

Systematic Literature Review of Employee Mindfulness and Organizational Relational Systems

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Abstract

Mindfulness practice has been proposed to be helpful in improving workers' well-being, resilience, and performance and reducing stress when challenged with intense workplace conditions. However, research on mindfulness remains analytically focused on the individual or atomic level of inquiry, incognizant of its adjacency with inter-subjective relational systems - as a collective phenomenon. Taking a human relational systems perspective, this scoping review of mindfulness literature advances research in organizational behavior scholarship by systematically identifying (through the preferred reporting items for systematic reviews and meta-analyses' extension for scoping review) relevant sources of evidence and synthesizing the conceptualizations and connections to other organizational concepts; putting the worker at the front and centre. The result is a big, interconnected web/network of concepts that primarily connects mindfulness and aspects of relational systems with other notable workplace-related variables. No other review paper has, in the past, comprehensively dwelled into this gap area in exploring related key terms, concepts, theories, variables, and methodological trends in research until now, making it possible to envision vistas for future inquiry. Therefore, this review serves future researchers by providing them with a rich, operational conception of mindfulness from a relational systems perspective, as well as suggestions for new research, both empirical and theoretical, that focuses on the organizational effects of mindfulness. Furthermore, this review enlightens research scholars' minds about conducting desk research, regardless of the topic, objectively and unbiasedly.

Keywords: Mindfulness, Interpersonal and Organizational Relational Systems, Employee Wellbeing, Systematic Scoping Review

Introduction

International events such as the coronavirus pandemic, central Asian terrorism, Russian irredentism, and global recession paradoxically yet equivocally, help mankind mature parallel to the suffering they produce. For example, incidents of unavailability of basic resources in the locale, failure or even cessation of non-essential services and businesses in the area, and supply chain issues correlate with mass distress, retrenchment, or migration of labor and cause disruption to our hyper-connected, intertwined, and interdependent world; and they also, counterintuitively, lead to advancement in technology, and growth in competition in the market- auxiliary and progressive ripples of consequences. However, the related costs may be too high, no clear path to navigating through sustained personal and professional adversities caused by such events. Perhaps there is no simple answer to how to mature alongside the suffering of life. The path to adapting and managing crisis remains as always, ever complex and toilsome, just as the human condition.

This research article explores the essential role of mindfulness and organizational relational systems in the context of Environment, Social, and Governance (ESG) practices within the industry. Drawing upon existing literature in management studies, the paper highlights the significance of integrating mindfulness practices and fostering healthy relational systems for promoting sustainable and responsible business practices.

Crisis management from a relational systems perspective

An organization is a set of relationships among people that coordinate actions and

activities to achieve tasks, goals, and collective missions. These relationships resemble neurons of the brain, each unique in function but interconnected and dependent. A crisis can damage these relationships and negatively impact crisis management efforts. Classic models of crisis management focus on fixing problems with inputs and operations, but theorists Kahn et al. (2013) suggest that crisis management should focus on repairing relational disturbances. Repairing relationships may require different approaches than traditional crisis management and can lead to growth and strength within the organization.

Relational systems from a mindfulness perspective

It can be argued that in lieu of the ever dynamic human condition and disruptions of the external world, now teleologically, to maintain subjective well-being and functioning, and to healthily adapt to sudden inevitable changes or during crisis, it is natural for somebody to develop an *awareness of one's own physical, social, and work environ and the intrapsychic state-* become mindful (Brown, Ryan, & Creswell, 2007; Haun, Nübold, & Bauer, 2018; Hülshager, Walkowiak, & Thommes, 2018); and to rely upon their relational systems, referring to the *intersubjective relations and social interactions* with the people close by (Kahn, 1998; Ehrhardt & Ragins, 2019). Prior research has spotted that when compared mindfulness practices affect people's interpersonal relationships (Brown et al., 2007) and felt sense of closeness (Brown & Kasser, 2005; Brown & Ryan, 2003) despite interpersonal conflict and social distance, and even improve emotional intelligence and regulation (Baer, Smith, Hopkins, Krietemeyer, & Toney, 2006; Brown &

Ryan, 2003). The products of the interactions consequentially promote empathetic perspective-taking cooperative response patterns, and minimize distress caused by social conflicts, distancing, or exclusion.

A preliminary search of review articles using SCOPUS, Academy of Management, and JBI Evidence synthesis databases found no structured review paper on the topic. However, a call for papers from the Journal of Managerial Psychology for a special issue on mindfulness and relational systems in organizations was discovered, which inspired this review article as a preliminary exploration of key psychological and workplace factors associated with these concepts, and to identify potential research gaps (Africa Academy of Management, 2021).

