

Chakras in the Boardroom: Integrating Ancient Wisdom with Modern Business Practices for Enhanced Emotional and Spiritual Intelligence

Nyoman Gita Saraswati Ratmayanti¹, Albertus Henri Listyanto Nugroho^{2*}, I Made Dwi Hita Darmawan³, Awang Bagas Wiratama⁴

¹ Universitas Gadjah Mada, Indonesia; e-mail: gitasaraswatir@gmail.com

² Universitas Kristen Duta Wacana, Indonesia; e-mail: ahenrinugroho@staff.ukdw.ac.id

³ STMIK Primakara, Indonesia; e-mail: dwihita@primakara.ac.id

⁴ University of Glasgow, United Kingdom; e-mail: awangbagasw@gmail.com

* Correspondence

Received: 2023-01-11; Accepted: 2023-04-10; Published: 2023-08-30

Abstract: This study explores the application of chakra philosophy in business management practices. Chakras, defined as energy centers within the human body, are intricately linked with daily human dynamics and spiritual consciousness. The aim of this study is to integrate chakra principles into managerial processes and assess their impact on emotional and spiritual intelligence, performance, accountability, and business sustainability. A qualitative approach was adopted for this study, focusing on four chief executive officers as research subjects. Data collection was conducted using triangulation techniques, including document analysis and semi-structured interviews. The results indicate that the implementation of chakra philosophy by chief executives contributes to the stability of emotional and spiritual intelligence. This, in turn, enhances performance, accountability, and the sustainability of the business. This research contributes a novel perspective by elaborating on the application of chakra philosophy in business management. It offers a new approach to managing and sustaining a company by considering individual management aspects and organizational culture.

Keywords: Accountability; business sustainability; chakra philosophy; emotional intelligence; spiritual intelligence.

Abstrak: Penelitian ini mengeksplorasi aplikasi filosofi cakra dalam praktik manajemen bisnis. Cakra, yang diartikan sebagai pusat energi dalam tubuh manusia, berhubungan erat dengan dinamika manusia sehari-hari dan kesadaran spiritual. Tujuan dari studi ini adalah untuk mengintegrasikan prinsip cakra dalam proses manajerial dan menilai dampaknya terhadap kecerdasan emosional dan spiritual, kinerja, akuntabilitas, dan keberlanjutan bisnis. Studi ini mengadopsi pendekatan kualitatif dengan subjek penelitian berupa empat direktur utama. Teknik triangulasi yang meliputi analisis dokumen dan wawancara semi-terstruktur digunakan untuk mengumpulkan data. Hasil penelitian menunjukkan bahwa penerapan filosofi cakra oleh direktur utama berkontribusi pada stabilitas kecerdasan emosional dan spiritual. Hal ini selanjutnya meningkatkan kinerja, akuntabilitas, dan keberlanjutan bisnis. Penelitian ini memberikan kontribusi baru dengan mengelaborasi penerapan filosofi cakra dalam manajemen bisnis, menawarkan perspektif baru dalam mengelola dan mempertahankan perusahaan dengan mempertimbangkan aspek manajemen individu dan budaya organisasi.

Kata Kunci: Akuntabilitas; keberlanjutan bisnis; filosofi cakra; kecerdasan emosional; kecerdasan spiritual.

1. Introduction

This research examines the application and commitment of Chakra philosophy with the same phrase with inner energy in managerial business practices. The word 'chakra' is taken from Sanskrit and means 'the spinning wheel of the centre of energy'. Chakras encompass various dimensions and aspects, such as rational, irrational, material, spiritual, emotional, intuitive, aesthetic and pragmatic thinking (Cross, 2006; McMurray, 2005). The word 'chakra', which refers to a 'wheel-like vortex', contains the simplest form of the chakra system itself, the seven energy centres in the human body (Tosey & Llewellyn, 2002). The use of the chakra concept is closely related to the human dynamics of carrying out daily activities. The intended use of each Chakra is conceptually meaningful because chakras are related to the spiritual awareness within humans.

The Chakra can be categorized as a spirit, which is the cognitive consciousness of humans to deal with or control the complexity of life. As a cognitive thought, the Chakra attached to humans is the light of the truth that can organize each individual to walk following the truth (Eddy, 2021). More specifically, chakras can be considered as guidance in problem-solving in the most fundamental mystical perspective and can solve problems using the unique philosophical construct of chakras (Eddy, 2021). Allaway et al. (2003) and Viswanathan et al. (2017) mentioned that chakras could shape a person's internalization and commitment to be applied in life practices. Therefore, everyone applying the chakra philosophy can change their attitudes and behaviours to conform to its accurate guidance. Because of its positive effects, the application of chakra philosophy does not only apply at the individual level but has a causal effect on groups or organizations.

