



MANAGEMENT DYNAMICS

A Peer-reviewed Journal of Management and Economics



Published by
Shanker Dev Campus
Tribhuvan University, Nepal

Ethical Leaders: Mindfulness Practices and Its Impact on the Strategic Choices

Sugam Subedi

Principal Author

MBA, Limkokwing university

Email: sugamsubedi81@gmail.com

ORCID: <https://orcid.org/0009-0007-0176-620X>

Surendra Prasad Joshi

Corresponding Author

Faculty of Management

Thames International College, Kathmandu, Nepal

Email: surendra.joshi@thamescollege.edu.np

ORCID: <https://orcid.org/0009-0000-0851-6333>

Prajwal Karki

Co-Author

MBA, Kathmandu University

Email: karkiprajwal7@gmail.com

ORCID: <https://orcid.org/0009-0004-2595-0886>

Article Info:

Received: 19 June 2023

Revised: 03 Oct. 2023

Accepted: 21 Sep. 2023

DOI: <https://doi.org/10.3126/md.v26i2.72299>

Keywords:

Leadership In HR,
Organizational
Mindfulness, Psychological
Wellbeing, Decision
Influencers, Workplace
Mindfulness Dynamics

ABSTRACT

This study examines the relationship between mindfulness practices and strategic decision-making among ethical leaders in human resource management. A positivist, quantitative method is used to assess the influence of techniques such as mindful breathing, mindful technology usage, 3-minute breathing space, mental gym, and daily journaling on strategic decisions (vision formulation, plan design, and execution). Purposive sampling was used to acquire data from 235 Human Resource managers and assistants using a standardized questionnaire. Correlation coefficients reveal strong beneficial links between mindful activities and strategic choices. Regression research reveals substantial positive connections for mindful breathing, 3-minute breathing space, and daily writing, suggesting that frequent participation corresponds with more favorable strategic decision-making. Notably, no statistically significant connections were identified for mindful technology usage, mental gyms, or apps. This study adds vital insights into the relationship between mindfulness practices, especially mindful breathing, 3-minute breathing space, and daily journaling, and ethical leaders' ability to make smart and strategic decisions in human resource management. The findings provide a more in-depth view of the function of mindfulness in determining strategic choices, expanding knowledge of ethical leadership dynamics in the corporate setting.

1. INTRODUCTION

Management has the elasticity to develop human capital that is more resilient and morally conscious in an organization if they engage in mindful practices and encourage leaders to participate in such sustainable activities. Mindfulness has roots in ancient times when it was seen as an essential part of building society (Stamolampros et al., 2019). Leaders with higher levels of mindfulness amplified the impact of follower mindfulness on perceptions of authentic leadership. (Zhang et al., 2020). The idea of mindfulness, according to Cahn and Polich (2006), is a fixed state or feature. They think that mindfulness is a unique state of mind that changes perception, thought, and self-reference and an ongoing change in how we think about ourselves. Mindfulness exercises teach the mind to pay attention to both what is going on inside and what is going on around it so that a person can gain deep insight into the truth (Gunaratana, 2001). Many things, like how well a company does business and how ethically it does business, are connected to how its leaders make decisions (Dahal, 2020; Eisenbeiss et al., 2015). These problems are worse in the world after COVID-19, and top managers need to think ethically and lead with integrity more than ever (Eichenauer et al., 2022; Ghimire et al., 2021). Mindfulness comes from many different areas of study, such as clinical psychology, sociology, philosophy, and many areas of the natural sciences, such as neuroscience and mathematics. It is essential to note that there is only a little study on how this idea can be used in management and human resource management techniques (Shahbaz & Parker, 2021). Being mindful makes leaders more creative (Ritchhart & Perkins, 2000) and helps them pay attention better (Langer & Moldoveanu, 2000). Researchers have found that regular mindfulness practice can raise the average level of the trait (Quaglia et al., 2016). These statements show that mindfulness-based treatments can bring about more than just short-term changes in state. Mindfulness requires active thought, making involvement more crucial than passively taking in knowledge, which keeps someone from abusing others.

Today's global workplace makes it hard for leaders to come up with a vision for their companies, set goals and communicate them to substantial groups of people, align resources with opportunities, fight threats without giving up on ethics or principles, and protect and develop human talent, health, the environment, and financial capital (Ghimire et al., 2023; Gelles, 2015). Most talk about awareness at work focuses on shortened versions of spiritual techniques like meditation. While the history of research on leadership is important, ethical leadership is essential in the 21st century and after COVID-19 because it focuses on addressing inequalities in a way that is kind in a world that is becoming more and more dependent on each other (Johnson, 2021; Nahavandi & Krishnan, 2017). Many ethical issues involving public service leaders have shown that ethical leadership in the public sector needs more study (Dahal et al., 2022; Hassan et al., 2014; Moon & Jung, 2018; Thaler & Helmig, 2016; Yeboah-Assiamah et al., 2016). There is a big question: Do mindfulness techniques affect moral leaders?

In order to address the research's concerns, it will look at how mindful practices relate to and influence leaders' strategic decisions. It will also identify the essential roles that mindful

breathing, mindful technology use, 3-minute breathing spaces, daily journaling, mental gyms, and apps play in helping moral leaders develop and carry out organizational strategies.

The study is vital in bridging this gap by examining the link and impacts of mindfulness practices on ethical leaders' capacity to make wise strategic decisions. This study offers a distinctive strategy that considers the real-world uses of mindfulness in leaders' daily decision-making processes in response to the pressing need to address ethical leadership issues.

