasoning fact that makes them more stable over time than emotions.

### **History of ancestral and non-ancestral disciplines in organizations**

On the other hand stands the practice of ancestral and non-ancestral disciplines like Yoga, Tai Chi and Dance as a therapy. Ancestral disciplines have been in our history for at least 10 000 years, they have evolved with humanity and developed deep knowledge of mind, body and spirit. At present times there is scientific information that corroborates what yoga and tai chi have taught throughout history. As for non-ancestral disciplines such as Dance as a therapy its increasing popularity represents what is popular in occident: movement and music.

Nowadays there is more and more information of how its practice helps in numerous aspects of life. Yoga, for example, is seen as a tool that helps reduce stress in organizations, as Aetna insurance company proved on its research in 2008 (Raycraft, 2012). Bertolini, Aetna’s CEO, surveyed employees and found that “stress was one of top three drivers among our employees” (Raycraft, 2012), he as many other companies are worrying about the health status of their employees. According to a Harvard Health publication (Harvard Health, 2009) there are many health benefits of practicing Tai Chi including focusing attention, this being fundamental for companies’ productivity. Practicing dance classes is proved to be a “psychotherapeutic use of movement to further the emotional, cognitive, physical and social integration of the individual” (American Dance Therapy Association, 2009). This is a valid way in which people can manage their emotions in life.

### **The problem**

Even though the employee has always been an essential piece in the organizations' structure and growth, it has not been a long time since the world has set their eyes in taking care of them. Talking and living emotions, attitudes and behavior have become more frequent in board meetings (Allen, Sharon, 2008).

Managers at organizations have been reluctant to incorporate practice of ancestral disciplines to improve the employees' performance and life style; therefore there was not sufficient literature of the results of practicing these disciplines at organizations in the long term. Nevertheless that reality is constantly changing as for today there are more and more studies that reflect how important it is to consider every aspect of a human being: mental, emotional, spiritual and physical to assure their best; concept that is not that welcome among traditional managers.

Ecuador's corporations' reality is still disinclined to accept the benefits of practicing ancestral disciplines. It is difficult to convince a manager of introducing these disciplines into their daily activity. Although some open-minded culture enterprises have made inroad in these field, it is hard to find actual results that prove its effectiveness.

Some improvement has been made in taking care of employees' attitudes through different alternatives but there is not sufficient information of ancestral disciplines practices in the workplace that can convince every enterprise to incorporate them into their human resources' year planning.

### **Hypothesis**

There is a positive correlation between the practice of ancestral and non-ancestral disciplines and the improvement of a practicing employee's attitude towards work performance in organizations. An hypothesis of the cause is the numerous benefits of the practice of these disciplines such as improving concentration, health, developing the sense of

present, among others; in consequence their practice improve the participants' attitude and behavior. This results in a better work environment, performance; productivity and keeping the professionals that better suit the organization.

Therefore, if organizations could invest in yoga, tai chi and/or dance classes for their employees they can improve the work environment in the organization, increase productivity and attract the right people for the enterprise.

This can go as far as reducing health care costs because of the benefits to the immune system that these disciplines offer to their students, reducing stress, among plenty of benefits that could make a better, proactive and effective employee.

### **Investigation question**

¿How and to what extent the practice of ancestral and non-ancestral disciplines improves the attitude towards work life in certain organizations?

### **Context and theoretical framework**

The growing pace of corporations put in a lot of stress and pressure on the workforce, employees, managers and stakeholders. This investigation will consider the different topics such as emotions, attitudes, behaviors in corporations and their importance inside them. Also how they can be managed through the practice of ancestral and non-ancestral disciplines. It will be considered the psychological point of view of the topics above described.

The framework to develop includes different aspects of the importance of human resources in the organizations and how the practice of these ancestral and non-ancestral disciplines can improve work environment, productivity and life style at the workplace.

### **The purpose of the study**

I expect to find a positive correlation between the practice of ancestral and non-ancestral disciplines and the improvement of attitudes at the workplace because of the multiple benefits of concentration, stress reduction, among others.

It is also important to state the increasing number of investigations towards attitudes, emotions, behavior and the ideal workplace at successful organizations, the reason being the success coming from the satisfied workforce.

Perceiving how the workforce's attitude is before the practice of the ancestral and non-ancestral disciplines and its progress after a certain number of classes is crucial to understand the importance of including these practices in their daily routine.

### **The significance of the study**

The importance of this study is absolutely helpful for society. The expected results of this research will encourage managers and stakeholders in general to worry about the wellbeing of their workforce and to incorporate the practice of ancestral and non-ancestral disciplines to their daily routine. It is one of the first studies in Ecuador that tries to establish the positive correlation between the practice of the disciplines and the improvement of work environment, which include emotions, attitudes and behavior.

This study will represent an important fact for managers that will be able to trust an investigation that help make the decision of introducing this kind of practices into their organizations.

This will help to create a better work environment, improve health of the employees and help the companies to be more competitive in head hunting.

### **Terms definition**

For the purpose of this study, ancestral disciplines will be understood as yoga and tai chi; on the other hand non-ancestral discipline will be understood as dance therapy.

Whereas productivity means results expressed in output (i.e. amount of production vs. input), for the purpose of this study, productivity will be understood as a result of good work environment which helps to fulfill the organizations goals.

Health has many different definitions, for the purpose of this study; health will be referred as no medical issues, low level of stress and good quality in life.

Organizational Citizenship Behavior (OCB), for the purpose of this study, OCB will be understood as what employees do more for the organization they work for.

Employee satisfaction has been discussed by many scholars; whereas for Hoppock is a “satisfying feeling enjoyed by an employee... both mentally and physically”, for Smith is a positive emotional reaction to employment, for the purpose of this study employee satisfaction is “a pleasurable or positive emotional status resulting from the appraisal of one’s job or job experiences” (Barzoki & Ghujali, 2013).

Employee engagement whereas for Kahn employee engagement is a person’s enthusiasm and involvement in his or her job (Wahyu, 2013) for the purpose of this study employee engagement is related to organizational commitment.

Counterproductive work behavior (CWB) whereas for Hollinger means deviant workplace behavior, for Robinson means antisocial behavior (Ashkanasy, 2005), for the purpose of this research this will be understood as voluntary behavior in that employees either lack motivation to act against accepted organizational norms (Wahyu, 2013).

Instituto para el Crecimiento Integral is the name of the institution that allowed the author to do this research, for the purpose of this study the author will be referring to it as ICI. This center of personal growth specializes in giving people special tools that will help them to grow in mind, emotions, spirit and physical stages of being. These tools include Yoga, Tai Chi, Capoeira and Dance as a therapy classes and psychological counseling.

**Assumptions of the author of the study**

In this study, the assumptions are: at the beginning of the investigation participants will answer truthfully and will keep on practicing the ancestral and non-ancestral disciplines for a period of at least one and half months; just then another survey will be performed so the study can be completed. On the other hand it is also an assumption that studies performed in the USA can be used as fundamentals in the Ecuadorian context.

Due to the fact that these disciplines are not as popular yet here in Ecuador, the population to be surveyed is narrow. The assumption is that the population of the survey includes managers, workers, and stakeholders of many industries around the area.

That being said, it is time to begin the research of studies and important definitions that will help a better understanding of the attitudes, emotions, behavior and actual benefits of the practice of ancestral and non-ancestral disciplines.

The literature review is found next, this is divided in four parts which will explain in each the specifics of every topic. This is followed by the explanation of the methodology applied, data analysis, conclusions and discussion.

**LITERATURE REVIEW****Genres of literature included in the review****Sources**

The following literature review has been made through research on reliable sources. The gathered information comes from books, conferences, specialized magazines, papers and interviews related to the subject under study. To obtain further information I researched in CENAGE and EBSCO database which offer access to prestigious magazines and scientific studies.

### **Steps in the process of review of the literature**

I gathered the information from a thorough search in internet, talks with experts in each subject, readings of specialized books written by experts and the use of references of important articles to reach more sources, the CENAGE and EBSCO databases became very helpful in order to find recent information of studies in the area of interest.

### **Format literature review**

My literature format will be written by theme; it will go from explaining how important emotions, attitudes and behavior are for an organization and what experts say about these, to state studies that explain what the practice of ancestral and non-ancestral disciplines can do for the mind, body and spirit focused on the work life specifically.

### **Emotions, attitudes and behavior**

According to Alina Andries from the University of Galati, “emotions management in organizations is meant to habilitate the employees in administrating the emotional resources aiming at the correct adaptation to the organizational environment and the necessities in the work activity” (Andreis, 2009), whereas Stephen Robbins explain why emotions were ignored in Organization Behavior, with the “myth of rationality” (Robbins, Organizational Behavior10e) in which it was a time when it was believed that organizations were emotion-free, or that original Organizational Behavior focused solely on the effects of strong negative

emotions that interfered with individual and organizational efficiency. Therefore, they realized that emotions of any kind are disruptive to organizations.

As Robbins explains that emotional labor is a situation in which an employee expresses organizationally desired emotions during interpersonal transactions (Robbins, *Organizational Behavior*10e) he also states that there is an emotional dissonance referring that an employee must project one emotion while simultaneously feeling another (Robbins, *Organizational Behavior*10e). In the other hand, Andreis also thinks that a reason why emotions have been neglected form the *Organizational Behavior* researches is the “difficulty to differentiate between the employees’ real, authentic emotions and faked, simulated emotions” (Andreis, 2009). Since people have the capacity of emotional self-adjustment this is completely plausible.

However, according to Steve McShane, “emotions are psychological and physiological episodes experienced toward an object, person or event that create a state of readiness” (McShane, 2004). Given that emotions are brief events it would be helpful as Andreis and Robbins to invest time in managing emotions.

McShane also express that attitudes are judgments and emotions are experiences (McShane, 2004), one is logical and the other is sensed. Emotions generate attitudes towards an object whatever it is. People react behaviorally towards emotions not just to emotions but to judgments.

Robbins and McShane agree on cognitive dissonance, which refers to the difference between beliefs, feelings and behavior (McShane, 2004) or as Robbins state “any incompatibility between two or more attitudes or between behavior and attitudes” (Robbins, *Organizational Behavior*10e).

It is also important to talk about emotional intelligence, for McShane, is “the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with

emotion, and regulate emotion in oneself and others”, in the other hand Jorfi Hassan explains that emotional intelligence is a factor “responsible for determining success in life and psychological wellbeing” (Jorfi, Bin Yacco, & Shah, 2012) which represents an important role in shaping the interaction between managers and employees in the work environment.

Learning how to manage emotional intelligence managers and employees are influenced by effectiveness. It is also important the communication of an employee and its correlation with emotional intelligence this difference contrasts with OCB concept because it involves employees’ awareness, conflict and willingness to make and innovation.

### **Organizational citizenship behavior**

Since 1990s researchers not only consider in role performance of employees to study the relationship between job behaviors and organizational effectiveness; today they pay attention to employees’ extra role performance (Barzoki & Ghujali, 2013). Questions still remain with respect to what causes individuals to take actions that go above and beyond their formal job requirements. Robbins explains OCB as “satisfied employees who feel fairly treated by and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectations of their job” (Robbins, Organizational Behavior10e).

The need of cooperation within the organization and interaction has been enhanced by increasing interdependencies among the individuals, groups and organizations. That being said the role of OCB is increasing effectiveness and survival of the organization (Barzoki & Ghujali, 2013).

However, Barzoki also states that OCB is led to enhancement of organizational effectiveness and performance.

OCB correlates as “predictors of employee engagement as positive behavior and willingness to exert energy for success of the organization” (Wahyu, 2013). According to the same study, many authors such as Organ, Rotundo and Sackett say that OCB not only

contributes to fulfill the goals of the organization but also becomes an essential part of the effectiveness in the influence of the social and psychological commitment with the organization.