The process chakras are widely taught in the process of meditation and yoga. Meditation and yoga are body and mind activity that focuses on inner flexibility, calm, and power. In the meditation or yoga activity, the person feels relaxed and more focused, and then the power of Chakra can flow in the entire body and mind (Allaway et al., 2003; Viswanathan et al., 2017). The author noted that Chakras practices can only be done when a person is relaxed and focused. Furthermore, the person who does meditation and yoga has a stable mentality, self-awareness and self-acceptance and stabilizes in emotional intelligence and spiritual intelligence to cover managerial activity, including performance, accountability, and business sustainability. Goswami (1999) mentions that based on their type, chakras are divided into seven types of essential chakras. The primary Chakra becomes the main Chakra that can control the vital organs in the body and provide energy to the vital organs in the physical body (Arambula et al., 2001). Looking deeper, Goswami (1999), Gabriel et al. (2018), and Arambula et al. (2001) explained that this vital Chakra consists of seven parts and has different functions, which affect the energy in the vital organs of the physical body. Humans who can apply chakras in life will be able to control and manage energy to suit their needs to carry out activities. Indirectly, applying chakras can encourage humans to achieve ideal quality in their activities. The crown chakra is an energy that can influence the distribution of energy throughout the body (Arambula et al., 2001; Gabriel et al., 2018; Goswami, 1999). The Crown chakra is located at the top of the human head and drives the pineal gland, the brain, and the body. Therefore, the function of this Chakra is vital as it affects the human body physically and psychologically.

The Ajna chakra is the spiritual Chakra that can bind the subconscious mind and translate the body's authorization through intellect and intuition (Arambula et al., 2001; Gabriel et al., 2018; Goswami, 1999). Using the Ajna chakra indicates that a person can be more ethical in transferring knowledge and information, the process of adapting, so that this Chakra can integrate trust to increase motivation in being a role model. The throat chakra is a knowledge centre that controls and transmits energy to the throat (Arambula et al., 2001; Gabriel et al., 2018; Goswami, 1999). This Chakra is the centre of one's creativity, human relations, and the ability to express orally. The heart chakra is the centre of all subtle emotions, such as love, compassion, and healing (Arambula et al., 2001; Gabriel et al., 2018; Goswami, 1999). As the name implies, this Chakra is located in the centre of the chest and can express all thoughts positively in daily activities.

The Solar Plexus chakra is part of the energy processing centre or can be referred to as the activity centre (Arambula et al., 2001; Gabriel et al., 2018; Goswami, 1999). This Chakra is closely related to

Shyness, envy, and lack of self-confidence. Therefore, when using this Chakra, one can control oneself to a sense of security, comfort, and confidence in activities. The heart chakra and solar plexus are related chakras that influence ambition, love, and the balance of building relationships with groups (Gabriel et al., 2018). The sex chakra focuses on the energy of creation that affects how a person perceives their surroundings (Arambula et al., 2001; Gabriel et al., 2018; Goswami, 1999). This Chakra dramatically influences the formation of creation, including inspiration, creativity, and behaviour, so it is very much related to one's perspective in the learning process. Lastly, the base chakra is the Chakra that functions as a form of extracting, energizing, and strengthening the working system of the human body (Arambula et al., 2001; Gabriel et al., 2018; Goswami, 1999). This Chakra is the energy centred on physical and psychological life and human adaptability. Thus, humans can quickly adapt to their environment by activating this Chakra.

McMurray (2005) mentions that the chakras can help humans achieve wisdom when applied proportionally. Archived wisdom can relate because each Chakra has conceptual significance related to spiritual awareness. For example, when a person is having a conversation and uses the heart chakra, the conversation can be constructive and generate positive value. The value is created because the heart chakra emphasizes human connection, democracy, and cooperation with the ideal qualities of love and harmony. Thus, in general, the proportional application of the chakras in daily activities can help humans create order through the achievement of spiritual Intelligence (Singh & Sinha, 2013)²; Singh & Sinha, 2013) and Emotional Intelligence (Carmichael & Maxim, 2005; Singh & Sinha, 2013; Sojka & Deeter-Schmelz, 2002).

Spiritual Intelligence is not only associated with religion but precedes any particular culture and precedes any form of religious expression (Susilawati, 2010). However, some people aim to find ways of expressing spiritual quotient via official religions that are obligatory. Moreover, this spiritual quotient manifests a moral attitude seen as noble by the practitioner. Meanwhile, emotional Intelligence is an important concept and is not limited to work performance. Several studies have found a relationship between emotional intelligence and leadership ability. For example, Singh and Sinha (Singh & Sinha, 2013) found that emotional Intelligence determines corporate and organizational careers, including decision-making, leadership, technical and strategic innovation, and open and honest communication. Thus, when a person brings spirituality into the work environment, that spirituality can create favourable and optimal working conditions (Carmichael & Maxim, 2005; Sojka & Deeter-Schmelz, 2002).

This research constructs the application of chakras philosophy in shaping stable emotional Intelligence and Spiritual Intelligence. The manifestation of the application of chakras will bring individuals to the ideal quality in their activities (Gabriel et al., 2018; Goswami, 1999). Furthermore, ideal quality is the output that arises from applying chakras, which leads to ideal conditions in carrying out activities. Furthermore, spiritual and emotional intelligence activities can be created when individuals can achieve ideal conditions by applying chakras (Arambula et al., 2001). The ideal condition was created sequentially; implementing chakras in individuals is expected to bring about the ideal condition of individuals in activities that can stably mobilize spiritual and emotional Intelligence to create favourable conditions. This condition has some benefits for individuals, especially business processes that are starting to develop rapidly.

This research refers to the opinion of Tosey and Llewellyn (2002) and Judith (2016), who believe that chakras are a tradition of inner emotions used in an organization or company. Tosey and Llewellyn (2002) and Judith (2016), chakras are used as a culture within the organization to manage and sustain the company. The company adopts these chakras to improve performance and sustainability (Rao & Burde, 2017). Adoption chakra is highly relevant, especially as large-scale companies and micro, small, and medium enterprises strive to create business strategies and improve company performance to compete in the business world (Blackburn et al., 2013; Panjaitan et al., 2021). Previously, this Chakra was used by each individual. However, it can be adopted and applied to the organization as a whole, especially for each policy and work program implemented by the company (Panjaitan et al., 2021; Tosey

& Llewellyn, 2002). This research leads to applying the chakra philosophy or organizational and managerial activities to business entities' performance, accountability, and sustainability.

The company's internal dynamics drive performance achievement, accountability, and business sustainability. For example, Blackburn et al. (2013) emphasized that a company's internal environment can be leveraged to determine the strengths and weaknesses of its marketing and distribution strategies, corporate resources, and R&D planning processes, as well as accounting factors. Meanwhile, many new challenges facilitate the formation of new methods to improve performance, including from the perspective of employee commitment (Ipinazar et al., 2021; Thoman et al., 2018). The perspective of employee commitment is one of the psychological states that can represent the employee's relationship with the organization, identify the employee's belief and acceptance of the company's goals and values, and various tasks to achieve the company's goals and values (Ipinazar et al., 2021; Jurakulovna, 2021). In addition, such employee commitment can continue energy and loyalty to a company (McMurray, 2005).

Looking in more detail, a president director must also understand the work environment within the company so that it does not adversely affect employees who excel in their work (Jurakulovna, 2021). Furthermore, company employees are also greatly influenced by the culture within the company. Therefore, a CEO must also be emotionally and spiritually intelligent in determining a conducive corporate culture to create a comfortable and conducive internal environment (McMurray, 2005). Therefore, to improve emotional Intelligence and Spiritual Intelligence, one can be by applying chakras. Adopting the chakra philosophy is inseparable from the internalization process of beliefs in sharpening company performance derived from intellectual values and individual cognition (Arambula et al., 2001; Gabriel et al., 2018; Goswami, 1999). In this context, the president director, or executive officer, has enough authority to influence all management under him, believing it has been formed on cognition. Furthermore, the physiological value of chakras becomes a set of organizational management and control concepts (Jois et al., 2015). Therefore, the achievement of corporate goals, including performance, accountability, and business sustainability, must be aligned with the values applied by management. In other words, adopting Chakra in management philosophy can help the inner spirit shape an organizational culture that achieves performance, accountability, and business sustainability.

In their research, Catlette and Hadden (2001) stated that a person's energy could flow via an organization. This flowing energy is the hope of an organization to create a conducive organization to improve the performance of the organization. Although the organization itself is dynamic, by involving energy via the chakras, the concept of complexity can arise. Thus, the researcher suspects that applying chakras in business practice can affect the business practice managerial process.

This research provides novelty by elaborating the concept of chakra application philosophy to the organizational context in business practice. Furthermore, this research provides an internal context of the company by considering individual management aspects. For example, previous research emphasizes the company's decision-making process, influenced by the individual president director (Bandiera et al., 2020; Utami et al., 2022). Thus, emotional factors in the president director greatly influence decision-making or organizational dynamics in achieving goals. Therefore, the president director's commitment to using the chakra philosophy in the managerial process may influence organizational dynamics and drive the company to achieve performance, accountability, and business sustainability.

2. Method

This research uses a qualitative approach because it can describe and explain the role of using chakras to create stable spiritual Intelligence and Emotional Intelligence to achieve business performance, accountability and sustainability. Furthermore, qualitative research can understand holistic phenomena experienced by the subject of study, such as behaviour, cognition, and motivation. Furthermore, as well as using explanations in determining the form of words or language when using specific sciences whose context uses various existing natural methods (Gabbioneta et al., 2013). This research is field research, and data obtained from the field is used as primary data. Secondary data such

as books and records related to the information of this research are used as supplementary data (Creswell & Creswell, 2017). This research also uses the phenomenology approach method and uses a behaviour-based measurement approach.

Table 1 Interview Questions

No	Aspect	Probing Question
1	Adoption of Chakra	Do you implement chakra s to manage the company?
		What do you know about Chakra?
		What are the tools you use to manage your company?
		Do you feel that you have experienced changes in culture, environment, and company performance after imposing the Chakra on management?
2	The Spiritual Intelligence	Is there any difference between individuals who can control Chakra and individuals in general in terms of spiritual Intelligence?
		How do you deal with a problem in the company?
		What is your attitude when you receive advice or criticism from the company?
		How crucial is honesty while running a company?
3	Emotional Intelligence	How do you manage your emotions when heading a company?
		How did you deal with a problem, and what kind of motivation did you use?
		How do you understand the feelings and behaviour of employees?
		Is there a specific way of building relationships between leaders, employees, and the company's environment?
4	Performance, Accountability, and Sustainability	What is the role of accountability in the company?
		Has your company ensured that each member knows their roles and responsibilities?
		Has the company categorized its employees based on their skills and responsibilities?
		What are your plans for the growth of the company?
		What is the key to managing the company in difficult times? How do you deal with the increasing competition?

Researchers used in-depth interview techniques. In-depth interview techniques were employed in this study, with researchers conducting face-to-face meetings with respondents (table 2) to gather information not obtainable through questionnaires. This approach aligns with the methodologies outlined by Scott & Medaugh (2017) and Walia (2016), emphasizing the importance of flexibility and researcher observation in formulating interview questions. The interview questions, as detailed in table 1, covered various aspects including the adoption of Chakra philosophy, spiritual and emotional intelligence, as well as company performance, accountability, and sustainability. These probing questions aimed to understand the perspectives of the president directors or company directors regarding their management practices.

Data collection in this study involved literature reviews, interviews, and documentation, following the methods suggested by Guion et al. (2011) and Renz et al. (2018). To ensure the validity and reliability of the data, the study employed source triangulation for validity testing and meticulous checks during

the transcription and coding processes to avoid errors and unclear definitions (Creswell & Creswell, 2017; Heale & Forbes, 2013).

Table 2 Respondent

No	Respondent Code	Length of Service	Adoption of Chakra	Jobs and Institutions	Duration
1	IF01	9 years	2019	Chairman of ABC Bank	01:20:08
2	IF02	19 years	2016	Chairman of PT Bali Paradise Citra Dewata	01:10:34
3	IF03	16 years	2015	Chairman of PT Penta Bali Medica Media	01:15:32
4	IF04	24 years	2015	Director of PT Surya Netra Husada	01:30:54
5	IF05	9 years	-	The Chairman of The Director of Spirit of Universal Life (SOUL)	01:15:29

3. Results and Discussion

The Chakra Concept and its Implementation

Chakras are a process of control within humans. When humans apply a chakra, energy can affect human behaviour (Cross, 2006; Tosey & Llewellyn, 2002). More specifically, chakras can be activated when there is a willingness and understanding related to the energy process. The growing willingness and understanding related to energy cannot be separated from the trust process that is cumulatively formed to be able to feel the energy. Therefore, the researcher argues that everyone does not own the process of understanding the chakras that combine into energy, but some people have conducted comprehensive training (Viswanathan et al., 2017). The researcher illustrated that using yoga to avoid pressure and relieve stress causes calmer behaviour. This argument is in line with some of the following interviewee quotes.

The Chakra is an energy generator that functions as a place for prana to enter the human body. The concept of Chakra itself is universal because the chakra process uses energy, and this energy process is universal. Of course, the operational definition of chakras varies from individual to individual (IF05, Personal Communication, 2021).

Furthermore, applying chakras as an energy that produces a particular behaviour is based on the concept of chakras (Arambula et al., 2001; Gabriel et al., 2018; Goswami, 1999). However, in the chakra process, not all chakras can work together, but there are main chakras that influence human behaviour, including the heart, crown and base chakras. These three chakras can drive energy in human behaviour for daily activities. The researcher took an example when humans consciously apply the heart chakra; humans consciously focus on suppressing their subconscious emotions, then displaying compassion, cooperation, and understanding toward others. At that point, humans who apply the Chakra can encourage energy formation to produce positive behaviours such as love and harmony. This argumentation is in line with some of the following interviewees' quotes.

The chakras in the human body consist of many points, but seven major chakras affect the other minor chakras. The seven major chakras have three major chakras, namely the heart chakra, crown chakra, and base chakra. These three chakras affect the process of one's daily activities (IF05, Personal Communication, 2021).

