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## METODOLOGÍA; MEDITACIÓN Y DESEMPEÑO LABORAL INDIVIDUAL

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### Resumen

Se realizó un cuasi experimento en combinación con otras técnicas basado en meditación, investigación que fue realizada en una institución de educación superior privada en México. El plan de intervención se ofreció a los alumnos, docentes y personal administrativo como un estudio para probar los beneficios o prejuicios de la meditación. Participaron 17 personas en el grupo experimental y 7 en el grupo de control, consistía en meditar por 90 días, aproximadamente 12-15 minutos diario. El propósito es presentar la metodología de una investigación más amplia, donde se busca medir como la meditación modifica el desempeño laboral individual (job performance) en dos dimensiones que son los comportamientos cívicos y contraproducentes y sus distintas categorías. Se explican las distintas técnicas aplicadas e instrumentos elegidos para la recolección de información. Se encuentra como novedad la cantidad y combinación de distintas técnicas que antes no se observaron.

*Palabras clave:* Meditación, Isha Kriya, Desempeño Laboral, Comportamientos Cívicos, Comportamientos Contraproducentes.

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# METHODOLOGY; MEDITATION AND INDIVIDUAL JOB PERFORMANCE

## Abstract

A quasi-experiment was carried out in combination with other techniques based on meditation, research that was carried out in a private higher education institution in Mexico. The intervention plan was offered to students, teachers, and administrative staff as a study to test the benefits or harms of meditation. 17 people participated in the experimental group and 7 in the control group, it consisted of meditating for 90 days, approximately 12-15 minutes daily. Evaluations were made at the beginning and at the end of the 90 days. The purpose is to present the methodology of a broader investigation, which seeks to measure how meditation modifies individual work performance (job performance), its dimensions, which are civic and counterproductive behaviors, and its different categories. The different techniques applied and instruments chosen for the collection of information are explained. The quantity and combination of different techniques that were not observed before is found as a novelty.

*Key words:* Meditation, Isha Kriya, Job Performance, Organizational Civic Behavior (OCB), Counterproductive Work Behavior (CWB).

## Introduction

This paper presents the design of the methodological framework of research which analyze the relation between meditation as independent variable and job performance as dependent variable. To better understand the conditions and mechanisms through meditation modifies employees' civic and counterproductive behaviors towards the organization and their co-workers, and how these changes influence employees' productivity in the organization.

Meditating on a regular basis offers well-known benefits, among them behavior and physiological modification. The observed results obtained in meditations designed by Sadhguru, Maharishi and others in general wellbeing are concentration, mental clarity, emotional balance, energy, productivity, inner peace and self-confidence. In health aspects, relief was observed in people with conditions such as diabetes, anxiety, migraines, hypertension, digestive disorders, asthma, depression and insomnia (Peterson et al., 2017; Sadhasivam, 2020; Shapiro, 1983; Wallace, 1970; Wallace & Benson, 1972).

Organizational areas researches, analyze if meditation makes better and more productive workers (Frew, 1974). The values, tasks and problems of managers that emerge as common themes in different meditative paths are examined (McCormick, 1994).

In the other hand, Industrial Organizational Psychology (I-O) explains the aspects that make up job performance; which are behavior, performance and results emphasizing that they are not the same. Behavior is what people do, performance is the expected organizational value of what people do, and outcomes are states or conditions of people or things that are changed by what they do in ways that contribute or detract from the organization effectiveness (Motowidlo & Harrison, 2013).

In the construction of job performance construct, different models and assessment modes have been proposed. For this particular analysis, we rely on two dimensions or models, Organizational Civic Behavior (OCB) and Counterproductive Work Behavior (CWB). There are few investigations where both variables are related, seeking to understand the entire construct of individual performance and not seeking to directly relate meditation to the productivity of companies, since it is the most practical way.

It is proposed a descriptive, analytical and explanatory research under a mixed approach (Corbetta, 2010). A quasi-experiment is used, an empirical intervention study used to estimate the causal impact of an intervention or treatment (meditation) on a target population (Jurgenson Alvarez-Gayou, 2003).

## Methodological review

### *The model, dependent and independent variable*

The main purpose of this research is to present the methodological design of a study evaluating the effect of a meditation practice (Isha Kriya) on individual work performance, specifically in two dimensions of organizational behavior: Organizational Citizenship Behavior (OCB) and Counterproductive Work Behavior (CWB). The research seeks to empirically measure whether regular meditation

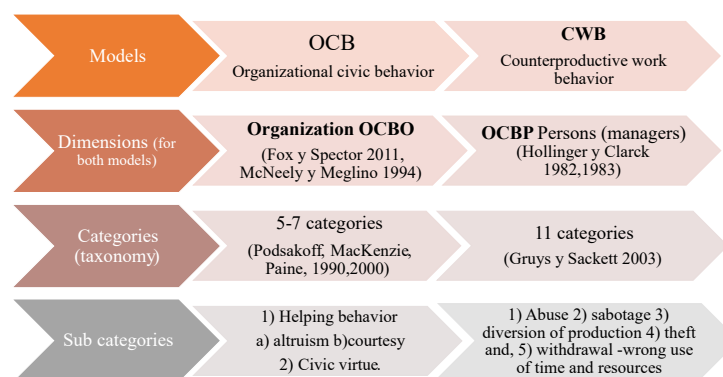
practice for 90 days can positively or negatively modify these behaviors, using a quasi-experiment with a control group and mixed analysis techniques. In short, the goal is not only to determine whether meditation improves subjective well-being, but also to determine whether it directly influences specific work behaviors that affect the functioning of an organization.

The reference model takes as its starting point the mediating effect of the practice of meditation on the relationship between spirituality in the workplace and job performance (Petchsawang & Duchon, 2012). For this study, as well as the reference model, the independent variable is meditation and the dependent variables are civic and counterproductive behaviors and some of their categories, that are proposed to modify behaviors, pursuing the benefit of the organization.

Meditation is the independent variable. is proposed, used, created and disseminated by Sadhguru, named "*Isha Kriya*" is free to use and available on social media. It is important to mention that in some practices of this nature the intervention or guidance of an expert is required, this is a determining factor when selecting it, the not requirement of having an expert (Cope, 2006; Sadhguru, 2018).

Job Performance models OCB and CWB are independent variables, approached from the two dimensions identified in the literature, organizations and persons; some authors identify them as general categories; (Dalal, 2005; Fox & Freeman, 2011; Gruys & Sackett, 2003; McNeely & Meglino, 1994); other authors propose different taxonomies with quantity variations and their nature is similar or the same (Borman & Motowidlo, 2009; J. P. Campbell, 2012; Dalal, 2005; Fox et al., 2012; Gruys & Sackett, 2003; Organ et al., 2011; Podsakoff et al., 2000; Robinson & Bennett, 1995; Rotundo & Sackett, 2002; P. E. Spector, 2006; P. E. Spector et al., 2010).

The categories proposed to be studied are shown in figure 1 for OCB according to Gruys and Sackett (2003) are civic virtue and help others in the subcategories of courtesy and altruism; for CWB according to Spector et al (2006) are misuse of information, misuse of resources and time, and poor-quality work.



**Figure 1**  
*OCB and CWB models, dimensions, chosen taxonomy and subcategories of analysis.*

**Note** adapted from Borman & Motowidlo 2009; J.P. Campbell, 2012; Dalal, 2005; Fox et al., 2012; Gruys & Sackett, 2003; Organ et al., 2011; Podsakoff et al., 2000; Robinson & Bennett, 1995; Rotund & Sackett, 2002; Spector et al., 2010, 2006

### Literature review on methodologies used in similar research

Literature is broad on meditation and job performance separately, although together is very limited and hard to find related. The methodologies used in qualitative research in terms of obtaining data and quantitative in the processing stage are highlighted. They are relevant in the design of the quasi-experiment and the empirical studies carried out with the OCB and CWB models.