A review of the literature on mindful practices and moral leadership for strategic decision-making follows the study's introduction. The methodology and analysis precede the conclusion and discussion of this research.

2. LITERATURE REVIEW

Complete awareness and consciousness are the hallmarks of mindfulness, a cognitive state that varies from person to person and between temporal settings (Brown et al., 2007). According to the intention attitude attention (IAA) three-axis paradigm, the three aspects of mindfulness are intention, attention, and attitude. As a result of these three interrelated and simultaneous events, awareness develops (Shapiro et al., 2006). Researchers went on to create a wide range of psychotherapies based on mindfulness training, including dialectical behavior therapy (DBT), acceptance and commitment therapy (ACT), mindfulness therapy, and mindfulness-based cognitive therapy (MBCT) (Miao & Wang, 2013). The psychological traits (to a limited extent) and observable demographic traits of top managers, such as age, tenure, educational background, functional background, and socioeconomic background, were given primary attention by Hambrick and Mason (1984) in the Upper Echelons (UE) theory framework. According to other studies that have examined and developed the UE framework, senior management teams' judgment, psychographics, and power dynamics can also affect strategic decisions in addition to the effect of demographic traits (Oppong, 2014; Priem et al., 1999). According to Tomlinson et al. (2018), systematic and meta-analytic evaluations have demonstrated a connection between mindfulness and less rumination. Mindfulness has been linked to numerous favorable behavioral and motivational effects, including enhancing perseverance (Imtiaz et al., 2018; Joshi et al., 2023), decreased impulsivity (Lu & Huffman, 2017), and autonomous forms of motivation (Donald et al., 2019). Mindfulness in the workplace fosters prosocial conduct and increased work engagement (Dahal et al., 2023; Hafenbrack et al., 2020; Leroy et al., 2013); meta-analytic data also shows that mindfulness favorably connects with job performance (Lomas et al., 2014). Each of these individuals inspires executives to act morally and strategically in a company.

Researchers have recently combined several crucial components of mind training, including breathing, psychological intention, and mindfulness, with integrative body-mind training (IBMT) (Tang et al., 2007). There is great promise for mindfulness in the workplace (Dahal, 2018; Good et al., 2016). According to Bolm et al. (2022), mindfulness techniques have demonstrated their effectiveness in reducing workplace stress and increasing job satisfaction

among workers in the hospitality and service industries. Relative burn-in in mindfulness and mindfulness-based training and self-reporting has decreased (Flook et al., 2013); perceived stress has decreased (Ruocco & Direkoglu, 2013); and work participation has increased (Malinowski & Hui, 2015). Additionally, by lowering mind wandering, mindfulness training can raise working memory and GRE results (Mrazek et al., 2012). Higher levels of mindfulness in personal characteristics correlate with improved sleep quality outside of the office. (Allen & Kiburz, 2012). Thus, raising one's daily mindfulness practice can benefit both the work-family balance and the quality of one's sleep (Michel et al., 2014). In their empirical research, Roche et al. (2014) discovered that mindfulness improved the wellbeing of entrepreneurs, junior managers, and CEOs alike. The researchers discovered that the participants experienced decreased levels of cynicism, anxiety, sadness, and emotional weariness while also showing increased attentiveness.

Not only is mindfulness in the workplace favorably connected with individual job performance (Dane, 2011), but it also improves team performance (Cleirigh & Greaney, 2015; Shahi et al., 2023). Increasing empathy, communicating more effectively, avoiding confrontation, and maintaining close relationships with people are all ways to cultivate mindfulness in daily life (Reb & Narayanan, 2014). A novel method of employing mindfulness to foster leader development emphasizes examining daily routines, paying attention to the five senses, and engaging in mindful thought. According to Panno et al. (2013), individuals can also enhance the quality of their decision-making by being aware of their emotions and attention. According to Wu et al. (2022), practicing mindfulness under the guidance of a smartphone app and mental applications might lessen unpleasant feelings. The results point to the potential advantages of mindfulness training directed via a smartphone app for reducing anxiety and depressive symptoms in a group of people without clinical emotional problems.

Together with other forms of meditation, such as visual meditation (Standaert, 2015) and loving-kindness meditation (Lippelt et al., 2014), mindfulness meditation aids in creating goals and directions as well as strategy creation and execution. Unethical behaviour can severely harm the performance of individuals and organizations. Organizations that come under fire for unethical or inappropriate behaviour due to leadership mishandling or ethical failure generally do so (Trevino & Brown, 2014). The development and upkeep of moral leadership qualities need effort. In this situation, mindfulness—a well-established, tried-and-true discipline that emphasizes the long term—can benefit a top manager's personal development (Chandwani et al., 2015; Krishnan, 2021). Martineau et al. (2017) suggest that organizations must adopt a diverse approach to ethics programs to develop such programs successfully. This approach should include various tools and techniques, such as training sessions that include contemplation, meditation, and other spiritual activities, as well as experiential ethical development techniques. Based empirically on the following research framework, the study:

The main hypothesis considered in this study includes:

H1: There is a significant relationship between mindful breathing and strategic choices.

H2: There is a significant association between mindful technology use and the strategic choices of an ethical leader.