This research uses a scoping review method to examine the relationship between mindfulness and relational systems within organizations and their effect on other key concepts, addressing gaps in the literature of business-related disciplines such as HR management, organizational behavior, and industrial-organizational psychology. A guiding review question was formed using the “FINER” criteria and “PCC” mnemonic- *What evidence exists on the overlap of workers’ mindfulness and relational systems within organizations?* to systematically review literature from popular and niche academic databases and analyze publications’ performance and methodological trends, identify knowledge gaps and inform future research.

Method

Protocol

This scoping review aimed to systematically identify and map literature on the topic of mindfulness and relational systems in the workplace context. A systematic approach was chosen for its reliability and objectivity, and the PRISMA-ScR checklist was used to ensure scientific rigor and replicability (Hunter et al. 2019; Tricco et al., 2018).

Eligibility criteria, information sources, and search strategy

For the purpose of this study, a comprehensive literature review was undertaken to identify scholarly articles from a number of electronic academic databases/aggregators using Boolean operators and keywords- “mindfulness” AND “relational system*”. To expand inclusivity, no specific start date was stipulated. However, wherever possible, records unavailable in English were filtered outright. The reason for not using following more search protocols was to avoid articles missing the key terms in their titles, abstracts, keywords, citations, and the whole publication. The last search was run on June 2nd, 2022 and returned 1461 records in total.

Selection of sources of evidence and inclusion and elimination criteria

After reviewing 1461 records, 62 duplicate publications were removed and 1399 were screened for relevance to business or HR management, social science, education or psychology. 1321 were disqualified, 32 of the remaining 78 were irretrievable, leaving 46 records for further analysis. These

records underwent bibliometric analysis, charting and critical appraisal.

Critical appraisal of individual sources of evidence

The final screening process involved a critical appraisal of the 46 sources of evidence that were performed simultaneously with the data charting process. Each source of evidence was appraised manually to find key concepts, variables, and theories that are significantly or logically associated with mindfulness and relational systems within the workplace or organizations-context and to counter a common error of database searching- erroneous entry of improper or unrelated (to the review's objectives or PCC) records, and thus decide upon the record's inclusion or exclusion (with justifications). At the end of the critical appraisal process, out of 46, only 21 records were selected for the discussion. See Table 1.

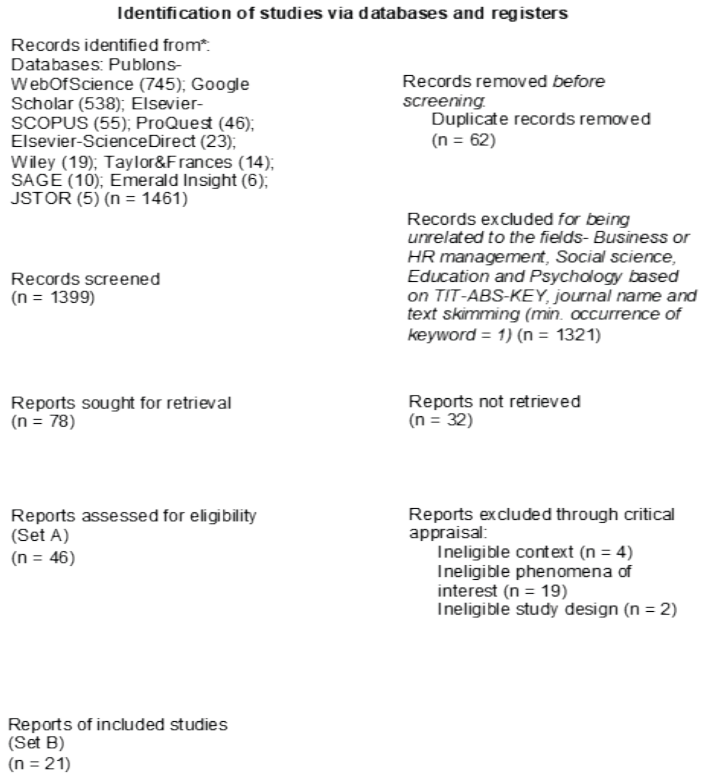
Synthesis of results

Bibliometric analyses

The bibliometric methodology utilizes quantitative techniques (e.g., science mapping and network mapping, performance analysis, and frequency counts or percentage analysis- collectively, bibliometric analyses) on bibliographic data for exploring the intellectual structure of the sources of evidence and the larger area of research (Broadus, 1987; Donthu et al, 2021). Although not recent, this methodology gained immense popularity in the fields of business research in recent years- business strategy (Kumar et al., 2021), human resources (Andersen, 2019), management (Ellegaard and Wallin, 2015; Zupic and Carter, 2015), and so forth.

Selection of sources of evidence

Figure 1: PRISMA flow diagram



From: Page, et al. (2021) Doi: 10.1136/bmj.n71

Characteristics of sources of evidence

TABLE 1: Reports assessed for eligibility

Item type	Authors	Title/Chapter	Journal/Book	Publication year	Publisher	Keywords	Decision 1 & 3: 1, Include 2, Review 3, Exclude	Publication metric (TP-A/IA)	Number of contributing authors (NCA, SA or CA)
Journal Article	Ayub A, Kokkalis P, Uf Hassan M	Institutionalization And Social Cognitive Behavior Resulting in Self-Leadership Development: A Framework For Enhancing Employee Performance In Corporate Sector In Pakistan.	International Journal of Business & Society	2017	Universiti Malaysia Sarawak	Institutionalization; Social cognition; Social behavior; Self-efficacy; Self-regulation of motivation; Self-leadership development; Banking industry; Employment; Human capital; Leadership; Employee turnover; Developing countries-LDCs; Public sector; Soft skills	1	TP-A	3
Ph.D. Thesis	Bennett KO	Inspired Positive Organizational Development (IpoD): The Beneficial Effects Of Mindfulness For Nonprofit Organizational Leadership	Eastern Kentucky University	2018	Encompass Digital Archive, Eastern Kentucky University	Nonprofits; Nonprofit leaders; Nonprofit leadership effectiveness; mindfulness. Inspired positive organizational development; Positive work-family balance; Performance	1	TP-A	SA
Journal Article	Branicki L, Steyer V, Sullivan-Taylor B	Why resilience managers aren't resilient, and what human resource management can do about it	The International Journal of Human Resource Management	2019	Taylor & Francis	Resilience; Human resource management; Conceptual taint; Dirty jobs; Taint Management strategies	1	TP-A	3
Journal Article	Bundy J, Pfarrer MD, Short CE, Coombs WT	Crises and Crisis Management: Integration, Interpretation, and Research Development	Journal of Management	2016	SAGE Publications Inc	Crisis; Crises; Crisis management; Organizational wrong doing; Perception and impression management	3: Ineligible phenomena of interest	TP-A	4
Miscellaneous	Chazan MA	Attachment States and Traits: Attribution of Blame in Social Transgression	Attribution of Blame in Social Transgression	2018	Alliant International University	Attachment traits and states; Attachment theory; Relational systems; Social transgression	3: Ineligible phenomena of interest	TP-A	SA
Journal Article	Chen H, Eyoun K	Do mindfulness and perceived organizational support work? Fear of COVID-19 on restaurant frontline employees' job insecurity and emotional exhaustion	International Journal of Hospitality Management	2021	Elsevier Inc.	Fear of COVID-19; Emotional exhaustion; Job insecurity; Mindfulness; Perceived organizational support; Restaurant frontline employees	1	TP-A	2
Journal Article	Cherif F	The role of human resource management practices and employees job satisfaction in predicting organizational commitment in Saudi Arabian banking sector	International Journal of Sociology and Social Policy	2020	Emerald Publishing Limited	Human resource management practices; Employee job satisfaction; Organizational commitment; Saudi Arabian banking sector	3: Ineligible phenomena of interest	TP-A	SA
Book Chapter	Dagenals-Desmarais V, Forest J, Girouard	The importance of need-supportive relationships for motivation and psychological health at work	Human Motivation and Interpersonal Relationships	2014	Springer	Intrinsic motivation; Organizational commitment; Psychological control; Autonomy support; Standardize root mean square residual	1	TP-A	4
Journal Article	Doz Y	Fostering strategic agility: How individual executives and human resource practices contribute	Human Resource Management Review	2020	Elsevier Inc.	Strategic agility; Servant leadership; Organization performance; Strategic actions; Human resource management practices	3: Ineligible phenomena of interest	TP-A	SA
Journal Article	Dutton JE, Workman KM, Hardin AE	Compassion at work	Annual Review of Organizational Psychology and Organizational Behavior	2014	Annual Reviews	Compassion; Suffering; Empathic concern; Sensemaking; