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Adherence, Engagement and Participant Experiences in a Workplace Rajyoga Meditation Programme: Findings from an Eight-Week Intervention Study Among Corporate Executives

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ABSTRACT

Background**:** Adherence and participant engagement are important determinants of the success of Adherence, Engagement and Participant Experiences in a Workplace Rajyoga Meditation Programme: Findings from an Eight-Week Intervention Study Among Corporate Executives

workplace meditation interventions. Although meditation has been widely investigated for its psychological and organisational benefits, comparatively few studies have examined attendance, practice engagement and participant experiences during programme implementation. Understanding these process-related outcomes is essential for evaluating the feasibility and acceptability of workplace meditation interventions.

Methods: This study was conducted as a secondary analysis of process-related outcomes from a larger experimental pre-test–post-test control group study among corporate executives working in the Environment, Health and Safety (EHS) function of a large agrochemical organisation in India. Ninety-four participants were randomly assigned to either a Rajyoga meditation group (n = 46) or an active control group receiving physical relaxation commentary (n = 48). Participants attended guided online sessions on weekdays for eight weeks. Attendance records, self-reported daily practice logs and participant feedback questionnaires were analysed using descriptive statistics.

Results: Participants in the Rajyoga meditation group demonstrated higher attendance and engagement than those in the control group. Mean attendance was 64.95% in the Rajyoga group compared with 55.73% in the control group, while 60.9% and 31.3% of participants, respectively, met the predefined adherence criterion of attending at least 70% of sessions. Rajyoga participants also reported greater self-practice engagement, higher numbers of good-quality and distraction-free practice sessions, and more favourable feedback regarding emotional regulation, concentration, confidence in decision-making and overall programme benefit.

Conclusion: The findings indicate that workplace Rajyoga meditation is a feasible and well-accepted intervention for corporate executives. Higher adherence, greater engagement and positive participant experiences suggest that Rajyoga meditation can be successfully integrated into organisational wellness programmes. Future research should investigate factors influencing long-term adherence and sustained practice across diverse workplace settings.

Keywords: Rajyoga meditation; workplace wellness; corporate executives; adherence; participant engagement; feasibility.

INTRODUCTION

Modern workplaces increasingly expose employees to demanding schedules, complex decision-making responsibilities and continuous performance pressures. These challenges often contribute to elevated stress

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levels, emotional exhaustion and reduced psychological well-being. Consequently, organisations are increasingly adopting evidence-based workplace wellness interventions that promote resilience, emotional regulation and overall employee well-being (Good et al., 2016; Badagavi, 2018).

Meditation-based interventions have gained considerable attention in organisational settings because of their potential to improve psychological well-being, reduce stress and enhance workplace functioning. Previous research has demonstrated that meditation positively influences attentional control, emotional regulation, executive functioning and overall well-being (Sun et al., 2015; Raman et al., 2015; Singh, 2021). These psychological processes are closely associated with effective judgement and adaptive decision-making in complex organisational environments.

Among the various meditation practices, Rajyoga meditation, as taught by the Brahma Kumaris World Spiritual University, is an open-eyed meditation technique that emphasises self-awareness, positive thinking and conscious regulation of thoughts. Previous studies have reported that Rajyoga meditation is associated with improvements in attention, emotional well-being, happiness, quality of life and psychological functioning (Misra et al., 2013; Ramesh et al., 2013; Doowa, 2021). More recent evidence also suggests that Rajyoga meditation may influence neural processes involved in attentional control and cognitive stability (Biswas et al., 2026).

The effectiveness of behavioural interventions depends not only on their outcomes but also on the extent to which participants actively engage with the programme. Attendance, adherence to intervention protocols, consistency of self-practice and participant experiences are important implementation-related indicators that influence intervention success. Poor attendance and inconsistent practice may reduce the effectiveness of even well-designed interventions, whereas sustained engagement is more likely to enhance intervention benefits. Therefore, evaluating these process-related outcomes is essential for determining the feasibility and acceptability of workplace meditation programmes.

Although a growing body of literature has examined the effects of meditation on psychological well-being, stress reduction and organisational outcomes, comparatively few studies have investigated participant adherence, engagement and implementation experiences during workplace Rajyoga meditation programmes. Most published studies primarily focus on intervention outcomes, with limited attention to attendance patterns, self-practice behaviour and participant perceptions, all of which are important for understanding programme feasibility in real-world organisational settings.

The present study was conducted as a secondary analysis of process-related outcomes from a larger experimental pre-test–post-test control group study that investigated the effects of Brahma Kumaris Rajyoga meditation among corporate executives. Specifically, the study examined attendance, intervention adherence, engagement in self-practice and participant experiences during an eight-week workplace Rajyoga meditation programme. By evaluating these implementation-related outcomes, the study contributes to the growing evidence on the feasibility and practical application of Rajyoga meditation within organisational wellness programmes.

Objectives of the Study

1. To evaluate participant attendance and adherence during an eight-week workplace Rajyoga meditation programme.

2. To examine participant engagement in self-practice through the analysis of daily practice logs.

3. To explore participant experiences and perceptions of the intervention through post-intervention feedback.

4. To assess the feasibility and acceptability of implementing Rajyoga meditation within a corporate workplace setting.

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METHODOLOGY

Research Design

The present study examined participant adherence, engagement and experiences during the implementation of an eight-week workplace Rajyoga meditation programme. It was conducted as a secondary analysis of process-related outcomes derived from a larger experimental pre-test–post-test control group study that investigated the effects of Brahma Kumaris Rajyoga meditation on decision-making among corporate executives.

Participants

Participants were recruited from the Environment, Health and Safety (EHS) function of a large agrochemical organisation in India. Following eligibility screening, 94 corporate executives were randomly assigned to either the experimental group receiving Rajyoga meditation (n = 46) or the active control group receiving physical relaxation commentary (n = 48). Random assignment was performed using the RAND function in Microsoft Excel to minimise allocation bias.

Ethical Considerations

Participation in the study was voluntary. Before completing the pre-test questionnaire, participants were provided with information regarding the purpose of the study, the voluntary nature of participation, confidentiality of their responses and their right to withdraw from the study at any stage without any adverse consequences. Participants provided informed consent electronically by selecting the “I agree” option before accessing the Google Forms pre-test questionnaire. Permission to conduct the study was obtained from the participating agrochemical organisation prior to commencement of the intervention.

Intervention

The intervention was conducted over a period of eight weeks. Guided online sessions were delivered through Microsoft Teams on every working day (Monday to Friday), resulting in a total of 40 scheduled sessions.

Each session was scheduled for approximately 15 minutes to allow participants sufficient time to join the online platform and settle before the guided practice commenced. The actual guided intervention lasted approximately 6 minutes and 15 seconds in both groups.

Participants in the experimental group received a guided Rajyoga meditation commentary specifically developed to enhance psychological processes associated with effective decision-making, including emotional regulation, clarity of thought, self-awareness and confidence in decision-making. Participants in the control group received a guided physical relaxation commentary of comparable duration and frequency to ensure equivalent intervention exposure.

Measures

Attendance and Adherence

Attendance was recorded through Microsoft Teams attendance records for every scheduled intervention session throughout the eight-week programme. For each participant, the total number of sessions attended and the corresponding attendance percentage were calculated. Participants attending at least 70% of the scheduled sessions (28 of 40 sessions) were classified as adherent to the intervention protocol.

Daily Practice Logs

Participants were encouraged to engage in self-practice outside the scheduled sessions and record their practice using a structured daily practice log. The log captured the frequency and duration of practice, perceived quality of each session and the presence or absence of distractions during practice.

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Participant Feedback

At the completion of the intervention, participants were invited to complete a structured feedback questionnaire assessing perceived programme benefits, emotional regulation, stress management, concentration, confidence in decision-making, ease of integrating the practice into their daily routine and willingness to continue the practice. Optional open-ended questions were included to obtain additional qualitative feedback regarding participant experiences and suggestions for programme improvement.

Data Analysis

Descriptive statistics, including means, standard deviations, frequencies and percentages, were computed to summarise attendance, adherence, self-practice engagement and participant feedback. Responses to the open-ended feedback questions were reviewed descriptively to identify commonly reported participant experiences and implementation-related observations.

Table 1

Baseline Characteristics of Participants

Characteristic	**Experimental Group (n = 46)**	**Control Group (n = 48)**
Age, Mean (SD)	37.6 (8.45)	35.9 (7.78)
Years of Experience, Mean (SD)	13.9 (8.10)	13.0 (7.20)
Pre-test DMSA Score, Mean (SD)	3.90 (0.517)	3.88 (0.585)
Job Level, n (%)		
Junior Management	8 (16.7%)	9 (19.6%)
Middle Management	31 (64.6%)	30 (65.2%)
Senior Management	9 (18.8%)	7 (15.2%)
Self-Rated Stress Level, n (%)		
Low	14 (29.2%)	11 (23.9%)
Moderate	32 (66.7%)	29 (63.0%)
High	2 (4.2%)	6 (13.0%)

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Characteristic	Experimental Group (n = 46)	Control Group (n = 48)
Prior Meditation Experience, n (%)		
Yes	11 (22.9%)	10 (21.7%)
No	37 (77.1%)	36 (78.3%)

Note. Values are presented as mean (SD) or frequency (n) and percentage (%), as appropriate.

The baseline characteristics indicate that the experimental and control groups were broadly comparable in terms of age, work experience, decision-making scores, job level, self-rated stress level and prior meditation experience. In both groups, the majority of participants belonged to the middle management category and reported moderate levels of perceived stress. Approximately one-fifth of participants in each group reported prior meditation experience. This similarity suggests that the two groups were reasonably comparable before the commencement of the intervention.

RESULTS

Attendance and Adherence

Attendance records were available for all 94 participants allocated to the intervention programme. Table 2 presents attendance and adherence statistics for both groups.

Table 2

Attendance and Adherence Statistics

Variable	Experimental (n=46)	Control (n=48)
Mean attendance (sessions)	25.98	22.29
SD attendance (sessions)	11.41	7.87
Mean attendance (%)	64.95	55.73
SD attendance (%)	28.52	19.68
Participants attending ≥70% sessions	28 (60.9%)	15 (31.3%)

Participants in the Rajyoga meditation group demonstrated higher attendance and adherence compared with the control group. The mean attendance percentage in the experimental group was approximately nine percentage points higher than that observed in the control group. Furthermore, nearly two-thirds of participants in the Rajyoga group achieved the predefined adherence criterion of attending at least 70% of intervention sessions, compared with approximately one-third of participants in the control group. The attendance findings suggest

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stronger programme adherence among participants receiving Rajyoga meditation. Nearly twice the proportion of participants in the experimental group met the predefined adherence criterion compared with the control group. This pattern indicates greater sustained engagement with the intervention and may reflect higher participant acceptance and perceived relevance of Rajyoga meditation within the workplace context.

Daily Practice Engagement

Daily practice logs were submitted by 33 participants in the experimental group and 33 participants in the control group.

Table 3

Daily Practice Log Summary

Variable	Experimental	Control
Practice log submitters	33	33
Total practice entries (Mean ± SD)	19.36 ± 17.71	13.24 ± 13.46
Mean duration (minutes)	12.01 ± 7.86	11.12 ± 5.31
Good quality sessions	16.51 ± 18.07	8.88 ± 11.95
Moderate quality sessions	2.48 ± 3.72	3.21 ± 8.17
Poor quality sessions	0.36 ± 0.96	0.27 ± 0.57
Distraction-free sessions	15.84 ± 16.97	9.67 ± 11.78

Participants in the Rajyoga meditation group reported a greater number of self-practice entries and a higher frequency of good-quality practice sessions compared with participants in the control group. Reports of distraction-free practice sessions were also higher among Rajyoga participants, suggesting comparatively stronger engagement with the intervention.

Participant Feedback

Feedback questionnaires were completed by 96 attendees. This included participants who formed part of the intervention study as well as a small number of employees who attended the intervention sessions but were not included in the final quantitative outcome analysis. Consequently, the feedback sample was slightly larger than the sample used for the primary intervention analyses.

Table 4 presents the comparison of participant feedback ratings between the experimental and control groups.

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Table 4

Comparison of Mean Feedback Scores Between Experimental and Control Groups

Variable	Experimental Mean	Control Mean	Mean Difference
Overall Benefit	4.30	4.08	0.22
Integration into Routine	4.17	3.98	0.19
Willingness to Continue Practice	4.35	4.14	0.21
Helpfulness of Sessions	4.15	4.10	0.05
Control Over Emotional Reactions	4.13	4.04	0.96
Confidence in Decision-Making	4.30	4.04	0.26
Ability to Handle Work Pressure	4.24	4.06	0.18
Concentration Improvement	4.22	4.08	0.14
Emotional Calmness Improvement	4.15	4.12	0.03
Stress Reduction	4.13	4.02	0.11
Manageability of Practice	3.74	3.78	-0.04
Ability to Analyse Situations Calmly	4.26	4.00	0.26

Participants in both groups reported generally positive experiences with their respective interventions. However, the Rajyoga meditation group demonstrated comparatively higher mean ratings across most feedback dimensions. The largest differences between groups were observed for confidence in decision-making and the ability to analyse situations calmly, followed by overall benefit, willingness to continue practice, integration into daily routine, and ability to handle work pressure.

Participants in the Rajyoga meditation group also reported slightly higher levels of overall benefit, willingness to continue practice, concentration improvement, stress reduction and ability to handle work pressure. The only dimension in which the control group demonstrated a marginally higher score was manageability of practice, suggesting that physical relaxation exercises may have been perceived as slightly easier to incorporate into daily routines.

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Table 5

Summary of Key Feasibility Indicators

Indicator	Experimental Group	Control Group
Participants allocated	46	48
Mean attendance (%)	64.95	55.73
Participants attending ≥70% sessions	28 (60.9%)	15 (31.3%)
Practice log submitters	33 (71.7%)	33 (68.8%)
Mean practice entries	19.36	13.24
Willingness to continue practice	4.35	4.14

The feasibility indicators demonstrate favourable participant engagement with the Rajyoga meditation programme. Compared with the control group, participants in the experimental group demonstrated higher attendance, greater adherence, more frequent self-practice and a slightly greater willingness to continue the practice beyond the intervention period.

Participant Experiences

In addition to quantitative ratings, participants provided optional comments regarding their experiences of the intervention. Responses from the Rajyoga meditation group frequently referred to emotional calmness, improved concentration, stress management, self-awareness and better emotional control during workplace situations. Several participants reported that the intervention helped them respond more thoughtfully to challenging situations and enhanced their ability to maintain composure during periods of work pressure.

Participants from the control group commonly reported temporary relaxation, calmness and reduced stress following the physical relaxation sessions. While positive experiences were reported in both groups, comments from the Rajyoga meditation group reflected a broader range of perceived psychological benefits extending beyond immediate relaxation.

A recurring challenge reported by participants in both groups was difficulty maintaining consistency of practice because of work schedules, meetings and competing professional responsibilities. Some participants also indicated a preference for longer sessions or alternative scheduling arrangements.

DISCUSSION

The present study examined participant adherence, engagement and experiences associated with an eight-week workplace Rajyoga meditation programme delivered to corporate executives. The findings indicate that the intervention was feasible to implement within an organisational setting and was generally well accepted by participants.

Attendance records demonstrated higher adherence among participants assigned to the Rajyoga meditation programme. The experimental group showed higher mean attendance percentages and a substantially greater

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proportion of participants meeting the predefined adherence criterion of attending at least 70% of the scheduled sessions than the control group. These findings suggest that participants were willing to engage consistently with the Rajyoga meditation programme despite workplace demands and scheduling constraints.

Analysis of the daily practice logs further supported these findings. Participants in the Rajyoga meditation group reported more frequent self-practice, a greater number of good-quality practice sessions and more distraction-free practice sessions than participants in the control group. These findings indicate stronger engagement with the intervention beyond the scheduled sessions and suggest that participants were motivated to continue practising independently.

Participant feedback also reflected favourable perceptions of the Rajyoga meditation programme. Compared with the control group, participants in the experimental group reported greater perceived improvements in emotional regulation, concentration, confidence in decision-making, stress management and the ability to analyse situations calmly. The largest difference between groups was observed for perceived control over emotional reactions, suggesting that participants considered Rajyoga meditation particularly beneficial for managing emotional responses in workplace situations.