The following study was designed with a quasi-experiment methodology in accordance with the general descriptions of meditation. Eight unpaid students were volunteers in the experiment, normal adults in their thirties or forties, well-educated and intelligent with no meditation experience and no spare time. Four performed meditations for twelve sessions and four performed brief meditation control procedures were used (Deikman, 1963).

Regarding the design of the quasi-experiment and the fact that they asked being a volunteer as a requirement These investigations were reviewed. In the early 1970s, studies on the effects of meditation on scholars themselves and on others were reviewed and discussed, raising as a central question, is the meditative state reached by yogis and other far eastern mystics accompanied by distinct physiological changes? finding that yes, it is, being a study of volunteer subjects in the United States of America (Wallace, 1970; Wallace & Benson, 1972).

A more recent study providing the first causal evidence based on objective data that wellness programs (which include meditation) and their related health improvements can increase worker productivity. The voluntary program increased awareness and attention to health. Detailed data on daily output variables, combined with annual medical data including blood tests, lifestyle choices, and vital statistics, allowed this quasi-experiment to be exploited to generate causal estimates of the productivity impact of the wellness program (Gubler et al., 2018).

In an observational pilot study of adults, the before and after of a 4-day retreat of the Isha Yoga Bhava Spandana Program is reviewed. Volunteer participants completed online surveys (before and after the retreat and 1 month after) to assess anxiety, depression, concentration, well-being, and happiness using validated psychological scales. Where it is concluded that meditating can reduce perceived stress and increase general well-being, although the physiological mechanism is not well characterized. Participation was voluntary (Sadhasivam, 2020).

Among the most recurrent coincidences in the following studies are; the presence of a meditation program that seeks to reduce levels of stress, anxiety and depression in a specific group of people.

The design of a meditation intervention with the following requirements, a quasi-experiment with a control group that did not undergo the treatment. The first research reviewed applied a control period instead a group and a specific meditation was used, the transcendental as taught by Maharishi Mahesh Yogi, it was investigated for the following reasons, 1) the proponent claims that all practitioners immediately experience beneficial physiological changes, 2) the subjects report that the technique is easy and pleasant and does not imply concentration, contemplation, or any type of control and therefore they do not find it difficult to meditate during the experiment. A sample of 15 "normal" university students (ie, without mental or physical disabilities), whose practice of the technique had ranged from 6 months to 3 years, was arbitrarily selected (Wallace, 1970).

These studies explored the development of consciousness in organizations and addressed the Transcendental Meditation program as a tool for stress control or well-being improvement, also reviews literature on applications of meditation to work in terms of units of analysis, methods investigation and resolution. The article is organized by units of analysis: two groups of studies address the effects of practice related to work at the individual level, and one group explores variables at the organizational level (Schmidt-Wilk et al., 1996).

The incidence of a meditation program on stress, anxiety and depression levels in a group of special education teachers is analyzed, using a control group. A total of 36 teachers (10 men and 26 women) from public centers in the province of Granada and Almería (Spain) participated. Their ages ranged between 29 and 52 years. Eighteen participants were assigned to the experimental group (5 men and 13 women), and the remaining 18 to the control group (5 men and 13 women). Subjects were assigned to one or another group at random, controlling the sex variable so that there was the same number of men and women in both groups. Among the results, the usefulness of meditation techniques was found as useful and effective strategies that can be incorporated into the training of teachers to improve their psychological and emotional well-being (Franco et al., 2009).

The study used two groups, a meditation group and a matched control group with no meditation experience. Group one consisted of 25 Buddhist meditators, who were recruited from a local Buddhist center, where meditation practices with a particular focus on mindfulness meditation are taught. The control group consisted of 25 non-meditators. Most were recruited from a locally based multinational credit management company and comprised a wide variety of professions, including telephone operators, team leaders, IT technicians, financial workers, account managers, senior executives and marketing executives. Some participants were also recruited from the local student population. The groups did not differ with respect to gender (12 men, 13 women in each group), age (range: 20–40 years, mean age of Buddhists: 28.0 years, controls 27.5 years,  $p = 0.78$ ). Overall, the results suggest that attentional performance and cognitive flexibility are positively

related to meditation practice. Meditators performed significantly better than non-meditators on all measures of attention. This pattern of results suggests that meditation is closely related to improvements in attentional functions and cognitive flexibility. The relevance of these findings to mental balance and well-being is discussed (Moore & Malinowski, 2009).

The objective was to carry out an empirical investigation to evaluate the effect of meditation known as Meditation Awareness Training on work-related well-being and job performance. It was hypothesized that, compared to a non-meditating control group, average managers employed full-time in the office who received MAT would demonstrate significant improvements in both job well-being and job performance outcomes, and that these MBI gains would hold at three months follow-up. A randomized controlled trial was used to assess the effects of meditation on outcomes related to job performance. The study was approved by the Ethics Committee of the University research team. MAT participants demonstrated significant and sustainable improvements (with strong effect sizes) over control group participants in levels of work-related stress, job satisfaction, psychological distress, and employer-rated job performance. There are a number of novel implications: meditation may affect a perceptual shift in the way employees experience their work and their psychological environment and thus may be a cost-effective intervention, and meditation may reduce the separation employees make from employees between their own interests and those of the organizations for which they work (Shonin et al., 2014).

It is clarified that I have not found in the consulted literature where the relationship between meditating and job performance is studied and analyzed in the two models already developed, OCB and CWB.

During the 1960s, the first attempts were made to identify a set of unifying dimensions underlying behavior and to propose a taxonomy. They described a conceptual framework and the research strategy used by the author in his research on perceptual-motor skills, discussing its relevance to taxonomic questions (Fleishman, 1967). 13 years later, a report is published that describes and applies a

method to determine the dimensions that make up the performance of the work throughout the ratings and enlisted degrees of the Navy, where the purpose was to define general dimensions that describe the construction of human performance at work and identify measures of such dimensions. This research and development were carried out within an exploratory development project analyzing a work unit to identify the dimensions of job performance (Murphy & Kroecker, 1988).

Regarding the most used methodologies in the study of OCB and CWB models, in some cases related to subjective well-being using any resource or tool other than meditation, covering both dimensions and their categories, but not all the subcategories. Those in which information collection instruments are applied, in the form of self-reports, direct judgments, personality reports, checklists, questionnaires and interviews stand out (Dalal, 2005; Gruys & Sackett, 2003; Ones & Dilchert, 2013; Podsakoff et al., 2000; Pulakos et al., 2002; Smith et al., 1983; P. E. Spector, 2006; P. E. Spector et al., 2010)

Spector (1975) identified six interpretable factors of CWB; aggression against others, sabotage, waste of time and materials, interpersonal hostility and complaints, interpersonal aggression and apathy for work. It is one of the first proposals for a comprehensive CWB scale in the work psychology literature. In the 1990s, CWB measures proliferated, such is the case of Robinson & Bennett, 1995.... (Ones & Dilchert, 2013)

Spector and Fox proposed a model that may help connect the disparate OCB and CWB fields in research, using positive and negative emotions as variables between environmental conditions and extra-role work behaviors. The current study tested parts of the general model and found reasonable support for the components.

For which they relied on two questionnaires, the first is the Organizational Citizenship Behavior (OCB). The twelve component items of the Coleman and Borman (2000) Citizenship Performance Scale were used to conduct the assessment. It is made up of three components: personal support (support for people), organizational support

(support for the organization) and conscious initiative (persistence with additional effort despite difficult conditions), some other authors identify them as dimensions.

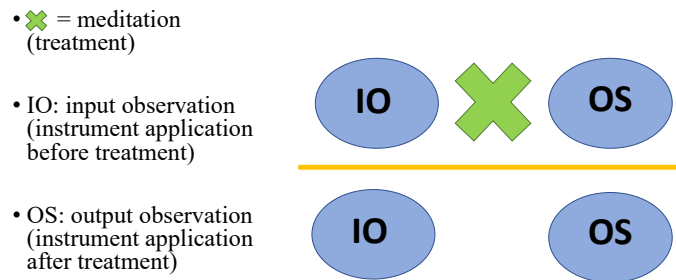
In the case of the CWB, they were assessed with a behavioral checklist based on a master list compiled from a series of existing measures (Fox and Spector 1999; Hollinger 1986; Knorz and Zapf 1996; Neuman and Baron 1998; Robinson and Bennett 1995; Skarlicki and Folger 1997; Spector 1975). The authors' goal was to avoid duplication and, at the same time, include as many different behaviors as possible. Resulting in a list of 45 elements in a scale format, which is the one that is currently mostly used. (P. Spector et al., 2002)

An experiment investigated whether measurement features affected observed relationships between CWB and OCB and their relationships with other variables. We concluded that CWB and OCB are likely unrelated and not necessarily oppositely related to other variables. Researchers should avoid overlapping content in CWB and OCB scales and should use frequency formats to assess how often individuals engage in each form of behavior. CWB. A 10-item version (5 items targeting the organization and 5 targeting people) of the Counterproductive Work Behavior Checklist (CWB-C; Spector et al., 2006) measured CWB. In the other hand, two scales measured OCB. One was a 10-item version of the Organizational Citizenship Behavior Checklist (OCB-C; Fox et al., 2007), a scale specifically designed to avoid antithetical items. (P. E. Spector et al., 2010)

### Experiment Design

A quasi-experiment is an empirical intervention study used to estimate the causal impact of an intervention or treatment on the target population without random assignment. Quasi-experimental designs allow the investigator to control treatment assignment, but using some criterion other than random assignments. With random assignments, study participants have an equal chance of being assigned to the intervention group or the control group. Therefore, the differences between the groups are due to chance, rather than a systematic factor related to the treatment.

The characteristic of a quasi-experiment is non-randomization, and they apply to the social sciences. The specific design of the quasi-experiment is a non-equivalent control group as shown in figure 2, which consists of: forming two groups, one as an experimental group and the other as a control group, where the treatment (meditation) is applied to the experimental group, the participants of this group perform the input instrument before meditating, at the end of the 90 days of meditation the application of the output instrument is performed. On the other hand, the participants in the control group do not receive the treatment but do perform the entry and exit instrument at the same times as the experimental group (D. Campbell & Stanley, 1995).



**Figure 2**  
*Non-Equivalent Control Group Design Quasi-Experiment*

**Note** adapted from *Diseños experimentales y cuasiexperimentales en la investigación social* (p. 93), by Campbell & Stanley, 1995. Amorrortu editors, Buenos Aires.

*Participatory observation*

Of the classic typology of researcher roles, the role of observer as participant is the one used and corresponds to the researcher, observations are carried out for short periods, to establish the context of the intervention plan. The researcher is someone known and recognized but relates to the study subjects only as a researcher (Angrosino, 2012).

Research that is based on observation has several ways to achieve and meet the criteria of scientific reliability, observations that are carried out in a systematic way can be considered credible. A type of standardized technique is used for the recording and analysis of data that is repeated regularly over time. A 90-day plan was designed (Annex) which contains scientific readings, videos, blog

recommendations, podcasts and books by national and international experts about meditation, to support meditators during the duration of the intervention. Tracking each email through a tool known as "Mailchimp", reviewing each open email and each click.

In parallel, a "whatsapp" group is created for all study subjects registered, the meditators are concentrated to maintain communication and closeness between them. We add three meetings, one each month, to carry out the meditation together, after each session the subjects exchange doubts, concerns, experiences, and that it arose.

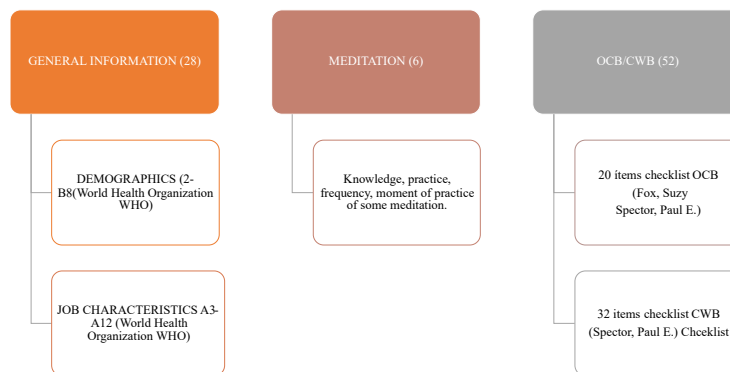
These activities are recorded in a log (Annex) chronologically from first approach, recording each one of the meetings with both those responsible in the organization and with the subjects. It is worth mentioning that at the request of the organization itself, they were asked to sign an informed consent form for participation in the study for the protection of the institutions involved.

#### *Information collection and processing*

In this research, the collection of information involved going to primary sources, in this case to the meditators who shared their experience, which contains original information that is not abbreviated or translated, which is commonly called first-hand information sources. The technique is a survey in which a questionnaire is applied as an instrument to collect information and subsequently evaluate behaviors (Cleveland. et al., 1989; Frew, 1974; Schmidt-Wilk et al., 1996).

#### *Questionnaire 1 and 2 designs*

Figure 3 presents a general scheme of how instrument 1 for data collection was built.



**Figure 3**  
Diagram of input observation instrument (structured interview-computerized-app)

**Note** adapted from World Health Organization (2008), Fox & Spector (2013), Spector et al (2006, 2010), Butler & Kern (2016).

### Part 1: General and demographic information and characteristics of the activity

The first part is the demographic information, the questionnaire on health and performance of the World Health Organization (WHO) was taken as the base instrument. Which covers the aspects of demographics (age, gender, marital status, children, educational level, height, weight, income, employment, employment characteristics, employment experiences, time worked) and job performance, 7 general and demographic information items and 21 items for the characteristics and performance of the activity, 28 total items in part 1 (Organización Mundial de la Salud, 2008).

### Part 2: Meditation

The second part is about meditation, questions such as if you know it, if you have practiced it, the frequency and what meditation you know includes 6 items. The data obtained from these items is for treatment control.

### Part 3: Civic (OCB) and Counterproductive (CWB) Behaviors

To measure and evaluate job performance, different data collection instruments have been developed and proposed, some of them; the World Health Organization (WHO) with the health and performance questionnaire (CSD), the SF-36 Health and Well-Being Questionnaire, of which there are already different versions; for other cases, instruments that measure well-being have been used, such

as the Profile of Mood States (POMS), which is a self-report built on the basis of a multidimensional conception of mood (McNair et al., 1971).

Two instruments are required, one for each model to be studied. For OCB, the Organizational Citizenship Behavior Checklist is a 42-item instrument designed to assess the frequency of such behaviors performed by employees. Since then, it has been refined and reduced to 36 items and then to the final 20-item scale that its creators recommend for general use (Fox et al., 2012). It was specifically designed to minimize overlap with the Counterproductive Work Behavior scale, a limitation noted in previous scales (Dalal, 2005; P. E. Spector et al., 2010). Elements were included that reflected acts directed towards the organization and towards the people in the organization, such as co-workers, some researchers call dimensions, see table 2 (Fox & Spector, 2013).

The OCB uses a 5-point frequency scale ranging from 1=never to 5=every day. Scores are calculated by summing the item responses. A total score is the sum of responses to all items. Subscale scores are the sum of the items within each subscale.

OCB reliability is a causal indicator scale consisting of items that are not all parallel assessments of a single underlying construct. For such scales, items are not necessarily expected to be highly related, and therefore consistent internal reliability is not a good indicator of reliability. However, the internal consistency reliability (alpha coefficient) was found to be .97 for the total scale, .92 for OCB-O, and .91 for OCB-P for the 42-item version. For the 20-item version of the OCB-C it is .89 and .94 for the OCB-P (Fox & Spector, 2013).

Table 1 and table 2 show the 20 items used in the experiment and which of them belong to the OCB-O (organization) and OCB-P (people) and C dimensions for the control questions in the twenty-item version. Which covers the two dimensions and the categories to be analyzed, the category of civic virtue and the category of helping behavior that includes the subcategories of altruism and courtesy, see table 3 (Podsakoff et al., 2000).

Figure 4 presents a general scheme of how instrument 2 for data collection was built.

Table 1:  
Items Classified as OCBO and OCBP for the 20-Item version of the OCB

Item Number	Item
OCBO	
4	Helped new employees get oriented to the job.
8	Offered suggestions to improve how work is done.
9	Offered suggestions for improving the work environment.
13	Volunteered for extra work assignments.
15	Said good things about your employer in front of others.
16	Gave up meal and other breaks to complete work.
OCBP	
5	Lent a compassionate ear when someone had a work problem.
6	Lent a compassionate ear when someone had a personal problem.
7	Changed vacation schedule, work days, or shifts to accommodate co-worker's needs.
11	Helped a less capable co-worker lift a heavy box or other object.
18	Went out of the way to give co-worker encouragement or express appreciation.
20	Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor.

Note adapted from Suzy Fox y Paul E. Spector (2013)

Table 2  
Dimensions of OCB

Dimensions	Total	Items
Organization	6	4, 8, 9, 13, 15 y 16
Persons	6	5, 6, 7, 11, 18 y 20
Control	8	1, 2, 3, 10, 12, 14, 17 y 19

Note adapted from Suzy Fox y Paul E. Spector (2013)

Table 3  
Categories of OCB

Categories	Definition	Total	Items
Civic virtue	Causally efficient motivation for publicly oriented action. It is oriented towards the promotion of social justice. (Doing group oriented)	5	7, 8, 9, 16 y 19
Altruism	Tendency to seek the good of people disinterestedly, even at the expense of self-interest. (Doing person oriented)	9	1, 2, 3, 4, 10, 11, 12, 13 y 17

Courtesy	Demonstration, act or thing with which kindness and good manners are manifested. (Be kind and courteous)	6	5, 6, 14, 15, 18 y 20
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*Note adapted from Suzy Fox y Paul E. Spector (2013)*

The 32 items CWB questionnaire proposed by Spector is used in this experiment, see table 4, to check items of organizational and person dimensions, see table 5. Definitions of each one of the categories abuse, sabotage, production deviance, theft and withdrawal, see table 6 (P. E. Spector, 2006).

Internal Consistency Reliability. Coefficient alphas are available from 3 combined samples. N = 731-738 for all but Abuse, CWB-Person, and CWB-Total where n = 460 due to missing data. Alphas revised the 2006 paper to account for deleting item 4 from Abuse and reporting standardized alpha. To score the CWB-C, simply sum the responses to appropriate items, where 1=Never 2=Once or twice 3=Once or twice per month 4=Once or twice per week 5=Every day. The total score is the sum of all 45 items.

#### Categories definitions

Abuse: consists of harmful behaviors directed toward coworkers and others that harm either physically or psychologically through making threats, nasty comments, ignoring the person, or undermining the person's ability to work effectively. Such behaviors are direct forms of aggression, although in the workplace physical aggression tends to be infrequent so most research studies have mainly assessed nonphysical forms (Spector et al., 2006).

Production deviance and Sabotage: production deviance is the purposeful failure to perform job tasks effectively the way they are supposed to be performed. It is based in part on Hollinger's (1986) concept of production deviance, except that we have separated withdrawal into a separate category. Sabotage is decreasing or destroying physical property belonging to the employer (Chen & Spector, 1992). Although these two forms of behaviors are different, with the former being in many cases more passive (failure to do a task or do it correctly) and the latter being more

active (intentionally destroying something), they are linked theoretically and may have some of the same underlying causes (P. E. Spector et al., 2006).

Theft by employees is recognized as a major problem for organizations. As with sabotage, some researchers have suggested that theft can be a form of aggression against an organization, undertaken to harm (e.g., Neuman & Baron, 1997). This suggests that theft would be caused by many of the same factors as abuse. However, most treatments of employee theft consider other factors (P. E. Spector et al., 2006).

Withdrawal: consists of behaviors that restrict the amount of time working to less than is required by the organization. It includes absence, arriving late or leaving early, and taking longer breaks than authorized. We omitted turnover because it is a single act of permanent withdrawal rather than a potentially ongoing series of behaviors by current employees. Both absence and lateness have been studied separately and have their own literature, although a number of studies have linked various forms of withdrawal (P. E. Spector et al., 2006).

Table 4

*Counterproductive Work Behavior Checklist (CWB-C) (32-item)*

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How often have you done each of the following things on your present job?

- 
1. Purposely wasted your employer's materials/supplies
  2. Purposely did your work incorrectly
  3. Came to work late without permission
  4. Stayed home from work and said you were sick when you weren't
  5. Purposely damaged a piece of equipment or property
- 
6. Purposely dirtied or littered your place of work
  7. Stolen something belonging to your employer
  8. Started or continued a damaging or harmful rumor at work
  9. Been nasty or rude to a client or customer
  10. Purposely worked slowly when things needed to get done
- 
11. Taken a longer break than you were allowed to take
  12. Purposely failed to follow instructions
  13. Left work earlier than you were allowed to
  14. Insulted someone about their job performance

- 15. Made fun of someone's personal life

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- 16. Took supplies or tools home without permission
- 17. Put in to be paid for more hours than you worked
- 18. Took money from your employer without permission
- 19. Ignored someone at work
- 20. Blamed someone at work for error you made

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- 21. Started an argument with someone at work
- 22. Stole something belonging to someone at work
- 23. Verbally abused someone at work
- 24. Made an obscene gesture (the finger) to someone at work
- 25. Threatened someone at work with violence

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- 26. Threatened someone at work, but not physically
- 27. Said something obscene to someone at work to make them feel bad
- 28. Did something to make someone at work look bad
- 29. Played a mean prank to embarrass someone at work
- 30. Looked at someone at work's private mail/property without permission

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- 31. Hit or pushed someone at work
- 32. Insulted or made fun of someone at work

*Note adapted from Paul E. Spector (2006)*

Table 5  
*Dimensions of CWB*

Dimensions	Total	Items
Organization	14	1, 2, 3, 4, 5, 6, 7, 10, 11, 12, 13, 16, 17 y 18
Persons	17	8, 9, 14, 15, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31 y 32

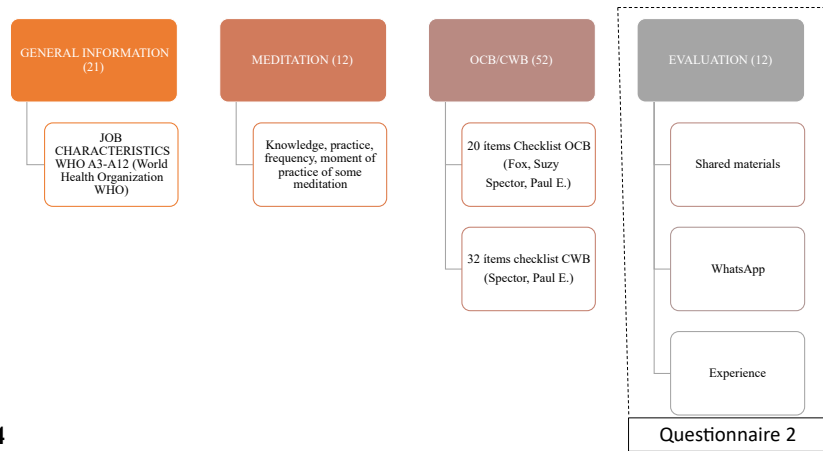
*Note adapted from Paul E. Spector (2006)*

Table 6  
*Categories of CWB*

Categories	Total	Items
Abuse	17	8, 8, 14, 15, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31 y 32
Sabotage	3	1, 5 y 6
Production deviance	3	2, 10 y 12
Theft	5	7, 16, 17, 18 y 22
Withdrawal	4	3, 4, 11 y 13

*Note adapted from Paul E. Spector (2006)*

The only part added in questionnaire 2 is evaluation of the experiment, see table 5.



**Figure 4**  
*Questionnaire 1 & 2; Diagram of instrument 1 & 2 (structured interview-computerized-app)*

**Note** adapted from World Health Organization (2008), Fox & Spector (2013), Spector et al (2006, 2010), Butler & Kern (2016).

Part 5: Items for experiment evaluation -only for questionnaire 2-

Table 7 presents the items comprising the evaluation of the experiment, a section included only in the final survey administered to the experimental group. The purpose is to understand participants' perceptions of the meditation intervention, the materials shared, and the means used to support them during the 90-day study. Each item explores specific aspects of the process, allowing for an assessment of both the quality of the resources and the level of participation and interest. Together, these items provide important input for assessing not only the effects of meditation but also the way it was implemented and supported, providing useful elements for designing more effective and personalized future interventions.

Table 7

*Items for experiment evaluation*

Item	Answers
1.- In general, how would you rate the materials that were shared via email during the 90 days?	<input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Regular <input type="checkbox"/> Bad <input type="checkbox"/> Very bad
2.- The information contained in the materials that were shared were:	<input type="checkbox"/> Useful <input type="checkbox"/> Interesting <input type="checkbox"/> New <input type="checkbox"/> Boring <input type="checkbox"/> Sure <input type="checkbox"/> Appropriate <input type="checkbox"/> Consistent <input type="checkbox"/> Boring <input type="checkbox"/> Nothing interesting <input type="checkbox"/> Useless <input type="checkbox"/> Entertaining <input type="checkbox"/> Long <input type="checkbox"/> Relevant
3.- What do you prefer more:	<input type="checkbox"/> Videos <input type="checkbox"/> Readings <input type="checkbox"/> Audio (podcast)
4.- Regarding the materials via email, what is your preference?	<input type="checkbox"/> Do not share <input type="checkbox"/> What if they are shared
5.- About the WhatsApp group, do you think it was good to keep it as a source of information?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6.- You prefer more interaction in the WhatsApp group	<input type="checkbox"/> Yes <input type="checkbox"/> No
7.- Did you participate in any of the white point group meditations?	<input type="checkbox"/> Yes <input type="checkbox"/> No
8.- How did you like the experience?	<input type="checkbox"/> Pleasant <input type="checkbox"/> Interesting <input type="checkbox"/> New
9.- Rate the experience	<input type="checkbox"/> good <input type="checkbox"/> Bad <input type="checkbox"/> Regular
10.- Would you take another challenge?	<input type="checkbox"/> Yes <input type="checkbox"/> No

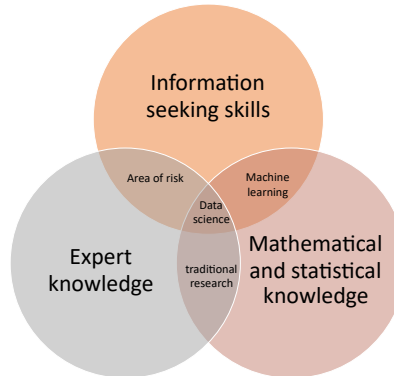
Data processing

Methodological note

In this part, a description of the specific methodology for data treatment of both applied surveys, to experimental and control groups is explained.

The notes of the Quantitative Methods course are taken as a basis (this course was based in part on data science methodology) taken in turn from the specialty in Data Science at Johns Hopkins University.

According to Johns Hopkins University, Data Science is the convergence of three disciplines: information search skills, statistics and mathematics, and expert knowledge about interest (Johns Hopkins University, 2020)



**Figure 5**  
*Integration of data science according to Johns Hopkins University*

**Note** adapted from <https://www.coursera.org/learn/data-scientists-tools/lecture/4FzRK/what-is-data-science>

The analysis process is carried out at different levels to analyze and identify the patterns in a data set (Johns Hopkins University, 2022).

- a) Statement of the problem (Research question)
- b) Descriptive analysis
- c) Exploratory and correlational analysis
- d) Causal analysis
- e) Interdependence analysis
- f) Communication of results

## The Data

Data generation process starts with the experiment. For this, initial and final surveys were applied to both groups, dimensions, valid observations, considered variables and the data set are shown in tables 10 and 11.

Table 8 presents a summary of the sections comprising the initial survey administered before starting the intervention. It shows the number of observations recorded per section, the number of variables included in each section, and the total amount of data generated. A total of 17 participants participated, and data was collected in five sections. Overall, the initial survey collected 1,513 individual data points, reflecting the richness and depth of information obtained before starting the meditation program. This database is key for comparing subsequent results and evaluating the impact of the intervention.

Table 8  
*Initial survey sections*

Section	Number of observations	Variables	Data
1. Demographic information	17	8	136
2. Work Experiences/Demographics	17	23	391
3. Meditation	17	6	102
4. OCB	17	20	340
5. CWB	17	32	544
Total	17	89	1,513

Table 9 shows a summary of the sections included in the final survey administered at the end of the 90-day meditation practice. This survey was designed to assess potential changes that occurred during the intervention and to understand participants' overall perceptions of the process. The table specifies the number of observations, the variables per section, and the total amount of data generated in each section. In total, the final survey collected 1,649 data points, which provides a starting point for comparing the effects of meditation and assessing behavioral changes, as well as participants' evaluation of the process.

Table 9

*Final survey sections*

Section	Number of observations	Variables	Data
1. Demographic information	17	1	17
2. Work Experiences/Demographics	17	23	391
3. Meditation	17	11	187
4. OCB	17	20	340
5. CWB	17	32	544
6. General evaluation of the process	17	10	170
Total	17	97	1,649

Total data of the experimental group=Input Data+Output Data

Total data of the experimental group=1513+1649=3,162

Total control group data=Input Data+Output Data

Total control group data=623+679=1,30

#### The construction of aggregate indicators

Given the volume of information generated by the cuasi experiment, it is necessary to order it to understand its internal structure and analyze the relationship of the results with the objectives and hypotheses proposed throughout the research project. The first stage consists of generating aggregate indicators for each of the variables of the experiment and grouping them according to each of the dimensions mentioned in table 9, based on the aggregation criteria of the United Nations Commission for Latin America and the Caribbean (ECLAC) (Schuschny & Soto, 2009), and the Organization for Economic Cooperation and Development (OECD publishing, 2008).

## Discussion

The methodological approach employed provides a unique and comprehensive framework for evaluating the impact of meditation, using the Isha Kriya technique, on individual job performance. The use of a quasi-experimental design, along with participatory observation, allowed for an exploration of how meditation can influence OCBs and CWBs. This reflection discusses the strengths and limitations of the methodological strategies used, integrates findings from previous literature, and highlights methodological contributions and implications for future research.

A strength of the study is the integration of internationally validated and recognized instruments for both dimensions into the data collection process. These instruments demonstrated high levels of reliability and have been translated into several languages, facilitating their adaptation to different cultural contexts. Their use in this study seeks to comply with methodological rigor and facilitate cross-cultural comparability. Furthermore, both instruments allow for the measurement of job performance in both dimensions and their categories.

A weakness of the instruments is that, although they have been translated and validated in several languages, not all items accurately reflect the specificities of the Mexican context. Some expressions may be ambiguous or unfamiliar to people with little prior exposure to structured psychological assessments. This opens the door to future work on linguistic and cultural adaptation of scales to ensure better comprehension by participants.

Although care was taken to ensure that the instruments were administered simultaneously to both groups, the lack of randomization introduces potential bias into the comparison. The voluntary selection of participants, although necessary from an ethical and logistical perspective, could imply that those who agreed to meditate already had a favorable predisposition toward change or greater openness to self-knowledge, which could influence the observed results.

The quasi-experimental design, which included a non-equivalent control group, is particularly relevant in applied settings where randomization may not be feasible. By

comparing pre- and post-intervention data in both groups, an attempt was made to isolate the impact of meditation on work behaviors. Although the sample size was small (17 participants in the experimental group and 7 in the control group), this design allows for a preliminary, but meaningful, analysis of the intervention's effect.

The participant observation component added qualitative depth to the study, capturing contextual nuances and behavioral dynamics that standardized surveys can miss. The presence of the researcher in a familiar and accepted role improved access and trust, likely contributing to more authentic responses and greater participation. These observations were systematically recorded and triangulated with survey data, offering greater insights into the research.

A novel feature of this study is the 90-day meditation support plan, which provided participants with selected materials—including scientific readings, podcasts, and videos—distributed via a messaging platform and a WhatsApp group, in addition to in-person meditation sessions. This strategy not only facilitated adherence to the intervention but also created a sense of community and shared purpose among participants. The use of technology to monitor participation (e.g., email opens and clicks) introduced an additional layer of data that could be valuable for analyzing participant engagement and correlating it with behavioral outcomes.

The shared resources were carefully selected to address diverse aspects of meditation, from neuroscientific foundations to psychological benefits and personal experiences. This variety sought to increase participant interest and engagement, considering the diverse audience.

Given that this was the first implementation of such a structure, the effectiveness of the content (e.g., whether it was perceived as relevant, engaging, or excessive) remains uncertain. While a brief evaluation is included in the final questionnaire, more detailed qualitative follow-up could have provided a deeper understanding of how participants interacted with the materials and which aspects of the plan had the greatest impact.

The implementation of the intervention plan, with digital and in-person support, was also a methodological experiment. The use of platforms such as Mailchimp made it possible to monitor the opening and reading of the materials, providing a quantitative record of current participation. This characteristic is not commonly reported in meditation intervention studies and is proposed as an added value to strengthen control of the treatment applied.

While 90 days is a reasonable period to observe initial changes, most meditation studies recommend longer-term follow-ups to detect sustained effects. Therefore, it is likely that some benefits, especially those related to more stable organizational behavior, were not fully apparent during this period.

The research also presented limitations. First, the small, non-randomized sample limits the generalizability of the findings. While the control group allows for comparative analysis, the disparity in group sizes and possible preexisting differences between participants could affect internal validity. Furthermore, while efforts were made to ensure simultaneous administration of the instruments, the inherent complexity of human behavior and organizational dynamics makes it difficult to fully control external variables.

Importantly, this research contributes to a growing, though still limited, body of literature exploring the relationship between meditation and job performance. Most previous studies have focused on stress reduction, emotional regulation, or general well-being. This study goes further by specifically measuring changes in organizational behavior across two critical dimensions of job performance, with empirical and methodological rigor.

The findings suggest that regular meditation practice can influence organizational behaviors and outcomes. Improvements in citizenship behaviors such as altruism and civility, along with reductions in counterproductive behaviors such as withdrawal or bullying, indicate potential benefits for organizational climate and productivity.

These results are consistent with previous studies that have linked mindfulness and meditation with improved attention control, emotional intelligence, and ethical

decision-making. Regarding methodological implications, the study demonstrates that combining quantitative and qualitative approaches, especially in real-life organizational settings, can generate richer and more practical insights. The quasi-experimental design, when implemented carefully, allows for causal inferences without the need for laboratory conditions.

Several directions emerge for future research. First, comparative studies between private and public institutions could explore how organizational culture mediates the impact of meditation. Second, a longitudinal design could assess the sustainability of behavioral changes over time. Third, incorporating neurophysiological measures or performance metrics (e.g., productivity data, supervisor evaluations) could provide more objective evidence of the intervention's impact.

### Conclusions

The methodological approach adopted in this study, based on a mixed-methods framework, validated instruments, and a novel intervention plan, offers a basis for understanding the interaction between meditation and job performance. By combining scientific rigor with personal experience, the research opens new avenues for the study and practice of contemplative interventions in organizational contexts.

This study provides methodological and empirical contributions to the emerging field of meditation in organizational settings. The observed changes, although preliminary, suggest the possibility of greater organizational benefits if similar interventions were scaled or sustained over longer periods. This study supports the idea that meditation can be a meaningful, evidence-based strategy for fostering positive individual and organizational change. It invites further academic exploration and practical experimentation in the design of work environments that foster both performance and human development.

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## Annex

**90 days plan for Quasi experiment**

Day	Type	Title	URL
25-04-2022	Lecture	3 Ways Meditation Improves Relationships – Backed by Science	<a href="https://emmaseppala.com/3-ways-meditation-improves-relationships-backed-science/">https://emmaseppala.com/3-ways-meditation-improves-relationships-backed-science/</a>
26-04-2022	Video	CÓMO MEDITAR CORRECTAMENTE    SADHGURU Traducción ESPAÑOL	<a href="https://www.youtube.com/watch?v=eHGPxGiWbio">https://www.youtube.com/watch?v=eHGPxGiWbio</a>
27-04-2022	Video	7 maneras de ser más feliz, según el profesor de bienestar de Yale   Ahora esto	<a href="https://www.youtube.com/watch?v=e9UVAafNvm4">https://www.youtube.com/watch?v=e9UVAafNvm4</a>
28-04-2022	Video	Medita con facilidad   Sadhguru	<a href="https://www.youtube.com/watch?v=W08nt79TOIo">https://www.youtube.com/watch?v=W08nt79TOIo</a>
29-04-2022	Video	Love (Los minimalistas)	<a href="https://www.youtube.com/watch?v=9XI3z_1F8hY">https://www.youtube.com/watch?v=9XI3z_1F8hY</a>
02-05-2022	Lecture	Brian Weiss, People often ask	<a href="https://www.brianweiss.com/people-often-ask/">https://www.brianweiss.com/people-often-ask/</a>
02-05-2022	Video	Consejos para la postura de meditación	<a href="https://youtu.be/7piiQZ4fucY">https://youtu.be/7piiQZ4fucY</a>
03-05-2022	Video	¿Cómo detienes el parloteo de la mente? Sadhguru	<a href="https://www.youtube.com/watch?v=iYtjUBjaTdM">https://www.youtube.com/watch?v=iYtjUBjaTdM</a>
04-05-2022	Video	La meditación para el cuerpo y mente / Dr. Eduardo Calixto -	<a href="https://www.youtube.com/watch?v=nB3Tboa0BG4">https://www.youtube.com/watch?v=nB3Tboa0BG4</a>