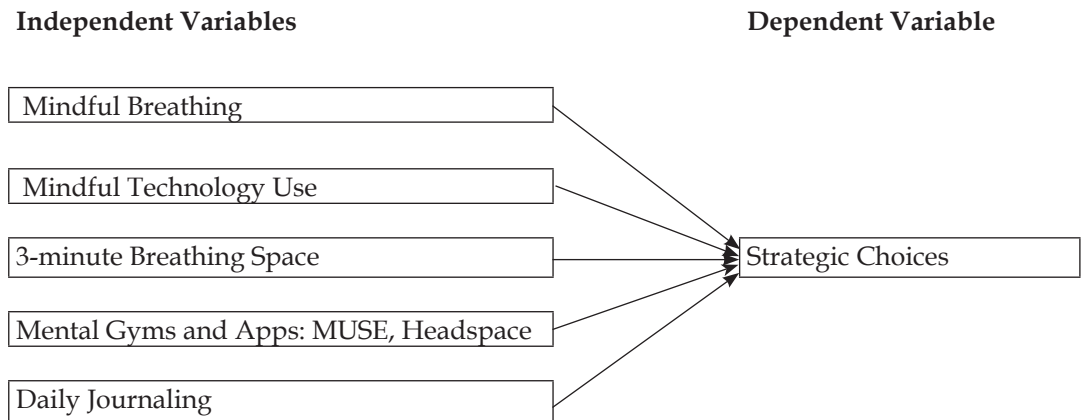
H3: There is a significant connection between 3-minute breathing space and strategic choices.

H4: There is a significant relationship between mental gyms and apps and strategic choices.

H5: There is significant interrelation between daily journaling and strategic choices.

Figure 1

Research Framework



Source: Krishnan (2023)

3. RESEARCH METHODS

The research design chosen for this investigation was a cross-sectional study, allowing for data collection at a single point to assess the relationship between mindfulness practices and strategic choices among the targeted population. The research's philosophy aligned with a positivist approach, emphasizing the use of quantitative data analysis to examine the identified variables (mindful breathing, mindful technology use, 3-minute breathing space, mental gyms, and apps use, daily journaling) and their impact on strategic choices (establishing visions, crafting strategies, and implementing strategies). A structured questionnaire was employed to gather participant data, enabling a systematic and objective assessment of the variables. The study intended to establish empirical evidence regarding the relationship between mindfulness practices and ethical leadership, specifically focusing on human resource management.

The study employed purposive sampling to gather data from a specific group of participants: managers and assistants in organizations involved in human capital management roles. The sample size included 235 individuals from this target population. The study ensured that the sample represented individuals who possessed the necessary knowledge and insights regarding the impact of mindfulness practices on strategic choices in the context of ethical leadership, and the confidentiality of information provided by the participant were kept in the study.

Instrumentation

This study's instrumentation, which examined the effect of mindfulness practices on HR practitioners' strategic decisions, was based on accepted ideas and theories in the area. The 5-points Likert scale graded the dependent variable strategic choices based on three aspects: establishing vision and direction, developing strategies, and implementing plans. The concepts presented in the referenced literature served as the foundation for the independent variables, which included daily writing, 3-minute breathing spaces, mindful technology usage, mental gym and app use, and mindful breathing. Yeganeh and Good (2016) cite the transforming characteristics of acceptance and presence in mindfulness practices as the inspiration behind items connected to mindful breathing and the 3-minute breathing gap. Items about paying attention to one's breath and sensory perceptions while engaging in different activities were included. The premise for developing questions evaluating mindful breathing was the importance of breath awareness, as Salzberg (2014) and seasoned mindfulness practitioners noted. The effects of regular breath awareness practice on the body and mind were also considered (Allen et al., 2012; Goleman & Davidson, 2017; Gonzalez, 2012). The significance of these mindfulness techniques in enhancing executive background characteristics led to the development of items about Mental Gym, App Use, and Daily Journaling, as proposed by Krishnan (2023). These articles recognized the value of regular writing as a tool for introspection and discernment, as well as the availability of mindfulness applications to enhance breath awareness. The items also included the many advantages of breath awareness and mindfulness practice, including emotional quotient, trust, diminished ego, and servant leadership attributes (Goleman, 1998). The notion that mindfulness tools can support resource mobilization, effective communication, and the alignment of organizations with their mission—all crucial components of strategy formulation and implementation—also had an impact on the items related to strategic choices (Krishnan, 2021).

The study utilized numerous static tools and conducted descriptive analysis, validity, and reliability testing. The study used correlation analysis to examine the relationships between HR practitioners' strategic choices and mindfulness practices using the collected data. The strength and direction of these correlations were quantified using Pearson correlation coefficient calculations. Using multiple regression analysis, the researchers created a complete model that forecasts the impact of mindfulness activities on strategic decision-making. The purpose of the regression model is to determine how much HR practitioners' strategic decisions are predicted by their participation in mindfulness practices.

The model was formulated as follows:

$$\text{Strategic Choices (Y)} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

X_1 = Mindful Breathing

X_2 = Mindful Technology Use

X_3 = 3-Minute Breathing Space

X_4 = Mental Gym and App Use

X_5 = Daily Journaling

ϵ = error term.

Demographic Profile

This section describes the respondents' characteristics, considering factors such as age, gender, marital status, and education. These demographic variables were critical in understanding the study's diverse perspectives.

Table 1
Respondents' Profile

Groups	No. of Respondents	Percent (%)
Age		
Below 18	20	8.5
19-26	63	26.8
27-34	75	31.9
35-42	77	32.8
Total	235	100.00
Gender		
Male	139	59.1
Female	96	40.9
Total	235	100.00
Marital Status		
Single	161	59.1
Married	74	40.9
Total	235	100.00
Education		
Intermediate (+2)	39	16.6
Diploma	37	15.7
Bachelors	75	31.9
Masters	84	35.7
Total	235	100.00

As depicted in Table 1, participants comprise a wide range of age groups, genders, marital statuses, and educational backgrounds according to their demographic profile. Most participants, or 64.7% of the sample, are between 27 and 42. Male involvement is somewhat higher than female participation, according to the gender distribution. Regarding marital status, 31.5% of participants are married, while a sizable chunk of participants are single. The participants' educational backgrounds are diverse; most have at least a bachelor's degree, and a significant percentage have earned a master's degree. This complete review of the study's demographics shows a wide range of ages, genders, marital situations, and educational backgrounds among the participants, which improves the generalizability of the research findings.