The present findings are broadly consistent with previous research demonstrating that workplace meditation interventions are associated with improved emotional well-being, attentional control and perceived stress reduction (Good et al., 2016; Sun et al., 2015). Similarly, studies on Rajyoga meditation have reported improvements in emotional intelligence, self-awareness and psychological well-being (Misra et al., 2013; Ramesh et al., 2013; Nagesh, 2023). The comparatively higher adherence and engagement observed in the present study extend this literature by suggesting that Rajyoga meditation is not only associated with perceived psychological benefits but is also acceptable and sustainable within a workplace setting.

Although participant engagement was generally positive, several participants reported challenges in maintaining consistent attendance because of work schedules, meetings and competing professional responsibilities. Such implementation challenges are common in organisational intervention studies and highlight the importance of managerial support, flexible scheduling and organisational commitment when implementing workplace wellness programmes.

Overall, the findings demonstrate that Rajyoga meditation was both feasible and well accepted among corporate executives. Higher attendance, stronger adherence, greater engagement in self-practice and favourable participant experiences suggest that Rajyoga meditation has the potential to be successfully integrated into workplace wellness initiatives. These findings contribute to the growing body of evidence supporting the practical implementation of meditation-based interventions for promoting employee well-being in organisational settings.

CONCLUSION

The present study evaluated participant adherence, engagement and experiences during an eight-week workplace Rajyoga meditation programme delivered to corporate executives.

The findings demonstrated that participants in the Rajyoga meditation group exhibited higher attendance, greater adherence to the intervention protocol and stronger engagement in self-practice than participants receiving physical relaxation commentary. Participant feedback further indicated favourable experiences, particularly with respect to emotional regulation, concentration, calmness, stress management and confidence in decision-making.

The study provides evidence that workplace Rajyoga meditation is a feasible and well-accepted intervention for corporate executives. The comparatively higher levels of adherence and engagement observed in the Rajyoga meditation group suggest that the intervention can be successfully implemented within organisational settings and may contribute to employee well-being when incorporated into workplace wellness programmes.

By highlighting implementation-related outcomes alongside participant experiences, the present study contributes to the growing body of literature on workplace meditation interventions. The findings may assist

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researchers and organisations in designing, implementing and evaluating meditation-based wellness programmes that promote sustained participant engagement and long-term organisational well-being.

Limitations

The present study has several limitations. First, the intervention was conducted within a single organisational setting, which may limit the generalisability of the findings. Second, self-practice data were based on participant-reported daily practice logs and may therefore be subject to reporting bias. Third, participant feedback reflected subjective perceptions and may not necessarily correspond to objective behavioural changes. Finally, participant comments were obtained through optional open-ended questions and were intended to provide supplementary insights rather than a comprehensive qualitative evaluation.

Future Directions

Future research should investigate factors that influence long-term adherence to workplace Rajyoga meditation programmes and evaluate strategies for improving consistency of practice. Studies involving multiple organisations, larger and more diverse samples and longer follow-up periods would provide further evidence regarding the sustainability and scalability of workplace Rajyoga meditation interventions.

Future studies may also examine the relationship between participant adherence and intervention outcomes, as well as compare adherence, engagement and perceived benefits between experienced Rajyoga practitioners and meditation-naïve participants. Such investigations may help identify factors that promote sustained practice and long-term participation in workplace meditation programmes.

Conflict of Interest

The author declares that there are no conflicts of interest regarding the publication of this manuscript.

Funding

This research received no external funding.

Data Availability

The datasets generated and analysed during the current study are available from the corresponding author upon reasonable request.

Author Contributions

The author conceptualised and designed the study, developed the intervention protocol, collected the data, performed the data analysis, interpreted the findings and prepared the manuscript.

Ethical Approval

Prior organisational approval was obtained before commencement of the study. All participants were informed about the purpose and procedures of the research, participation was entirely voluntary, written informed consent was obtained from all participants before enrolment, and the confidentiality and anonymity of participant data were maintained throughout the study. At the time the research was conducted, the university did not have an Institutional Ethics Committee for reviewing doctoral research

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