		Con Sentido con Pita Ojeda	
05-05-2022	infographic	Benefits of Meditation: 10 Science-Based Reasons To Start Meditating Today INFOGRAPHIC	<a href="https://emmaseppala.com/10-science-based-reasons-start-meditating-today-infographic/#.Yh1ao5ZJ IU">https://emmaseppala.com/10-science-based-reasons-start-meditating-today-infographic/#.Yh1ao5ZJ IU</a>
06-05-2022	Video	Money (los minimalistas)	<a href="https://www.youtube.com/watch?v=gRPYdeuglIE">https://www.youtube.com/watch?v=gRPYdeuglIE</a>
09-05-2022	Course recommendation	The Science of Well-Being COURSERA	<p>Explore the practical “habits of happy people” through new discoveries in the social and natural sciences</p> <p>Learn about leading theories and applications of Positive Psychology on personal happiness and well-being in the workplace</p> <p>Discover the remarkable parallels between the modern science of happiness and ancient wisdom</p>
10-05-2022	Video	V. Completa. “Ser feliz no consiste en sonreír siempre y pensar en positivo”. Laurie Santos	<a href="https://www.youtube.com/watch?v= 3mrA1 Hctk">https://www.youtube.com/watch?v= 3mrA1 Hctk</a>
11-05-2022	Video	Sadhguru at Harvard University – Youth and Truth, Feb 17, 2019	<a href="https://www.youtube.com/watch?v=-GZRdgLTKNk">https://www.youtube.com/watch?v=-GZRdgLTKNk</a>
12-05-2022	Video	Dr. Brian Weiss on the Patient Who Made Him Believe in Past Lives   The Oprah Winfrey Show   OWN	<a href="https://youtu.be/WMlLoPYwZ5w">https://youtu.be/WMlLoPYwZ5w</a>
13-05-2022	Podcast	Deepak Chopra podcast daily breath	<a href="https://podcasts.apple.com/us/podcast/daily-breath-with-deepak-chopra/id1458887650">https://podcasts.apple.com/us/podcast/daily-breath-with-deepak-chopra/id1458887650</a>
16-05-	Video	5 consejos saludables para superar la	<a href="https://youtu.be/xESDswDmPrs">https://youtu.be/xESDswDmPrs</a>

2022		dependencia del móvil	
17-05-2022	Video	Letting go allows us to free up space in your heart to make room for the important things.	<a href="https://youtube.com/shorts/TQ-DoeWphf0?feature=share">https://youtube.com/shorts/TQ-DoeWphf0?feature=share</a>
18-05-2022	Fan Page	Eduardo Calixto FB	<a href="https://www.facebook.com/dreduardocalixto/about">https://www.facebook.com/dreduardocalixto/about</a>
19-05-2022	Lecture	Compassion as the Source of Happiness	<a href="https://www.dalailama.com/messages/compassion-and-human-values/compassion-as-the-source-of-happiness">https://www.dalailama.com/messages/compassion-and-human-values/compassion-as-the-source-of-happiness</a>
20-05-2022	Video	The Benefits of Meditation ~ Jon Kabat-Zinn	<a href="https://www.youtube.com/watch?v=wjXXvtGEZQQ">https://www.youtube.com/watch?v=wjXXvtGEZQQ</a>
23-05-2022	Video	20 segundos para experimentar cada día como un gran día Sadhguru	<a href="https://youtube.com/shorts/CPfxb7_4kGI?feature=share">https://youtube.com/shorts/CPfxb7_4kGI?feature=share</a>
24-05-2022	Tv serie recommendation	Undone (serie) 2019	Amazon Prime  <b>'Undone'</b> se ha estrenado de forma discreta en <a href="#">Amazon Prime Video</a> , pero nada en este proyecto tiene nada de ordinario.  <b>Nos sumerge en un espacio donde el tiempo ya no existe, las dimensiones colisionan y las heridas abiertas duelen más que nunca.</b> El pasado ha vuelto para recordarle a Alma, interpretada por <b>Rosa Salazar</b> , que su presente es tan incierto como su futuro. Pero también que sus defectos son, en realidad, poderosos dones.
25-05-2022	Video	Namaskar - Yoga para todos   Sadhguru habla en español	<a href="https://www.youtube.com/watch?v=nooYfI5jVYM">https://www.youtube.com/watch?v=nooYfI5jVYM</a>
26-05-2022	Youtube cooking recommendation	Elena Malova, cocina	<a href="https://www.youtube.com/c/CocinaMalova/playlists">https://www.youtube.com/c/CocinaMalova/playlists</a>

27-05-2022	Video	Brian Weiss: The Truth of Your Soul	<a href="https://youtu.be/JKUKAXugzJI">https://youtu.be/JKUKAXugzJI</a>
30-05-2022	Video	¿Cómo aprobar sin estudiar?   Sadhguru	<a href="https://youtu.be/j0Tmjdbrrfs">https://youtu.be/j0Tmjdbrrfs</a>
31-05-2022	Lecture	Four Ways to Calm Your Mind in Stressful Times	<a href="https://emmaseppala.com/four-ways-to-calm-your-mind-in-stressful-times/">https://emmaseppala.com/four-ways-to-calm-your-mind-in-stressful-times/</a>
01-06-2022	Video	Colaboración: “El estrés y tu Cerebro”   Eduardo Calixto	<a href="https://www.youtube.com/watch?v=bS_qp3f36Pk">https://www.youtube.com/watch?v=bS_qp3f36Pk</a>
03-06-2022	Book recommendation	<p>10 libros recomendados</p> <ol style="list-style-type: none"> <li>1. La inteligencia emocional, Daniel Goleman.</li> <li>2. Muchas vidas, muchos maestros, Brian Weiss</li> <li>3. Reingeniería interior, Sadhguru</li> <li>4. Karma, Sadhguru</li> <li>5. Los cuatro acuerdos, un libro de sabiduría tolteca. Miguel Ruiz</li> <li>6. Te regalo lo que se te antoje; Conny Méndez.</li> <li>7. How to Meditate: A Guide to Self-</li> </ol>	

		<p>Discovery; Lawrence LeShan</p> <p>8. Real Happiness at Work: Meditations for Accomplishment, Achievement, and Peace; Sharon Salzberg.</p> <p>9. La sabiduría del yoga; Stephen Cope</p> <p>10. Kybalion, William Walker Atkinson</p>	
04-06-2022	Recomendation	Recomendación 10 películas	<p>El atlas de las nubes/Cloud Atlas (2012), de las hermanas Wachowski.</p> <p>Mas alla de los sueños/Whay dreams may come (1998), Vimcent Ward.</p> <p>Documental Heal (2017) plataforma prime, Kelly Noonan Gores.</p> <p>Pequeño Buda/Little Buda (1993), Ryuichi Sakamoto.</p> <p>La cabaña/The shack (2017), John Fusco.</p> <p>El cielo si existe/Heaven is for real (2014), Randall Wallace.</p> <p>Interestelar (2014), Christopher Nolan.</p> <p>El árbol de la vida/ The tree of life (2011), Terrence Malick.</p> <p>Orígenes/Origins (2014), Mike Cahil</p> <p>La pontifice/ Die Pöpstin (2009), Sonke Wortmann.</p>
06-06-2022	Lecture	Countering Stress and Depression Share	<a href="https://www.dalailama.com/messages/compassion-and-human-values/countering-stress-and-depression">https://www.dalailama.com/messages/compassion-and-human-values/countering-stress-and-depression</a>
07-06-2022	Video	Junk	<a href="https://www.youtube.com/watch?v=eERF_Rsmmno">https://www.youtube.com/watch?v=eERF_Rsmmno</a>
08-06-	Scientific website	PhD Sara Lazar	<a href="https://scholar.harvard.edu/sara_lazar/home">https://scholar.harvard.edu/sara_lazar/home</a>