Reliability Test

The reliability test used in this study in this section covered several dimensions relevant to mindfulness practices and strategic choices. Each construct is evaluated based on the number

of items and the calculated Cronbach's alpha, which reflects the extent to which the items within each construct reliably measure the intended aspects.

Table 2

Reliability Test

Statement	Number of Items	Cronbach Alpha
Mindful Breathing	6	.777
Mindful Technology Use	6	.789
3-Minute Breathing Space	6	.834
Mental Gym and App use	6	.855
Daily Journaling	6	.864
Strategic Choices	6	.836

Table 2 shows a high level of internal consistency for the critical constructs under consideration. These coefficients surpass the generally accepted threshold of 0.70, indicating that the survey items within each construct consistently measure the intended aspects, enhancing the overall trustworthiness and reliability of the research instrument (Taber, 2018).

4. RESULTS AND DISCUSSIONS

The following section provides an analysis of the collected data, thoroughly examining the critical variables under consideration. Statistical presentation and analysis include descriptive statistics, reliability tests, correlation analyses, and regression modeling. Through these analyses, the study intends to uncover the intricate relationships between mindfulness practices and the strategic choices made by Human Resource practitioners. Using robust statistical techniques allows for a more nuanced understanding of the data, contributing valuable insights to the overall research goal.

Descriptive Analysis

The study used descriptive analysis to present vital statistics for the examined variables related to mindfulness practices and strategic choices in the following section.

Table 3

Descriptive Analysis

Factors	Minimum	Maximum	Mean	Std. Deviation
Mindful Breathing	2.33	4.66	3.81	.678
Mindful Technology Use	1.83	4.66	3.72	.724
3-Minute Breathing Space	1.66	4.50	3.69	.711
Mental Gyms and Apps: MUSE, Headspace	1.83	4.83	3.69	.817
Daily Journaling	2.00	4.83	3.89	.724
Strategic Choices	2.00	4.83	4.03	.700

As shown in Table 3, respondents reported average moderate to high engagement in mindfulness practices, as indicated by the mean scores. The relatively small standard deviations suggest consistent responses, indicating a cohesive pattern among HR practitioners. Strategic Choices have a higher mean, implying a propensity for more favorable strategic decision-making. These statistics provide a preliminary understanding of the dataset's central tendencies and variability, laying the groundwork for more in-depth analyses.

Correlation Results

This section explored the relationships between various factors related to mindfulness practices and their impact on strategic choices among Human Resource practitioners.

Table 4

Correlation Result

Factors	MB	MT	BS	MG	DJ	SC
Strategic Choices	.902**	.803**	.832**	.751**	.870**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4 shows a significant result that possibly influences leaders' strategic decision-making. Incorporating mindfulness practices like Mindful Breathing (MB), Mindful Technology Use (MT), 3-Minute Breathing Space (BS), Mental Gym (MG), Daily Journaling (DJ), and Strategic Choices (SC) into leadership practices may lead to more deliberate and successful decision-making, as evidenced by the strong positive relationships between these practices and strategic choices. Regular mindfulness practitioners seem linked to strategic decision-making that is more in line with ethical standards and corporate objectives. This realization can help management support and encourage mindfulness programs that fit into the culture of the company. In the context of human resource management, encouraging leaders to include mindfulness in their daily routines may not only improve their wellbeing but also have a favorable impact on the talent of strategic decisions. This might lead to a more moral and successful leadership style and sustainable managerial outcomes from the study.

Regression Analysis

As part of the study into the complex link between ethical leaders' strategic decision-making and mindfulness practices, the regression analysis was employed. This tool is useful to determine the precise influence of various mindfulness elements on the dependent variable (Strategic Choices).

Table 5*Regression Result*

Factors	Beta	t	Sig.
Mindful Breathing	.543	12.142	.000
Mindful Technology Use	.053	1.111	.268
3-Minute Breathing Space	.120	2.241	.026
Mental Gyms and Apps	-.027	-.643	.521
Daily Journaling	.301	4.854	.000
R= .934	R Square = .873	F Value= 315.24	.000

a. Dependent Variable: Strategic Choices

As depicted in Table 4 and 5, a significant positive association has been found between MB, BS, DJ, and SC. This suggests that integrating mindfulness practices into leadership routines has a positive impact on decision-making that is in line with organizational objectives and ethical considerations. The whole model, with its strong explanatory power and statistical significance, highlights the collective importance of mindful practices on leaders' strategic decision-making, even when there are no statistically significant connections between MT and MG. These results highlight the potential advantages of supporting certain mindfulness programs, including MB, BS, and DJ, in a management setting in order to improve the caliber and morality of strategic decisions made in the field of human resource management. Encouraging leaders to include these habits into their daily routines may help to make decisions that are more deliberate and morally sound, which will eventually be advantageous to the business as a whole.