Implementation of Chakra and Emotional Intelligence

Emotional Intelligence emphasizes the perspective of individuals who can manage their emotions, resulting in a personality that tends to be calmer and can master conditions (Carmichael & Maxim, 2005; Sojka & Deeter-Schmelz, 2002). Researchers argue that implementing chakras in life can

encourage stable emotional Intelligence. Emotional Intelligence sequentially arises due to the positive energy channelled through the chakras, which can help control an individual's emotions (Singh & Sinha, 2013). Furthermore, emotional Intelligence will give rise to self-control that can help humans to maintain emotional balance. However, researchers emphasize that managing emotions is a skill that can depend on one's awareness. Based on the implementation of the chakras, emotional Intelligence emphasizes the management of the attraction of relationships between people who are social beings, democracy, and cooperation. Furthermore, researchers emphasize that emotional Intelligence manifests love and harmony between people and demands togetherness. The argumentation is in line with some of the following interviewees' quotes.

A person with good emotional Intelligence usually has an active heart chakra and can direct or manage their heart chakra. If their heart Chakra is active, indirectly their crown chakra becomes active (IF05, Personal Communication, 2021).

This research found exciting findings, especially the process of the interviewees to identify the energy process through implementation, namely using the Soul Meter. More specifically, by using Soul Meter, they can identify the chakra activation process through the energy that appears, including anger, happiness, and sadness. All respondents have implemented the Soul Meter method as an indicator of radiated energy due to chakras, which can help examine the emotions radiated through energy. The argumentation is in line with the following quote from the interview with the interviewee:

The Soul Mater method is a measurement method that uses the hand to measure and uses existing natural energy. Using the Soul Mater method, someone who understands the chakras can be confident and sensitive to the surrounding energy. The Soul Mater method can make someone who uses it indirectly have good emotional Intelligence. Using this method requires peace and happiness in a user who believes in it (IF05, Personal Communication, 2021).

Furthermore, Soul Mater is a process of identifying energy that exists in nature. Implementing chakras as a self-control tool carried out by respondents can help manage their emotions optimally, analyzing when facing life problems that might hinder individual performance.

Implementation of Chakra and Spiritual Intelligence

Spiritual Intelligence is closely related to spiritual awareness in an individual. Spiritual Intelligence can also encourage human activities to follow universal patterns and ethics (Susilawati, 2010). A person with developed spiritual Intelligence can respond positively to life's suffering (Carmichael & Maxim, 2005). Based on the conclusions of the four respondents, the effect of chakra implementation on Spiritual Intelligence is that when the heart chakra is active and significant, a person is capable of spiritual Intelligence. When the crown chakra is active, they can connect better with God than those who are not. When they faced a problem, all respondents could analyze inwards before outwards. When the problem comes, all respondents face it with a sense of relief; then, they use the Soul Mater method to identify the activation of the chakras in themselves. That way, when anger or negative emotions arise, they can immediately realize it. They are wiser when addressing existing problems because they involve God in daily activities. The respondent's statement is similar to the expert's explanation below.

CEOs who understand the chakras can feel a positive impact and be wiser when making decisions for their company. With the use of the Soul Mater method, they can identify the energy emission in the chakras that they have that are active and according to their portion (IF05, Personal Communication, 2021).

Based on the results of the discussion above, it can be seen that implementing Chakra as a self-control tool can make a president director full of love, know his true self, and be firm when managing his company. The respondent's statement is in line with what is explained by the expert that the president director who understands his true self can be self-aware and understands using the Soul Mater method with chakras. The use of the Soul Mater method can have a positive impact and is felt

by respondents. When making decisions for the company, they are wise, and employees are happier than before.

Implementation of Chakra and Company Performance

This research suggests that the chakra implementation process, which influences stable emotional Intelligence and Spiritual Intelligence, can assist companies in achieving performance. The researcher argues that the implementation of chakras by company management can be passed on or applied to all employees (Panjaitan et al., 2021). Furthermore, when management implements chakras, they can maintain their emotional and spiritual side to give their best work (Arambula et al., 2001; Goswami, 1999). The chakra implementation process can radiate energy captured by employees to cumulatively improve the company's performance to achieve its goals via efficient, effective use of resources. It can illustrate how far the company has achieved results compared to the previous period. The researcher inferred this based on the following interview excerpts.

It increased significantly; even I, who worked on it, could not believe it; one QPA reached 3000% in a year. I implemented it. I felt the difference between before implementing Cakra and after implementing it. Performance is also optimized, and the team is comfortable (IF01, Personal Communication, 2021).

Certainly, the performance has improved. I feel the changes in terms of my company's performance improving and my company's internal environment becoming comfortable (IF02, Personal Communication, 2021).

Overall, the performance is finally improving, but the meeting point is later. We have processed and understood the energy process. My company uses many energy processes. Of course, through this energy process, we become more aware of the surrounding environment and understand how to keep the company. The environment was conducive and comfortable. That way, the company's performance and my company's revenue are even more optimized than before (IF03, Personal Communication, 2021).

My company's performance has become more optimized than before using the Soul Mater method and energy process. It can be proven in my company's financial statements (IF04, Personal Communication, 2021).