2022	recomendation	Harvard University	
09-06-2022	Lecture	How meditation can change your life	<a href="https://timesofindia.indiatimes.com/life-style/health-fitness/health-news/how-meditation-can-change-your-life/articleshow/18527580.cms">https://timesofindia.indiatimes.com/life-style/health-fitness/health-news/how-meditation-can-change-your-life/articleshow/18527580.cms</a>
10-06-2022	Video	Trucos sobre cómo controlar la ansiedad puntual	<a href="https://youtu.be/PL9tEzDUZrw">https://youtu.be/PL9tEzDUZrw</a>
13-06-2022	Video 4:44	Jesús debe surgir dentro de ti   Sadhguru	<a href="https://youtu.be/qDuHuWmPIUE">https://youtu.be/qDuHuWmPIUE</a>
14-06-2022	Video 6:30	Sadhguru on Getting Stoned, Without Drugs	<a href="https://www.youtube.com/watch?v=yL_fgyXXnSM">https://www.youtube.com/watch?v=yL_fgyXXnSM</a>
15-06-2022	Lecture	¿Qué es exactamente lo que hace esta meditación?	<a href="http://www.ishafoundation.org/es/Isha-Kriya/isha-kriya-faq-frequently-asked-questions-isha-foundation.isa">http://www.ishafoundation.org/es/Isha-Kriya/isha-kriya-faq-frequently-asked-questions-isha-foundation.isa</a>
16-06-2022	Lecture	¿Cuál es el beneficio de esta meditación?	<a href="http://www.ishafoundation.org/es/Isha-Kriya/isha-kriya-faq-frequently-asked-questions-isha-foundation.isa">http://www.ishafoundation.org/es/Isha-Kriya/isha-kriya-faq-frequently-asked-questions-isha-foundation.isa</a>
17-06-2022	Lecture	¿Cuál es la importancia de la respiración? Además de los beneficios de salud, ¿Hay algo más que esté relacionado con el respirar bien?	<a href="http://www.ishafoundation.org/es/Isha-Kriya/isha-kriya-faq-frequently-asked-questions-isha-foundation.isa">http://www.ishafoundation.org/es/Isha-Kriya/isha-kriya-faq-frequently-asked-questions-isha-foundation.isa</a>
20-06-2022	Video Upa Yoga	Yoga para el éxito: Prácticas de Cuello	<a href="https://youtu.be/exBqIQCLYrg">https://youtu.be/exBqIQCLYrg</a>
21-06-2022	Lecture	The Dalai Lama on Why Leaders Should Be Mindful, Selfless, and Compassionate	<a href="https://www.dalailama.com/messages/compassion-and-human-values/why-leaders-should-be-mindful-selfless-and-compassionate">https://www.dalailama.com/messages/compassion-and-human-values/why-leaders-should-be-mindful-selfless-and-compassionate</a>

22-06-2022	Mexican scientific recommendation	Sitio oficial de Jacobo Gringberg	<a href="https://www.jacobogrinberg.com/">https://www.jacobogrinberg.com/</a>
23-06-2022	Videos	3 experiencias de meditadores con Isha Kiya	<a href="https://www.youtube.com/watch?v=fucRwgJlyvU">https://www.youtube.com/watch?v=fucRwgJlyvU</a> <a href="https://www.youtube.com/watch?v=gEPbNzZ6kOQ">https://www.youtube.com/watch?v=gEPbNzZ6kOQ</a> <a href="https://www.youtube.com/watch?v=3N9cLLMKyrk&amp;t=66s">https://www.youtube.com/watch?v=3N9cLLMKyrk&amp;t=66s</a>
27-06-2022	Video	Don Miguel Ruiz: Why You Should Always Be Impeccable with Your Word   SuperSoul Sunday   OWN	<a href="https://youtu.be/mIY9mFH5m8I">https://youtu.be/mIY9mFH5m8I</a>
28-06-2022	Video	Don Miguel Ruiz: How to Not Take Things Personally   SuperSoul Sunday   Oprah Winfrey Network	<a href="https://youtu.be/H4jn18Oo3YE">https://youtu.be/H4jn18Oo3YE</a>
29-06-2022	Video	Los 4 acuerdos. Don miguel Ruiz  No hagas suposiciones	<a href="https://youtu.be/e-qdH4C38LI">https://youtu.be/e-qdH4C38LI</a>
30-06-2022	Video	Los 4 acuerdos: Don Miguel Ruis  Haz siempre lo máximo que puedas	<a href="https://www.youtube.com/watch?v=reiZUU9rUPk">https://www.youtube.com/watch?v=reiZUU9rUPk</a>
01-07-2022	Lecture	Los 4 acuerdos	<a href="https://reinamares.hypotheses.org/34853">https://reinamares.hypotheses.org/34853</a>
04-07-2022	Video	5 pasos para transformar tu vida  Joe Dispenza	<a href="https://youtu.be/JDbqsgMwxR8">https://youtu.be/JDbqsgMwxR8</a>
05-07-2022	Video 7:27	Eduardo Calixto ¿cómo podemos disminuir el estrés?	<a href="https://www.youtube.com/watch?v=usxZhZy0Vz4">https://www.youtube.com/watch?v=usxZhZy0Vz4</a>
06-07-	Video	How Meditation Can Reshape Our	<a href="https://youtu.be/m8rRzTtP7Tc">https://youtu.be/m8rRzTtP7Tc</a>

2022	8:33	Brains: Sara Lazar at TEDxCambridge 2011	
07-07-2022	Video	Science and Technology Mickey Mous-ing Around with Sciene	<a href="https://youtu.be/1h5SijhqsIQ">https://youtu.be/1h5SijhqsIQ</a>
08-07-2022	Video	Breathing happiness   Emma Seppälä   TEDxSacramento	<a href="https://www.youtube.com/watch?v=Uvli7NBUfY4">https://www.youtube.com/watch?v=Uvli7NBUfY4</a>
11-07-2022	Lecture	Alimentos pránicos: ¿Qué comer? Escogiendo los alimentos correctos	<a href="https://isha.sadhguru.org/global/es/wisdom/article/Sadhguru-discute-varios-aspectos-de-la-alimentaci%C3%B3n-para-la-salud-y-la-vitalidad">https://isha.sadhguru.org/global/es/wisdom/article/Sadhguru-discute-varios-aspectos-de-la-alimentaci%C3%B3n-para-la-salud-y-la-vitalidad</a>
12-07-2022	Video	8 consejos para una mejor digestión	<a href="https://youtu.be/g1GCCrJsOVI">https://youtu.be/g1GCCrJsOVI</a>
13-07-2022	Video	Consejos para el detox de cuerpo y mente	<a href="https://youtu.be/Kli7P_ZE3IE">https://youtu.be/Kli7P_ZE3IE</a>
14-07-2022	Website recommendation	Andy Puddicombe Mindfulness expert	<a href="https://www.ted.com/speakers/andy_puddicombe">https://www.ted.com/speakers/andy_puddicombe</a>
15-07-2022	Video	How to De-Stress in 5 Min or Less	<a href="https://www.youtube.com/watch?v=sx5sLPNfhIA">https://www.youtube.com/watch?v=sx5sLPNfhIA</a>
18-07-2022	Video Upa yoga	Yoga para la salud: movimiento direccional  TODAS	<a href="https://youtu.be/YRQgFrR2cWs">https://youtu.be/YRQgFrR2cWs</a>
19-07-2022	Video	Meditación guiada para la salud   Chit Shakti para la salud	<a href="https://youtu.be/3Ago2LOCGbE">https://youtu.be/3Ago2LOCGbE</a>

		TODAS	
<b>20-07-2021</b>	Music recommendation	Sounds of Isha	<a href="https://www.youtube.com/c/soundsofisha">https://www.youtube.com/c/soundsofisha</a>