The present results are consistent with previous research on mindfulness and leadership, highlighting the vital influence of mindfulness practices on strategic decisions, especially regarding moral leadership. Systematic and meta-analytic evaluations demonstrating links between mindfulness and decreased rumination make the relationship between ethical leadership and mindfulness practices clear (Tomlinson et al., 2018). Positive behavioral and motivational effects, including decreased impulsivity, enhanced perseverance, and autonomous motivation, have been associated with mindfulness (Donald et al., 2019; Lu & Huffman, 2017; Imtiaz et al., 2018). Hafenbrack et al. (2020); Leroy et al., (2013); Lomas et al. (2014) Mindfulness in the workplace promotes prosocial behavior and increased work engagement and is favorably connected with job performance. These favorable results are essential for moral leaders to make strategic decisions that align with company principles. Promising outcomes have been shown to lower occupational stress and raise work satisfaction by incorporating mindfulness techniques and remarkably integrated body-mind training (IBMT) (Bolm et al., 2022).

Reductions in burnout, perceived stress, increased job participation, and improved sleep quality are linked to mindfulness outside of the office (Flook et al., 2013; Ruocco & Direkoglu,

2013; Malinowski & Hui, 2015; Allen & Kiburz, 2012). Roche et al. (2014) conducted an empirical study highlighting mindfulness's beneficial effects on the wellbeing of CEOs and other persons in different managerial roles. Workplace mindfulness positively correlates with both team and individual job performance (Dane, 2011; Cleirigh & Greaney, 2015). Intimate partnership connections were linked to enhanced communication, less conflict, and mindfulness in daily life (Reb & Narayanan, 2014). Panno et al. (2013) argue that applying mindfulness to leader development can enhance the quality of decision-making by promoting mindful thinking and attentiveness. Furthermore, research like Wu et al. (2022) shows how mindfulness exercises aided by smartphone applications can reduce anxiety and depressive symptoms. The focus on different kinds of meditation, such as visualization and loving-kindness meditation, is consistent with the notion that mindfulness practices may help create direction and vision and eventually help create and carry out strategies (Lippelt et al., 2014; Standaert, 2015).

Since a lack of ethical leadership abilities frequently results in unethical failure or mismanagement by leadership, mindfulness practices can foster ethical leadership, which is essential for corporate success and employee wellbeing (Trevino & Brown, 2014). The study acknowledged that integrating mindfulness into ethics programs—which include contemplation, meditation, and experiential ethical development practices—will contribute significantly to the personal development of top managers (Martineau et al., 2017; Chandwani et al., 2015; Krishnan, 2021). The present study showcased a connection between mindfulness practices and ethical leadership, suggesting that mindfulness may positively influence strategic choices. The findings highlight the value of mindfulness in contemporary leadership settings and offer valuable lessons for organizations trying to encourage moral decision-making and effective leadership strategies.

5. CONCLUSION AND IMPLICATION

In the study's conclusion, the relationships between HR professionals' strategic choices and mindfulness practices were examined. The reliability test results demonstrated the measurement instruments' robustness in addition to exhibiting a high degree of internal consistency for significant constructs such as mindful breathing, mindful technology use, 3-minute breathing spaces, mental gym and app use, daily journaling, and strategic choices. Based on their credentials and appropriateness for the research subject, 235 HR managers and assistants were selected as a purposive sample. The dependent variable and independent factors were measured using integrated Likert scale questions. Correlation analysis was performed on the gathered data using Pearson correlation coefficients to investigate the connections between strategic decisions and mindfulness practices. The dependent variable, strategic decisions, was represented by a regression model in the study, whereas the independent variables represented various aspects of mindfulness practices. The study's measuring devices' robustness was confirmed by the high-reliability coefficients that were acquired from the reliability test. According to the correlation analysis, Strategic Choices, the dependent variable, and the mindfulness practices under investigation showed strong positive correlations. Daily journaling, 3-minute breathing spaces, and mindful breathing

strongly predict better morally and strategically sound decisions, according to regression analysis that further clarified the distinct contributions of each mindfulness component. The significance of integrating certain mindfulness practices into HR practitioners' strategic decision-making processes was underscored by these findings, which add insightful new information to the body of literature already available on ethical leadership.

The study is susceptible to potential biases, including social desirability and response bias. Future studies could enhance result validity by incorporating diverse data sources, such as interviews or observational techniques. Longitudinal research should clarify the long-term effects of mindfulness practices on strategic decision-making, as the cross-sectional design makes it difficult to establish causal linkages. Research in this area in the future may look at the moderating factors that affect how closely strategic decision-making and mindfulness practices are associated. A more comprehensive knowledge of how mindfulness operates in different circumstances may be obtained by looking at individual characteristics, corporate cultures, and environmental variables. Additionally, businesses hoping to enhance leaders' moral judgment may find valuable insights from examining the use of mindfulness therapies in leadership development programs. An examination of the impact of mindfulness techniques on different sectors or organizational sizes may also be beneficial for customized interventions. Lastly, a more complete assessment of the outcomes related to mindfulness practices in the workplace could be possible by integrating self-reported data with objective performance measurements.

REFERENCES

- Allen, T. D., & Kiburz, K. M. (2012). Trait Mindfulness and Work-Family Balance among Working Parents: The Mediating Effects of Vitality and Sleep Quality. *Journal of Vocational Behavior, 80*, 372-379. <https://doi.org/10.1016/j.jvb.2011.09.002>.
- Bolm, S. L., Zwaal, W., & Fernandes, M. B. (2022). Effects of mindfulness on occupational stress and job satisfaction of hospitality and service workers. *Research in Hospitality Management, 12*(1), 61-70. <https://doi.org/10.1080/22243534.2022.2080954>.
- Brown, K. W., Ryan, R. M., & Creswell, J. D. (2007). Mindfulness: Theoretical Foundations and Evidence for its Salutary Effects. *Psychological Inquiry, 18*(4), 211-237. <https://doi.org/10.1080/10478400701598298>.
- Cahn, B. R., & Polich, J. (2006). Meditation States and Traits: EEG, ERP, and Neuroimaging Studies. *Psychological Bulletin, 132*, 180-211. <https://doi.org/10.1037/0033-2909.132.2.180>.
- Chandwani, R., Agrawal, N. M., & Kedia, B. L. (2015). Mindfulness: Nurturing Global Mindset and Leadership. *Thunderbird International Business Review, 58*(6), 617-625. Portico. <https://doi.org/10.1002/tie.21760>.
- Cleirigh, D. O., & Greaney, J. (2015). Mindfulness and Group Performance: An Exploratory Investigation into the Effects of Brief Mindfulness Intervention on Group Task Performance. *Mindfulness, 6*, 601-609. <https://doi.org/10.1007/s12671-014-0295-1>.

- Dahal, R. K. (2018). Students' perception towards master of business studies (MBS) semester system: A case study of Nepal Commerce Campus. *Pravaha – A Journal of Management*, 24(1), 181–195. <https://doi.org/10.3126/pravaha.v24i1.20237>
- Dahal, R. K. (2020). Contemporary management accounting techniques and organizational performance. *Pravaha*, 26(1), 177-185. <https://doi.org/10.3126/pravaha.v26i1.41872>
- Dahal, R. K., Ghimire, B., & Rai, B. (2022). Social and environmental accountabilities of the Nepalese cell phone operators. *Quest Journal of Management and Social Sciences*, 4(2), 225–235. <https://doi.org/10.3126/qjmss.v4i2.50317>
- Dahal, R. K., Ghimire, B., & Rai, B. (2023). The strength of corporate governance metrics on organizational performance of Nepalese telecom industry. *THE BATUK: A Peer Reviewed Journal of Interdisciplinary Studies*, 9(1), 58–74. <https://doi.org/10.3126/batuk.v9i1.51900>
- Dane, E. (2011). Paying Attention to Mindfulness and Its Effects on Task Performance in the Workplace. *Journal of Management*, 37, 997-1018. <https://doi.org/10.1177/0149206310367948>.
- Donald J. N., Bradshaw E. L., Ryan R. M., Basarkod G., Ciarrochi J., Duineveld J. J., Guo J., & Sahdra B. K. (2019). Mindfulness and its association with varied types of motivation: A systematic review and meta-analysis using self-determination theory. *Personality and Social Psychology Bulletin*, 46, 1121–1138. <https://doi.org/10.1177/0146167219896136>.
- Ehrlich, J. (2017). Mindful leadership. *Organizational Dynamics*. <https://doi:10.1016/j.orgdyn.2017.05.002>.
- Eichenauer, C. J., Ryan, A. M., & Alanis, J. M. (2022). Leadership during crisis: an examination of supervisory leadership behavior and gender during COVID-19. *Journal of Leadership & Organizational Studies*, 29(2), 190-207. <https://doi.org/10.1177/15480518211010761>
- Eisenbeiss, S. A., Knippenberg, D. V., & Fahrback, C. M. (2015). Doing Well by Doing Good? Analyzing the Relationship between CEO Ethical Leadership and Firm Performance. *Journal of Business Ethics*, 128, 635-651. <https://doi.org/10.1007/s10551-014-2124-9>.
- Flook, L., Goldberg, S. B., Pinger, L., Bonus, K., & Davidson, R. J. (2013). Mindfulness for Teachers: A Pilot Study to Assess Effects on Stress, Burnout and Teaching Efficacy. *Mind Brain & Education*, 7, 182-195. <https://doi.org/10.1111/mbe.12026>.
- Gelles, D. (2015). *Mindful work: How meditation is changing business from the inside out*. Houghton Mifflin Harcourt.
- Ghimire, B., Rai, B., & Dahal, R. K. (2021). Corporate culture and organizational performance in the banking industry of Nepal. *Management Dynamics*, 24(2), 1–8. <https://doi.org/10.3126/md.v24i2.50031>
- Ghimire, B., Dahal, R. K., Gurung, R., & Joshi, S. P. (2023). Self-directed learning and job exploration among Nepalese youth: South Asian perspective. *Knowledge and Performance Management*, 7(1), 127-137. [http://dx.doi.org/10.21511/kpm.07\(1\).2023.10](http://dx.doi.org/10.21511/kpm.07(1).2023.10)

- Goleman, D. (1998). *Working with emotional intelligence*. Bantam Books. New York.
- Goleman, D. (2017). *Altered traits: Science reveals how meditation changes your mind, brain, and body*. Avery: New York. <https://doi.org/10.1002/ltl.40619981008>.
- Gonzalez, M. (2012). *Mindful leadership: the 9 ways to self-awareness, transforming yourself, and inspiring others*. Mississauga, Ont.: J. Wiley & Sons Canada
- Good, D. J., Lyddy, C. J., & Glomb, T. M. (2016). Contemplating Mindfulness at Work: An Integrative Review. *Journal of Management*, 42, 877-880. <https://doi.org/10.1177/0149206315617003>.
- Gunaratana, H. (2001). *Eight mindful steps to happiness: Walking the path of the Buddha*. Somerville, MA: Wisdom Publications.
- Gupta, A. K., & Govindarajan, V. (2002). Cultivating a global mindset. *Academy of Management Executive*, 16(1), 116-126. <https://doi.org/10.5465/ame.2002.6640211>.
- Hafenbrack A. C., Cameron L. D., Spreitzer G. M., Zhang C., Noval L. J., & Shaffakat S. (2020). Helping people be being in the present: Mindfulness increases prosocial behavior. *Organizational Behavior and Human Decision Processes*, 159, 21-38. <https://doi.org/10.1016/j.obhdp.2019.08.005>.
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review*, 9(2), 193-206. <https://doi.org/10.2307/258434>.
- Hassan, S., Wright, B. E., & Yukl, G. (2014). Does ethical leadership matter in government? Effects on organizational commitment, absenteeism, and willingness to report ethical problems. *Public Administration Review*, 74(3), 333-343. <https://doi.org/10.1111/puar.12216>.
- Imtiaz F., Ji L., & Vaughan-Johnston T. (2018). Exploring the influence of low-dose mindfulness induction on performance and persistence in a challenging cognitive task. *Journal of Theoretical Psychology*, 2, 107-118. <https://doi.org/10.1002/jts5.32>.
- Johnson, C. E. (2021). *Meeting the challenges of leadership: Casting light or shadow (7th Ed.)*. Sage Publications Ltd. United Kingdom.
- Joshi, S. P., Dahal, R. K., Ghimire, B., & Karki, D. (2023). Self-control and job-seeking behaviors among Nepalese Fresh Graduates. *Hong Kong Journal of Social Sciences*, 61(Spring/Summer), 2023, 826-836. <https://doi.org/10.55463/hkjs.issn.1021-3619.61.73>
- Kabat-Zinn, J. (2003). Mindfulness-Based Interventions in Context: Past, Present, and Future. *Clinical Psychology Science & Practice*, 10, 144-156. <https://doi.org/10.1093/clipsy.bpg016>.
- Krishnan, H. A. (2021). Mindfulness as a strategy for sustainable competitive advantage. *Business Horizons*, 64(5), 697-709. <https://doi.org/10.1016/j.bushor.2021.02.023>.

- Krishnan, H. A. (2023). Mindfulness Practices for Ethical Leadership in a Post Covid-19 World. *Journal of Management and Strategy*, 14(2), 1. <https://doi.org/10.5430/jms.v14n2p1>
- Langer, E. J., & Moldoveanu, M. (2000). The construct of mindfulness. *Journal of Social Issues*, 56(1), 1-9. <https://doi.org/10.1111/0022-4537.00148>.
- Leroy H., Anseel F., Dimitrova N. G., & Sels L. (2013). Mindfulness, authentic functioning, and work engagement: A growth modeling approach. *Journal of Vocational Behavior*, 82, 238-247. <https://doi.org/10.1016/j.jvb.2013.01.012>.
- Lippelt, D. P., Hommel, B., & Colzato, L. S. (2014). Focused Attention, Open Monitoring and Loving Kindness Meditation: Effects on Attention, Conflict Monitoring, and Creativity – A Review.
- Lomas T., Cartwright T., Edington T., & Ridge D. (2014). A qualitative analysis of experiential challenges associated with meditation practice. *Mindfulness*, 6, 848-860. <https://doi.org/10.1007/s12671-014-0329-8>.
- Lu J., & Huffman K. (2017). A meta-analysis of correlations between trait mindfulness and impulsivity: Implications for counseling. *International Journal for the Advancement of Counseling*, 39, 345-359. <https://doi.org/10.1007/s10447-017-9302-2>. *Frontiers in Psychology*, 5, 1083. <https://doi.org/10.3389/fpsyg.2014.01083>.
- Malinowski, P., & Hui, J. L. (2015). Mindfulness at Work: Positive Affect, Hope, and Optimism Mediate the Relationship between Dispositional Mindfulness, Work Engagement, and Wellbeing. *Mindfulness*, 6, 1250-1262. <https://doi.org/10.1007/s12671-015-0388-5>.
- Martineau, J. T., Johnson, K. J., & Pauchant, T. C. (2017). The pluralist theory of ethics programs orientations and ideologies: An empirical study anchored in requisite variety. *Journal of Business Ethics*, 142, 791-815. <https://doi.org/10.1007/s10551-016-3183-x>.
- Miao, Y., & Wang, J. (2013). Mindfulness in the Field of Positive Psychology. *Psychological Counsellors*, 8, 13-17.
- Michel, A., Bosch, C., & Rexroth, M. (2014). Mindfulness as a Cognitive-Emotional Segmentation Strategy: An Intervention Promoting Work-Life Balance. *Journal of Occupational & Organizational Psychology*, 87, 733-754. <https://doi.org/10.1111/joop.12072>.
- Moon, K. K., & Jung, C. (2018). Management representativeness, ethical leadership, and employee job satisfaction in the US Federal Government. *Public Personnel Management*, 47(3), 265-286. <https://doi.org/10.1177/0091026018767480>.
- Mrazek, M. D., Smallwood, J., & Schooler, J. W. (2012). Mindfulness and Mind-Wandering: Finding Convergence through Opposing Constructs. *Emotion*, 12, 442-448. <https://doi.org/10.1037/a0026678>.
- Nahavandi, A., & Krishnan, H. A. (2017). Indo-European Leadership (IEL): A Non-Western Leadership Perspective. *Global and Culturally Diverse Leaders and Leadership*

- (pp. 105-123). *ILA Building Leadership Bridges Series*. <https://doi.org/10.1108/S2058-880120170000003006>.
- Oppong, S. (2014). Upper echelons theory revisited: The need for a change from casual description to casual explanation. *Management: journal of contemporary management*, 19(2), 169-183.
- Panno, A., Lauriola, M., & Figner, B. (2013). Emotion Regulation and Risk Taking: Predicting Risky Choice in Deliberative Decision Making. *Cognition & Emotion*, 27, 326- 334. <https://doi.org/10.1080/02699931.2012.707642>.
- Priem, R. L., Lyon, D. W., & Dess, G. G. (1999). Inherent limitations of demographic proxies in top management team heterogeneity research. *Journal of Management*, 25(6), 935-953. <https://doi.org/10.1177/014920639902500607>.
- Quaglia, J. T., Braun, S. E., Freeman, S. P., McDaniel, M. A., & Brown, K. W. (2016). Meta-analytic evidence for effects of mindfulness training on dimensions of self-reported dispositional mindfulness. *Psychological assessment*, 28(7), 803. <https://doi.org/10.1037/pas0000268>.
- Reb, J., & Narayanan, J. (2014). The Influence of Mindful Attention on Value Claiming in Distributive Negotiations: Evidence from Four Laboratory Experiments. *Mindfulness*, 5, 756-766. <https://doi.org/10.1007/s12671-013-0232-8>.
- Ritchhart, R., & Perkins, D. N. (2000). Life in the mindful classroom: Nurturing the disposition of mindfulness. *Journal of Social Issues*, 56(1), 27-47. <https://doi.org/10.1111/0022-4537.00150>.
- Roche, M., Haar, J. M., & Luthans, F. (2014). The role of mindfulness and Psychological Capital on the well-being of leaders. *Journal of occupational health psychology*, 19(4), 476. <https://doi.org/10.1037/a0037183>.
- Ruocco, A. C., & Direkoglu, E. (2013). Delineating the Contributions of Sustained Attention and Working Memory to Individual Differences in Mindfulness. *Personality & Individual Differences*, 54, 226-230. <https://doi.org/10.1016/j.paid.2012.08.037>.
- Salzberg, S. (2014). *Real happiness at work: Meditations for accomplishment, achievement and peace*. Workman Publishing: New York.
- Shahbaz, W., & Parker, J. (2021). Workplace mindfulness: fundamental issues for research and practice. *Labour & Industry: a journal of the social and economic relations of work*, 1-8. <https://doi.org/10.1080/10301763.2021.1878572>.
- Shahi, B. J., Dahal, R. K., & Sharma, B. B. (2022). Flourishing organisational citizenship behaviour through job characteristics. *Journal of Business and Social Sciences Research*, 7(2), 29-46. <https://doi.org/10.3126/jbssr.v7i2.51490>
- Shapiro, S. L., Carlson, L. E., Astin, J. A., & Freedman, B. (2006). Mechanisms of Mindfulness. *Journal of Clinical Psychology*, 62, 373-386. <https://doi.org/10.1002/jclp.2>.
- Stamolampros, P., Korfiatis, N., Chalvatzis, K. & Buhalis, D. (2019). Job satisfaction and employee turnover determinants in high contact services: Insights from Employees.

- Online reviews, Tourism Management*, 75, 130-147, <https://doi.org/10.1016/j.tourman.2019.04.030>.
- Standaert, N. (2015). *Ignition Visual Meditation in Seventeenth-Century China*. In *Meditation and Culture* London: Bloomsbury Publishing, 24-35. <https://doi.org/10.5040/9781474220088.0010>.
- Taber, K. S. (2018). The use of Cronbach's alpha when developing and reporting research instruments in science education. *Research in science education*, 48, 1273-1296. <https://doi.org/10.1007/s11165-016-9602-2>
- Tang, Y. Y., Ma, Y., Wang, J., Fan, Y., Feng, S., & Lu, Q. (2007). Short-Term Meditation Training Improves Attention and Self-Regulation. *Proceedings of the National Academy of Sciences of the United States of America*, 104, 17152-17156. <https://doi.org/10.1073/pnas.0707678104>.
- Thaler, J., & Helmig, B. (2016). Do codes of conduct and ethical leadership influence public employees' attitudes and behaviours? An experimental analysis. *Public Management Review*, 18(9), 1365-1399. <https://doi.org/10.1080/14719037.2015.1103890>.
- Thomas, D. C. (2006). Domain and development of cultural intelligence: The importance of mindfulness. *Group & Organization Management*, 31(1), 78. <https://doi.org/10.1177/1059601105275266>.
- Tomlinson E. R., Yousaf O., Vittersø A. D., & Jones L. (2018). Dispositional mindfulness and psychological health: A systematic review. *Mindfulness*, 9, 23-43. <https://doi.org/10.1007/s12671-017-0762-6>.
- Treviño, L. K., & Brown, M. E. (2014). Ethical Leadership. In *Oxford Handbooks Online*. Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199755615.013.026>
- Wu J, Ma Y, Zuo Y, Zheng K, Zhou Z, Qin Y & Ren Z (2022). Effects of Mindfulness Exercise Guided by a Smartphone App on Negative Emotions and Stress in Non-Clinical Populations: A Systematic Review and Meta-Analysis. *Front. Public Health* 9:773296. <https://doi.org/10.3389/fpubh.2021.773296>.
- Yeboah-Assiamah, E., Asamoah, K., Bawole, J. N., & Buabeng, T. (2016). Public sector leadership-subordinate ethical diffusion conundrum: Perspectives from developing African countries. *Journal of Public Affairs*, 16(4), 320-330. <https://doi.org/10.1002/pa.1589>.
- Yeganeh, B., & Good, D. (2016). Mindfulness as a disruptive approach to leader development. *OD practitioner*, 48(1), 26-31.
- Zhang, J., Song, L. J., Ni, D., & Zheng, X. (2020). Follower Mindfulness and Wellbeing: The Mediating Role of Perceived Authentic Leadership and the Moderating Role of Leader Mindfulness. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.00879>.