The researcher suspects that the process of applying chakras can be cumulative. Cumulative chakras mean that when management begins to apply chakras in the business process, the energy emanations that affect emotional Intelligence and Spiritual Intelligence can be felt and affect employee performance. When the process of applying chakras has been implemented cumulatively by the company, achieving its vision and mission takes place.

Implementation of Chakra and Accountability

Researchers suggest that the implementation of chakras can encourage corporate accountability. Furthermore, when implemented by company management, chakras influence the cognitive side to emphasize the accountability process (Blackburn et al., 2013). The process of corporate accountability is influenced by the sense of responsibility of individuals who implement the chakras (Arambula et al., 2001; Goswami, 1999). Individuals who implement chakras tend to have high sensitivity in achieving accountability. The principle of the accountability process to external parties means that management or companies begin to establish relationships and place positions of mutual need.

The companies managed by all respondents have placed employees according to their abilities and capacities. Their companies apply Standard Operational Procedures (SOP) and policies assessed from the higher the level of SOP standards and application by the International Standardization Organization (ISO) license, the more organized the company's management. Furthermore, with the accountability produced by the company, it is a sign that the company has been able to implement good corporate governance (GCG).

Implementation of Chakra and Business Sustainability

The researcher suspects that the implementation of chakras can lead to business sustainability. The researcher argues that one can reason when implementing the chakras, leading to the stable emotional and spiritual formation (Cross, 2006; McMurray, 2005). Furthermore, stable emotional and spiritual processes encourage management to be sensitive to business opportunities. Sensitivity to business opportunities encourages management to think realistically to avoid business competition that drains resources by diverting to more productive opportunities. This argument aligns with the respondents' statements, as the following interview excerpts show.

I want to raise the class of the office to class A, which basically when it is in class A, it can add human resources and form more skilled human resources to enlarge the company (IF01, Personal Communication, 2021).

They can continue to provide optimal Service to their users. Currently, only two companies in Indonesia supply labour to MSC, one of which is the second respondent's company. Because the second respondent's company is engaged in the labour supply, it requires good quality human resources, honesty, and accountability. Therefore, until now, MSC has always chosen the second respondent's company as its labour supplier (IF02, Personal Communication, 2021).

Because in the future, the company wants to be developed outside Bali. For internal management, the third respondent's company can create a sense of comfort and strength for its employees. Even though every decision takes a long time, the third respondent company can still share positive things for everyone (IF03, Personal Communication, 2021).

To develop the company is more about always being able to provide benefits to everyone who works for the company. When facing problems in maintaining the company in difficult times and facing business competition, all respondents stated that they always use Soul Meter and data-based methods as their reference for making decisions. In principle, all respondents believe in God and surrender to God to face business competition or difficult times (IF04, Personal Communication, 2021).

Furthermore, in the process of sensitivity to find business opportunities, researchers found that the Soul Meter method can be used as a measuring tool to analyze proper planning with the business expansion process that companies often carry out. The principle of togetherness shown through sincerity and Service to employees in the company emphasizes the process of the heart and crown chakras so that love and wisdom emanate.

Discussion

The president director who adopted Chakra is identified in the environment and culture of the whole company. The internal environment and culture in the company are a form of implementation of the application of individual chakras. Therefore, the internal environment and culture are intermediary media formed due to the application of chakras. Furthermore, by applying the internal environment and culture more conducive, employees who work in the company will be encouraged to be more solid and active (Cross, 2006; McMurray, 2005). Solid and active because they understand more deeply what happens in their company. Thus, employees can feel a conducive and comfortable environment because they have leaders who can implement chakras in the company's business processes (Dwivedi, 2021; Utami et al., 2022).

This research confirms that a leader's personality and the situation the leader is in are linked to the relationship between the leader and his/her employees (Judith, 2016; Shama Rao & Kamath Burde, 2017; Utami et al., 2022). Therefore, when presidents implement Chakra as a self-control tool, they can indirectly create a comfortable and conducive corporate environment. Comfortable and conducive conditions are created because company directors can apply chakras to encourage stable emotional Intelligence and Spiritual Intelligence, which can provide comfortable and conducive outputs for the work environment (Arambula et al., 2001; Goswami, 1999).

Looking at the perspective of accountability and business sustainability represented in the statement above is evidence of the implementation of Chakra in the company. Furthermore, implementing Chakra can bring the president director to reason McMurray (McMurray, 2005) and high sensitivity to responsibility (Arambula et al., 2001). The result can encourage management to be more sensitive to business opportunities, avoid competition that drains resources, and reason to target abundant opportunities (Blackburn et al., 2013). Seeing this business opportunity is also accompanied by the achievement of accountability to create the principle of accountability to external parties and place them in a position of mutual need (Shama Rao & Kamath Burde, 2017).

The above statement is in line with contingency theory which states that the relationship between leaders and employees, clear task structure, and position strength can add value to the company. Using chakras can indirectly make the relationship between leaders and employees more comfortable and conducive (Judith, 2016; Shama Rao & Kamath Burde, 2017). The implementation of Chakra to manage the company can form loyalty and increase employee trust in the company. Thus, company performance, accountability, and business sustainability can increase and compete with other companies.

By using chakras in managing their company, the president director can indirectly improve their emotional and spiritual Intelligence. In the process of using chakras as a tool of self-control, one must be able to know their true self first. This process requires happiness, peace, and surrender to God (Eddy, 2021). When leading the company, they use an active and significant heart chakra in order to understand employees with love, control emotions when leading the company, and be able to make employees in their company understand the SOPs or targets that the company wants to achieve (Ipinazar et al., 2021; Jurakulovna, 2021; McMurray, 2005).

The above explanation confirms that when a person is spiritually and emotionally intelligent, the leader will be more democratic (Cross, 2006; Eddy, 2021; McMurray, 2005). They can lead with love and firmness towards their employees, and even when making decisions, they can always involve God in the process (Eddy, 2021).

Using chakras as one's self-control when leading can create leaders with spiritual Intelligence and Emotional Intelligence. Indirectly, this Intelligence arises because using chakras requires a process of surrendering to God and a process of knowing oneself. Therefore, implementing chakras in a person can proceed in line with the growth of their spiritual Intelligence and Emotional Intelligence. Therefore, the implementation of chakras in this company can be used by other companies if they believe that chakras are found in the human body.

4. Conclusion

This research reveals how the philosophy of chakras can be integrated into business management practices to enhance emotional and spiritual intelligence. The findings indicate that the implementation of chakra philosophy by chief executives significantly contributes to the stability of emotional and spiritual intelligence. This, in turn, leads to improvements in performance, accountability, and business sustainability. Adopting chakra philosophy as an organizational culture offers a new perspective in managing and sustaining a company, taking into account individual management aspects and organizational culture.

This study has several limitations. First, its qualitative nature and the limited sample of four chief executives restrict the generalizability of the findings. Second, the research focuses on the perspective of top-level management, which may not fully reflect the views of employees at all organizational levels. Additionally, the study does not deeply explore how differences in organizational culture may affect the implementation and effectiveness of chakra philosophy. Further research is recommended to address these limitations and to broaden the understanding of the application of chakra philosophy in various business contexts and organizational cultures.

References

- Allaway, A. W., Berkowitz, D., & D'Souza, G. (2003). Spatial diffusion of a new loyalty program through a retail market. *Journal of Retailing*, 79(3), 137–151. [https://doi.org/10.1016/s0022-4359\(03\)00037-x](https://doi.org/10.1016/s0022-4359(03)00037-x)
- Arambula, P., Peper, E., Kawakami, M., & Gibney, K. H. (2001). The physiological correlates of Kundalini Yoga meditation: a study of a yoga master. *Applied Psychophysiology and Biofeedback*, 26(2), 147–153.
- Bandiera, O., Prat, A., Hansen, S., & Sadun, R. (2020). CEO Behavior and Firm Performance. *Journal of Political Economy*, 128(4), 1325–1369. <https://doi.org/10.1086/705331>
- Blackburn, R. A., Hart, M., & Wainwright, T. (2013). Small business performance: business, strategy and owner-manager characteristics. *Journal of Small Business and Enterprise Development*, 20(1), 8–27. <https://doi.org/10.1108/14626001311298394>
- Carmichael, B. D., & Maxim, S. (2005). Emotional Intelligence, Organizational Legitimacy And Charismatic Leadership. *Academy Of Management Journal*, 1–9.
- Catlette, B., & Hadden, R. (2001). *Contented cows give better milk: The plain truth about employee relations and your bottom line*. Wiley.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Cross, J. R. (2006). *Healing with the Chakra Energy System: Acupressure, Bodywork, and Reflexology for Total Health*. North Atlantic Books.
- Dwivedi, M. K. (2021). Role of chakras in developing the personality of leaders. *Oping the Personality of Leaders. Acta Scientific Medical Sciences*, 2(8), 105–107.
- Eddy, M. B. (2021). *Science and Health, with Key to the Scriptures*. Prabhat Prakashan.
- Gabbioneta, C., Greenwood, R., Mazzola, P., & Minoja, M. (2013). The influence of the institutional context on corporate illegality. *Accounting, Organizations and Society*, 38(6–7), 484–504. <https://doi.org/10.1016/j.aos.2012.09.002>
- Gabriel, M. G., Curtiss, J., Hofmann, S. G., & Khalsa, S. B. S. (2018). Kundalini Yoga for Generalized Anxiety Disorder: An Exploration of Treatment Efficacy and Possible Mechanisms. *International Journal of Yoga Therapy*, 28(1), 97–105. <https://doi.org/10.17761/2018-00003>
- Goswami, S. S. (1999). *Layayoga: The definitive guide to the chakras and kundalini*. Inner Traditions.
- Guion, L. A., Diehl, D. C., & McDonald, D. (2011). Triangulation: Establishing the Validity of Qualitative Studies. *EDIS*, 2011(8), 3. <https://doi.org/10.32473/edis-fy394-2011>
- Heale, R., & Forbes, D. (2013). Understanding triangulation in research. *Evidence Based Nursing*, 16(4), 98–98. <https://doi.org/10.1136/eb-2013-101494>
- Ipinazar, A., Zarrabeitia, E., Rio Belver, R. M., & Martinez de Alegria, I. (2021). Organizational culture transformation model: Towards a high performance organization. *Journal of Industrial Engineering and Management*, 14(1), 25–44. <https://doi.org/10.3926/jiem.3288>
- Jois, S. N., Aithal, R., D'Souza, L., & Gayatri, R. (2015). The perception of prana and its effect on psychological well being. *Journal of Research: THE BEDE ATHENAEUM*, 6(1), 210. <https://doi.org/10.5958/0976-1748.2015.00025.9>
- Judith, A. (2016). *Chakras: Seven keys to awakening and healing the energy body*. Hay House.
- Jurakulovna, J. G. (2021). The Necessity and Theoretical Basis of Financial Statement Analysis in Modern Management. *Academic Journal of Digital Economics and Stability*, 7, 89–95.
- McMurray, S. (2005). Chakra talk: exploring human energy systems. *Holistic Nursing Practice*, 19(2), 94. <https://doi.org/10.1097/00004650-200503000-00012>
- Panjaitan, J. M., Darwin, M., Wiva, W., & Setyowati, S. M. (2021). *Measuring the Indonesian SMEs' Capabilities for Sociodynamic and Disruptive Innovation: The Case for Gaining Resilience and Sustainability*. Researchsquare. <https://doi.org/10.21203/rs.3.rs-1169918/v1>
- Renz, S. M., Carrington, J. M., & Badger, T. A. (2018). Two Strategies for Qualitative Content Analysis: An Intramethod Approach to Triangulation. *Qualitative Health Research*, 28(5), 824–831. <https://doi.org/10.1177/1049732317753586>
- Scott, C., & Medaugh, M. (2017). Axial Coding. In *The International Encyclopedia of Communication Research Methods* (Vol. 10, pp. 1–2). Wiley. <https://doi.org/10.1002/9781118901731.iecrm0012>
- Shama Rao, A., & Kamath Burde, J. (2017). A Hindu perspective to organizational learning. *The Learning Organization*, 24(6), 386–391. <https://doi.org/10.1108/TLO-05-2017-0042>
- Singh, M., & Sinha, J. (2013). Impact of spiritual intelligence on quality of life. *International Journal of Scientific and Research Publications*, 3(5), 1–5.
- Sojka, J. Z., & Deeter-Schmelz, D. R. (2002). Enhancing the Emotional Intelligence of Salespeople. *American Journal of Business*, 17(1), 43–50. <https://doi.org/10.1108/19355181200200004>

- Susilawati. (2010). A Review Study on Spiritual Intelligence, Adolescence and Spiritual Intelligence, Factors that may Contribute to Individual Differences in Spiritual Intelligence and the Related Theories. *Journal of Social Sciences*, 6(3), 429–438. <https://doi.org/10.3844/jssp.2010.429.438>
- Thoman, D., Lloyd, R., Null, N., & Null, N. (2018). A Review Of The Literature On Human Resource Development: Leveraging Hr As Strategic Partner In The High Performance Organization. *Journal of International and Interdisciplinary Business Research*, 5(1), 147–160. <https://doi.org/10.58809/POPQ1755>
- Tosey, P., & Llewellyn, C. (2002). Inquiring into organizational “energy”: a consultancy example. *The Learning Organization*, 9(2), 54–64. <https://doi.org/10.1108/09696470210424006>
- Utami, M. R., Rashid, M. A. H., & Nugroho, A. H. L. (2022). Perilaku CEO dan Penurunan Nilai Goodwill: Studi Keperilakuan Kepercayaan Diri Berlebih. *Financial: Jurnal Akuntansi*, 8(1), 1–14. <https://doi.org/10.37403/financial.v8i1.336>
- Viswanathan, V., Sese, F. J., & Krafft, M. (2017). Social influence in the adoption of a B2B loyalty program: The role of elite status members. *International Journal of Research in Marketing*, 34(4), 901–918. <https://doi.org/10.1016/j.ijresmar.2017.08.003>
- Walia, R. (2016). A Saga of Qualitative Research. *Sociology and Criminology-Open Access*, 04(01), 124. <https://doi.org/10.4172/2375-4435.1000124>



© 2023 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution-ShareAlike (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/3.0/>).