On the other hand, Rioux and Penner in the same study examined the motivation for OCB identifying three motives: “prosocial values motives, organizational concern motives, and impression management motives” (Barzoki & Ghujali, 2013). Prosocial values are a desire to help others, organizational concern motives is a pride in and care for the organization and the impression management motives is a desire to create and maintain a positive image and avoid negative perceptions from others. Even though employees engage in OCB because of the belief that will result in favorable outcome, as explained by Finkelstein and Penner, Rioux and Penner argued that individuals choose to engage in OCB because actions meet their own needs and enable them to attain desired outcomes (Barzoki & Ghujali, 2013).

Today, the behaviors beyond the role are expected, this is now implied in the new “psychological contracts” (Zahra, Mostafa, & Moslem, 2013) that are common in every enterprise that wants success.

According to Borman and Motowidlo employee performance is aggregated value to fulfill organization goals (Wahyu, 2013). Dorothea Wahyu also states that in order to get OCB running, employee engagement must be set “based upon social exchange theory and the principle of reciprocity” (Wahyu, 2013). An individual who has employee engagement is expected to engage in constructive and responsible behavior at work.

This approach is interesting because the social exchange and the emotion-based explanations may be related to this principle of reciprocity as Rhoades and Eisenberger explains. Since employee engagement is a positive attitude, its practices among employees can improve OCB. (Wahyu, 2013)

According to Robbins “an organization has a responsibility to provide employees with jobs that are as challenging and intrinsically rewarding” (Barzoki & Ghujali, 2013)

There are many different techniques and strategies that can be used to obtain emotional intelligence and organizational citizenship behavior. The practice of ancestral disciplines such as yoga, tai chi or even non ancestral disciplines such as dance as a therapy is an effective strategy.

### **Practice of ancestral and non-ancestral disciplines in the work place**

As Andreis explains in her paper, “...the psychic energy orientated exclusively towards the external world, leads to losing the contact with oneself, with the inner self, with the individual authentic mode of being” (Andreis, 2009).

This excessive energy consumption may lead to “nervous exhaustion and to the apparition of some nervous disturbances... The natural sense of personal growth and development assumes directing the psychic energy towards the inner world aiming to obtain self-awareness” (Andreis, 2009).

This concept has become more and more popular, as Edward Teach perceives the “rising interest in disciplines that promote calm and reflection such as yoga, meditation and certain martial arts” (Teach, 2007). This fact is making more people to promote such practices in the workplace. As Robert Gunn CEO of Accompli, states “it’s very hard for a leader or executive to drop into what we call presence or awareness, being, quiet-mindedness, in the moment...” (Teach, 2007).

According to the same Teach study, Sandra Waddock a professor of management explains the importance of the practice of disciplines that help quiet the mind. She states that enterprise leaders begin to understand that being in the moment is what payoffs. Making

people to become aware of their meaning and is the meaning of the organization is in the world (Teach, 2007).

The increasing accelerating pace of life keeps people on alert 24/7. The stress buster according to Mark Bertolini CEO of Aetna (large health insurance company), is the practice of yoga. He showed significant stress-reduction from its practice with a mindfulness-based stress management courses, “today, about 10 percent of Aetna’s 33000 workers have taken the courses” (Raycraft, 2012) showing that around \$2000 are saved annually in health insurance costs by the people with the lowest stress compared with those with the highest stress. Around 33% decrease in stress was shown with the practice of yoga spending one hour per week in yoga class (Raycraft, 2012).

The National Athletic Trainers Association actually recognizes the benefits of practicing ancestral disciplines in order to improve quality of life by reducing stress (Archer, 2008). “A growing body of carefully conducted research is building a compelling case for tai chi as an adjunct to standard medical treatment for the prevention and rehabilitation of many conditions commonly associated with age” (Harvard Health, 2009) explains Peter Wayne assistant professor at Harvard Medical School.

Many have proved the numerous benefits of the practice of ancestral and non-ancestral disciplines in health, mind, body and soul. In fact in the study of Intergenerational Relationships wellness “is considered a lifestyle approach to the highest states of health and work satisfaction” as Ardell explains in 1997, he also states that “health is seen as a priceless asset involving physical and psychological well-being” (Pearlman, 2003). According to the same study the participants actually improved health and well-being after the 8-week practice of this kind of activities.

Creativity is also needed in corporations to keep them fresh and innovative but it is known that excessive stress and anxiety decrease creativity (Chen, 2002). This can be

facilitated when a person feels greater interest, less pressure and tension, higher self-esteem, among others. To achieve this level David Chen followed a study which presents that the practice of Tai Chi actually improves mood, and help people to stay positive throughout the day after practice. It also showed “decreased tension, depression, and anxiety” (Chen, 2002). Many agree now that Tai Chi “may serve as an effective stress reducer because of its relaxing and meditative nature” (Chen, 2002).

As for dancing as a therapy, the American Dance Therapy Association defines it as “the psychotherapeutic use of movement to further the emotional, cognitive, physical and social integration of the individual” (ADTA, 2009) stating that this kind of practice also helps in human being’s growth. Therefore it is useful for health promotion programs among others.

It helps “to build self-esteem and self-identity of client dealing with emotional issues” (Science, 2009). According to its practitioners the state of the body and mind can affect mental and emotional wellbeing both positively and negatively.

As read before, the practice of these disciplines may influence positively in the productivity of the organizations worried for their human talent. The personal growth is a key to find the real motivation in life, to find its purpose and pursue its goals. The practice of these kinds of disciplines may help the person who practices them in regular basis to reaffirm its path or relocate it. This is helpful to enterprises who can make the best of each individual increasing productivity, because as said before, once the individual knows its place in life it will find the place of the organization in the world. For this reason productivity in all its forms will increase and quality of life will improve for employees and employers.

## **METHODOLOGY AND RESEARCH DESIGN**

According to the needs of the following study the hybrid method will be used. As the questions are made in order to perceive how the practice of ancestral and non-ancestral disciplines can affect the attitude within the organizations. Through appropriate tools, it will be suitable to obtain the perception of attitudes of yoga, tai chi and dance therapy students in their work environment. Since the practice of these ancestral and non-ancestral disciplines

and their benefits are difficult to measure, it was decided to analyze the participants' experiences due to its individual nature.

### **Justification of the used methodology**

Since the question of the investigation relates to a personal opinion towards the participants attitude before and after the practice of these disciplines, the qualitative method is the best option to gather information in the area of interest.

### **Research tool used**

The experiment tool has been used since the people in the study are practicing the ancestral and non-ancestral disciplines with duration of two months and the frequency of at least two times a week and one and half hour classes. As for the data collection, surveys have been used to obtain information of each participant. Also another survey has been taken after the two month period to actually know if attitude is actually improving or not. In order to see the questions of the survey they are accessible in the attachments of this document. Also, and due to the close relationship developed in the place of practice, the personal conversations with the participants are also going to be used as part of the data collection in this study.

### **Participants' description**

#### **Number**

In this study, 21 students of the Instituto para el Crecimiento Integral have participated.

They are divided into the three groups: yoga, tai chi and dance as a therapy. All of them work in organizations of their own or are employees.

#### **Gender**

In this study there are 21 participants, 15 of them are women and six are men.

### **Socioeconomic status**

All the participants come from a medium-high socioeconomic status.

### **Special characteristics related to the study**

Study subjects have not reported any cognitive limitations but there are some physical limitations such as Parkinson disease, muscular tendinitis, back ache, sciatic ache, among others. Also there are people to declare themselves under stress, depression and/or low quality of life.

### **Sources and data collection**

Research data comes from the surveys and personal conversations with the participants. The group characteristics are: all of them were looking for some physical activity that relief their stress, calm physical pains or find a spiritual path among others. Another characteristic, all of them work and their age oscillates between 25's and 55's. The interviews with the instructors of each disciplines also guided the survey in a way that every participant was willing to be part of it.

Before the study began, every participant had an explanation of what they were going to be part of. Most of them attended in a regular basis to the class of their preference.

It is safe to say that every group focused in one discipline through the study.

The study began in mid-March and went on to April 30. The participants had Yoga, Tai Chi or Dance as a therapy classes two times a week with one hour to one hour and half duration each time. All of the participants made a survey at the beginning of the study that would reflect their attitude towards work environment specifically.

The first survey consisted of seven questions of multiple choices to state a line base of how attitude towards work life is at the beginning of the study. The participants opted to do the survey before class or through an email. This survey is in attachment A.

After finishing the one month and a half period of classes, the participants took another survey of six questions; the survey is in attachment B. Now the idea was to identify if their attitude improved towards work life and life in general; under the premise explained earlier in this thesis.

Finally, I proceed to tabulate the results of each survey and to do the analysis.

## **DATA ANALYSIS**

### **Analysis details**

After carefully gathering all the needed information of each topic and tabulated each survey, it was important to know the opinion of each instructor. In this kind of practices, a special bond is developed between the instructor and the student. The students tend to be more open to talk with the instructor and to share details of their life. The instructor could actually perceive the improvement or any regression in their students' attitudes and/or personality. Due to the fact that this study is a hybrid one, every opinion was valid for the analysis.

In this way the information could be analyzed and it would be possible to relate it with the theory of the literature review. Taking into account the knowledge given by the process of literature review the data could be analyzed and will explain the reason of the results. A critical analysis has been formed that relates the existing literature of how emotions, attitudes and behavior can improve in the work place after the practice of ancestral and non-ancestral disciplines with the collected data interpretation of actual working people involved in this kind of physical activity.

People were willing to join the study and participated under the premise of answering all the questions with the truth.

### **Analysis of the results**

Every person that practices Yoga, Tai chi or Dance as a therapy classes has a special reason to do so. The reasons could vary among the physical and emotional issues and they hope to resolve them with its practice. For the purpose of this study, the author needed to know how their attitude towards work before and after the practice of this kind of disciplines.

Before the students could begin their practice they filled out the first survey which yielded the following results:

Question one:

The first question indicated the field of work of each student. Most of them give professional services to companies or organizations; the others work at customer service and in the financial department or other. The author can infer that the people are under a great quantity of stress, 28.6% of people works in the IT department of different organizations, 14.3% give professional services to companies, another 14.3% work at customer services and the other 42.9% are spread in the other companies' areas and departments.

As mentioned before in the literature review, due to the accelerating pace of life that humanity live today, the amount of stress is extremely high. People do not have enough time to do every task they have in the 24 hour day. It is getting harder to manage time and even harder to find time for oneself.

In the other hand, organizations did not use to spend resources in the working force until not long ago that they realized that people are the most important asset for the company's growth.

It is now that companies are investing in different ways of releasing stress from their employees through a chain of benefits that include rising wages, training, and the newest way: experiential workshops.

Companies are introducing the practice of this kind of disciplines within their organizational culture and earning new values for the company to work for, such as tolerance, inner peace, patience, respect, self-awareness, among others; achieved by the practice of Yoga, Tai Chi or Dance as a therapy classes.

Question two:

It was important to know how many men and women are practicing yoga, tai chi and dance as a therapy classes and the results of the second question were: 71% of the participants are women and 29% are men.

In this society it is not normal for men to practice any other physical activity aside from soccer. However the men that actually began practicing this kind of disciplines found the multiple benefits of them along the way.

Even though according to INEC, 53.8% of men in a working age have a job versus to the 33.4% of women in the same situation (INEC, 2013). Although these kinds of disciplines seem to be more attractive to women, men who practice them begin to feel their benefits as well as women.

They find themselves more relaxed; manage their stress better and therefore a better quality of life. Once men and women give themselves the chance of practicing something different which helps them to find what they are looking for they may actually experience personal and integral growth.

Question three:

At ICI, there are students from 4 years old to 70 years old spread in all the disciplines. However for the purpose of this research the group of study will be every student who is working and practicing a discipline. The results were 48% of students are 36 to 40 years old, 38% are 41 years old or more and 14% are under 35. This demonstrates that people in the mid-30s are more likely to find the practice of these disciplines more suitable for their lives.

Question four:

In the study group it was found that 43% of the people are giving professional services to companies in the fields of economy, marketing or legal support and 29% of the participants were managers of the companies in different areas of expertise. The other 28% were distributed between administrative support and customer service.

Question five:

For the 5<sup>th</sup> question of the survey, it was extremely important that people answer sincerely and carefully. In this question the author will actually perceive how attitude runs at the work environment. It began with questions of normal job satisfaction involving the supervisor, 71% said that their supervisor was competent in his/hers job the other 29% was not that agree with that assumption. Most of people perceive that their managers know what they are doing this being a crucial factor to determine how the work environment is going.

The 86% of participants felt neutral when perceiving that their job was recognized when good, the 14% was not agree with this assumption. It is easier to motivate people when they feel appreciated by the company. Making them feel that they are an important piece inside the big machine that an enterprise is, may result on an improvement of work environment.

On the other hand 43% of the people felt at the beginning of the study that the many rules and procedures affect directly to their work and to the work environment. Many mentioned that extreme bureaucracy in certain companies filled their work with stress and decreased productivity. On the other hand, 57% of the people in the private enterprises felt that the rules and procedures do not affect job performance and facilitates the relationships in the work environment.

It was important to know how the relationships between colleagues and other employees are perceived by the participants before the practice of the ancestral and non-ancestral disciplines. A shocking 57% of the participants were neutral, did not agree or disagree with the like or dislike of their coworkers. This states that people are not actually enjoying the work environment of the enterprises and may be going just to fulfill their work.

Finding a true or transcending meaning of their work keeps people happy, productive and having a great work environment. The results showed that 63% were agree and

somewhat agree with this assumption, 23% felt neutral about it and 14% were somewhat disagree with it. The disciplines will help people who want to be helped to find their way and to pursue happiness. According to the results, it shows that most of the people actually find in their jobs a transcending reason to keep performing them.

The next question referred to the internal communication in the company. The results showed that 43% of the participants felt neutral to the good internal communication. Communication is always a challenge in every form of social interaction; therefore the improvements should be continuous in order to impulse a better understanding of the work environment.

When asking people about the mission of the companies they work for, 14% felt they did not admire it. The people in this situation may not be happy with any strategies that the company tries to accomplish and make the work environment harsh or hostile. However, 45% of the participants agreed with the company's mission.

The next question referred to the appreciation feeling, 86% of the people perceived that there are not good possibilities that their good performance may result in a promotion. They do not find how to develop a career in the company so they are not performing to their fullest potential. This is showed in the results of the next question; most of the people do not feel that their work is appreciated.

People find themselves working harder because of the incompetence of their coworkers; this is true for the 71% of the participants. This fact interferes not only with the useful development of work environment but also, and most important, with the workers' attitude. The results in the next question, shows that most of the people actually enjoy doing the tasks, assignments and things they do at work; this could be an advantage for the company in order to improve work environment and better attitudes of the work force.

The next question shows that even though people admire the company's mission, 57% feel neutral about how well communicated the goals are. Once again communication is always a challenge that needs to get better.

In this society feelings are not that important, this is shown in a stressful work environment that most of the companies have; however this is constantly changing as the companies start to realize the complexity of a human being and how to use that information in order to be more productive. The results of this questions show a spread opinion some people feel they managers care about their feelings and some of them do not.

The following question refers to attitude, 71% of people feel they have to do a lot at work, though the activities they need to perform during the day do not vary much during the month and a half of practicing ancestral and non-ancestral disciplines.

Most of the participants showed themselves neutral as for enjoying the coworkers' companionship. However, 86% of them feel proud of the work they perform in the companies. People feel that there are a lot of discussions and fights at the work place as show the results of the next questions, 29% of the people feel that way and most of them feel neutral about it.

The survey finishes with the assumption that people find their job satisfying and according to the results people find it somewhat satisfying.

It is also important to mention that people started practicing this kind of disciplines to work on either their health, emotional or stress problems.

The second part of the study consisted in evaluating the improvement of the responses after the one a half months of practice. These are the results:

The first question try to identify if an improvement in attitude actually may influence in the perception of the competence of my supervisor/manager and/or coworkers. The results

were slightly positive, ergo only an increase of 5% resulted after the practice of this disciplines, which help the participants develop a state of presence.

People who practice these kinds of disciplines find themselves more balanced and therefore project this energy to their social environment. However it takes a while for their social environment to come around this change. The results of the second question show a slim improvement of how they receive the recognition they deserve when doing a good job.

Some of the work rules and procedures may difficult the performance of an employee. The results of this third assumption showed that after the practice of the ancestral and non-ancestral disciplines there is not a significant change in the perception of how this influence their work.

However, as the practice of these kinds of disciplines try to develop virtues such as tolerance and patience, among others, the results of the next question involving the pleasantness of the coworkers went up. People actually find their coworkers a better companionship than they did one month ago.

People started to wonder if they actually felt that their jobs had a transcending meaning. So the results of the next question decreased from the first survey. Now most of the participants find themselves in the neutral or somewhat disagree with this assumption.

As for the internal communication, participants seem to find it better than the first survey. This will help considerably in improving the work environment as the work-force enhances not only their attitude but their communication skills.

At the beginning of the study people somewhat admired the company's mission, but after the one a half month of practice some people began to doubt about that assumption and some of them were reaffirmed within the companies.

There was not significant change in how the participants perceived how the rewards in the companies function. This could be an opportunity for companies to keep their work-force motivated with rewards after results program.

At the same time, people felt a slight improvement towards their perception of how their work is appreciated.

The perception of working harder because of the incompetence of coworkers is diminished after the practice of the disciplines, as explained before the classes work in developing virtues such as tolerance, patience, prudence among others which helps people to understand their behavior and the other person's behavior.

The next question showed a divided perception of people liking the things they do at work. Some of them reaffirmed that assumption but a minor percentage showed to be totally disagree with the same assumption.

The company's goals became clearer for more people than in the first survey. The practice of the disciplines may help the students to understand why they are here for and what are they doing to accomplish their mission.

Some of the participants are managers or supervisors in charge of people. According to the interviews, they are now more aware of the feelings of their employees. The results in the survey showed not a significant improvement in this question.

The participants' perception of the many things they have to do during a normal day improved after the practice of the disciplines. The percentage decreased from 71% to 57% of people feeling they have to do a lot at work.

As for the next question asking about how enjoyable the companionship of their coworkers is, the numbers showed an improvement from neutral to somewhat agree. The results of the next question did not show a significant variation, 83% of the people feel proud of the work they perform in the companies compared to the 86% of the first survey.

In the other hand people felt an improvement in how the discussions and fights are managed at the work place and also realized that their attitude improvement has helped the office environment function better.

The last survey finishes asking if the practice of the disciplines in a regular basis has helped the participants to improve their stress level and health or emotional issues as well. The results were positive in all the surveys. However there is a variation in the levels they perceive the practice has helped.

#### Interviews with the instructors

As said before the interviews with the instructors are crucial to keep track on how the students are responding to the classes.

At the beginning of the classes the students fill out a form where they specify any physical pains or diseases they suffer. It is important to know what the physical and emotional contexts are before they began to practice any discipline.

#### Tai Chi

The instructor of Tai Chi notices that people is not aware of their body so the start of the program focused on developing that sense of connection with the earth.

For the next six weeks participants learnt how to do the *forms*, which are a set of movements, which will help them in different ways. The attitude of the participants is perceived as receptive and cheerful before the practice.

During the practice the participants found a lot of challenges, one of which was to memorize all the movements like a slow dance but once they did it the feeling of satisfaction invaded the place.

As explained by the literature review the practice of this discipline helps the student to improve the attention, concentration and of course memory. The health benefits of this

discipline include help with osteoarthritis, Parkinson disease, among others. It also helps with stress and emotion management.

The instructor says that all the students appreciate the discipline and are willing to learn more. Their attitude at work improved; now they learn to manage the situations better and also help to develop solutions in their personal life.

### Yoga

The yoga instructor welcomes everybody and invites them to listen to their bodies. For this practice people will develop the patience and prudence to take care of their body. The participants finish the first practice feeling relaxed, reenergized and cheerful to continue with the rest of the day.

The numerous benefits of practicing yoga include developing inner peace, muscular strength, flexibility of mind and body, learning of managing stress among others.

The relationship developed between the participants and the instructor help them to be more sincere and share their problems or whatever is bothering them.

The students learn to identify what it is that prevents them from being happy. The class is designed to teach the participants to let go of the emotions and situations that prevent them to move on. It is a therapeutic process that teaches people to be in charge of their lives.

Attitude was perceived receptive and anxious to learn how the practice will help them in mind, body and soul.

For the next six weeks participants share different situations that demonstrate the improvement of their attitude at work and at home. They recount how this practice has helped them to be in a calmer mood and how they manage the situations as never before.

They focus on the breathing and how to do it right. It is essential that participants learn how their bodies work when breathing is about. This is a helpful technique on managing stress in difficult situations.

### Dance as a therapy

The main goal of this group was to reduce weight. The people who chose this discipline are far too energetic and try to stay this way. For that reason they tend to be more impulsive and do not have a good relationship with their coworkers. This discipline will help them to funnel their reactions and to find a better option faster.

The instructor finds the participant also receptive to learn the discipline. The classes focus in coordination of movement and have intense cardiovascular activity almost throughout the class.

After six weeks of practice people not only found themselves a few centimeters lighter but also expressed how more energetic and fun they feel during the day.

They also expressed how their attitude has improved and that coworkers realize that.

All the participants felt how their quality of life improved after the practice of the disciplines and many of them will not stop the practice of the discipline of their choice.

### **Importance of the study**

Potentially this study could contribute to the companies that know the significance of the work force in the productivity. Finding alternatives to keep employees happy, focused and most importantly to keep employees that now how to manage stress is crucial for the productivity of the today companies. The work environment is one of the most important things before being part of a company. There are international organizations such as Great Place to Work that categorize companies in which employees are happier to work for (GPW, 2013)

This study will add the many studies that support the evidence of the multiple benefits that the practice of these kinds of disciplines help the work environment and life in general.

The ancestral disciplines have been known as beneficial practices to levels mental, physical, emotional and spiritual since their inception.

Today more and more enterprises notice how the benefits obtained by the practice of these disciplines influence on the productivity. But this fact needs to have more sustainable evidence in order that it spread to every industry.

This study says that the practice of ancestral and non-ancestral disciplines, Yoga, Tai Chi and Dance as a therapy improve the overall attitude of the participants and therefore improves the quality of the work environment and life. People feel relaxed, energetic and learn how to manage stress. In this way, this study gives an efficient proven viable tool which can be used by the human resources department to keep the work force not only motivated but productive. Similarly, this study show evidence of the wellbeing and state of relaxation induced on the receptive participants who want to learn a new technique to perform a better job in life. This suggestion is supported by the recent investigations and studies done by important companies that give faith of this.

Finally, and as said before, the practice of this disciplines at a work environment could be helpful around the world. Since we are living the globalization era, the accelerated pace of life is taking people to an edge that could be managed by the practice of these disciplines that have been in our knowledge for thousands of years.

For the Ecuadorian context, it is more difficult to make companies invest in this kind of disciplines so this study will help enterprise to understand with real facts how important is the practice of them and the benefits in productivity.

### **Biases of the author summary**

The author recognizes that there may be many biases in the study application and the research in general. Mainly because of the author's experience in practicing these disciplines

like a routine and actually feeling the change in herself and her work environment; which may have biased the study. In the other hand, the study depended on the regularity of the student's practice. And how many students who fulfill the requirements will be available and willing to be part of the study.

Also, even though, the surveys were filled out under the premise of honesty; the slight event that happened to the participant in the day before each survey could have biased their responses.

## CONCLUSIONS

### Answer to the research question

¿How and to what extent the practice of ancestral and non-ancestral disciplines improves the attitude towards work life in certain organizations?

In general terms, this question could be answered positively because the results show that the practice of ancestral and non-ancestral disciplines improves the attitude towards the work environment and life. The results in surveys and the interviews showed how yoga, tai chi and dance as a therapy classes help participants to improve their quality in life at work and in a more personal level.

There are different results that demonstrate that the students experience themselves more energetic, calmer, they found their bodies strengthened and have more flexibility. They now know how to use different techniques which help them to manage stress and also the different situations presented at work.

After the practice of the ancestral disciplines one may start to wonder ones' purpose in life and the organization's purpose in the world so they will find themselves in a deciding position, either they work for the same company because of they agree with it or not.

However people may not be happy or willing to do more for their companies and may be very difficult to create or to boost an organizational citizenship behavior into their organizational culture. As analyzed before finding a meaning to their life and the company's meaning in the world is crucial to find the true motivation, to increase productivity and most important of all to improve work environment. Overall, people felt more open to experience new alternatives that will help them to be happy. Even though few of the participants did not finish the program due to constant travelling, they recognize how the practice of the disciplines and what they learn help them to cope with different situations in life.

When an individual is balanced, the projecting energy is also balanced; the social environment will soon realize that the person who practices these kinds of disciplines may be calmer, with a better mood and an easy person to talk to.

The practice of these disciplines help the student to liberate itself from the dense emotion, people find relief and can deal with conflicts and communication in a better way.

People walk out their class happy, relaxed and reenergized this instantly improves their mood and betters work environment.

When a person is more balanced, the communication in any situation will get better. They become more accessible and reflect this energy to everyone around. The decisions they may are better thought and well accepted by the environment.

It is safe to say that none of the participants quit their jobs. Some of them are trying to find their mission in life, some of them already found it and fits perfectly with the job they are already doing. But all of them experienced a better control of their emotions, more peace, better concentration; facts that led them to have an improved attitude and create a healthier work environment.

The practice of these kinds of disciplines helps people to manage their emotions, fact that is very helpful for the work environment to improve it and to make it more productive. Therefore should be included in within working hours and considered as an investment for the best of the company.

Companies get costs reductions due the reduction in absenteeism, as Mark Bertolini CEO at Aetna proved within his company back in 2008 (Raycraft, 2012); the workforce is motivated and productive which led the company to reach their goals faster.

### **Study Limitations**

The study presents limitations in different aspects. It was limited to a certain number of people who were available at ICI where the author performed the study. The chosen

people needed to be consistent with the practice of the discipline and not all of them complied with this premise.

The study was not based on any previous study done in the country but on the information found only in international context. However it can be used in Ecuador's context on innovative companies. As for the study methodology, there was a certain limitation found as it was a hybrid, which to the criteria of the researcher could transform opinions to a quantity in order to be measured. The time was an important limitation for the study because the author was not able to check whether the practice of this disciplines actually help people to focus on their jobs but the participants' opinion.

Additionally, the number of research subjects who participated in the program was very small.

In the other hand the time of practice was not enough to perceive changes in the companies' productivity.

### **Recommendations for future studies**

For the next researches it is recommended that the practice of the discipline would be for at least three months in a row, also the number of participants should be larger in each discipline.

It would be ideal to perform the research within one company and include the strategic departments where it can be easier to determine if the practice of these disciplines actually helps with work environment and productivity.

It is also important to use different tools that measure the participants' mood, the physical, emotional and mental health before and after the disciplines.

After practicing these disciplines some self-awareness could be revealed therefore is important to keep track with a psychologist that can help the people with the process.

### **General Summary**

This study has been aimed at checking how attitude can improve the work environment after the practice of ancestral and non-ancestral disciplines. In order to do this the available literature was reviewed, the origins of these disciplines are well known so this research focuses on the studies that already have been made and proved to be an excellent tool to manage employees around the world. Although there is not a lot of information about the subjects in matter it was extremely helpful how the companies who tried this alternative to keep their employees motivated kept track and published their studies on the matter.

Therefore the research takes place at *Instituto para el Crecimiento Integral* a center that dedicates to serve people and to give tools to be happy. A small group of people was chosen to be part of the study and were divided, according to their preference, between the disciplines of Yoga, Tai Chi and Dance as a therapy. The subjects had classes at least two times a week with duration from one hour to one hour an half depending on the discipline

practiced. The participants filled out the first survey at the beginning of the study; they also had a specific time during the class to talk about their day if they wanted to. A special bond was developed between the instructors and the students which created the right environment where they could feel comfortable to share their experiences. This helped the research to perceive in more detail how the practices are helping to improve the quality of life of the participants. After the six weeks of practice another survey was made where the participants expressed individually if their attitude at work actually improved or not. Also the level of stress they had and how it decreased or not after the practice of the discipline.

The final results showed that there is an overall improvement in attitude which helps to better the work environment so the people could enjoy their activities at work. People enjoyed practicing the ancestral and non-ancestral disciplines and are willing to keep on with them.

Although the productivity was not evaluated, the results of the study showed a positive relation between the participants' productivity and their attitude to fulfill their job's activities.

In conclusion, it is recommended the practice of these kinds of disciplines at a work environment in order to keep people motivated, healthy and to help them to manage stress because it is efficient, viable and have positive effects in mind, body and soul of the participants.

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## ATTACHMENT A

### ENCUESTA

Esta encuesta es de carácter anónimo y su objetivo es determinar la actitud de la fuerza laboral y su satisfacción con respecto a la vida profesional antes de la práctica de una disciplina. Gracias por colaborar y ser parte de esta investigación.

**1. Por favor seleccione el área de trabajo**

1. Ventas	
2. Sistemas	
3. Servicios profesionales	
4. Marketing	
5. Servicio al cliente	
6. Finanzas / contabilidad	
7. Otro (especifique)	

**2. ¿Cuál es su género?**

Masculino	
Femenino	

**3. Indique su rango de edad:**

20 - 30	
30 - 35	
36 - 40	
40 - 50 o más	

**4. ¿Cuánto tiempo ha trabajado en la compañía/institución?**

Menos de tres meses	
1 - 3 años	
4 - 6 años	
7 - 10 años	
10 o más años	

**5. ¿Qué categoría describe mejor su trabajo?**

Director/Gerente/ Supervisor	
Profesional (no gerente)	
Técnico	
Representante de ventas	
Apoyo administrativo	
Líder de proyecto	
Servicio al cliente	

**6. Por favor indique su nivel de acuerdo con cada uno de las siguientes afirmaciones**

	Muy de acuerdo	Algo de acuerdo	Neutral	Algo en desacuerdo	Muy en desacuerdo
Mi supervisor es bastante competente al hacer su trabajo					
Cuando hago un buen trabajo recibo el reconocimiento que merezco					
Varias de las reglas y procedimientos dificultan el desempeño de mi trabajo					
Me agradan mis compañeros de trabajo					
A veces siento que mi trabajo no tiene un sentido trascendente					
La comunicación dentro de la empresa parece buena					
Admiro el propósito general o misión de mi empresa					
Aquellos que hacen un buen trabajo tienen gran posibilidad de ser promovidos					
No siento que el trabajo que hago sea apreciado					
Encuentro que debo trabajar más duro en mi trabajo por la incompetencia de mis compañeros					
Me gusta hacer las cosas que hago en mi trabajo					
Los objetivos y metas de la organización no están claras para mí					

Mi supervisor se interesa muy poco en los sentimientos de sus subordinados					
Generalmente tengo mucho que hacer en mi trabajo					
Disfruto de mis compañeros de trabajo					
Me siento orgulloso/a al hacer mi trabajo					
Me agrada mi supervisor					
Hay demasiadas discusiones y peleas en mi lugar de trabajo.					
Mi trabajo es agradable					
Me identifico con los objetivos y estrategias de la empresa en la que trabajo					

**7. Por favor indique su nivel de acuerdo con cada uno de las siguientes afirmaciones**

Su supervisor/Gerente/Director	Muy de acuerdo	Algo de acuerdo	Neutral	Algo en desacuerdo	Muy en desacuerdo
Lidera efectivamente al departamento					
Tiene habilidades de comunicación					
Reconoce el buen trabajo					
Tiene cualidades de liderazgo					

## ATTACHMENT B

### ENCUESTA

Esta encuesta es de carácter anónimo y su objetivo es determinar la actitud de la fuerza laboral y su satisfacción con respecto a la vida profesional después de la práctica de una disciplina. Gracias por colaborar y ser parte de esta investigación.

#### 1. Disciplina que practica

Yoga	
Tai Chi	
Bailoterapia	

#### 2. ¿Qué categoría describe mejor su trabajo?

Director/Gerente/ Supervisor	
Profesional (no gerente)	
Técnico	
Representante de ventas	
Apoyo administrativo	
Líder de proyecto	
Servicio al cliente	
Otro	

#### 3. Por favor indique su nivel de acuerdo con cada uno de las siguientes afirmaciones

	Muy en desacuerdo	Algo en desacuerdo	Neutral	Algo de acuerdo	Muy de acuerdo
Mi supervisor es bastante competente al hacer su trabajo					
Cuando hago un buen trabajo recibo el reconocimiento que merezco					
Varias de las reglas y procedimientos dificultan el desempeño de mi trabajo					
Me agradan mis compañeros de trabajo					
A veces siento que mi trabajo no tiene un sentido trascendente					
La comunicación dentro de la empresa parece buena					
Admiro el propósito general o misión de mi empresa					

Aquellos que hacen un buen trabajo tienen gran posibilidad de ser promovidos					
No siento que el trabajo que hago sea apreciado					
Encuentro que debo trabajar más duro en mi trabajo por la incompetencia de mis compañeros					
Me gusta hacer las cosas que hago en mi trabajo					
Los objetivos y metas de la organización no están claras para mí					
Mi supervisor se interesa muy poco en los sentimientos de sus subordinados					
Generalmente tengo mucho que hacer en mi trabajo					
Disfruto de mis compañeros de trabajo					
Me siento orgulloso/a al hacer mi trabajo					
Me agrada mi supervisor					
Hay demasiadas discusiones y peleas en mi lugar de trabajo.					
Mi trabajo es agradable					
Me identifico con los objetivos y estrategias de la empresa en la que trabajo					

**4. Seleccione las razones por las que empezó a practicar su disciplina**

Problemas de salud	
Problemas emocionales	
Estrés	
Otros	

**Especifique sus problemas de salud:** \_\_\_\_\_

**Especifique sus problemas emocionales (depresión, ansiedad, insomnio, etc.)** \_\_\_\_\_

**Indique su nivel de estrés (alto, medio, bajo)** \_\_\_\_\_

**5. ¿Han mejorado las razones por las que empezó la práctica?**

Sí	
No	

**6. Si su respuesta fue Sí, ¿en qué nivel del 1 al 5 pudo mejorar las razones por las que empezó su práctica?**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Problemas de salud</b>					
<b>Problemas emocionales</b>					
<b>Estrés</b>					
<b>Otros</b>					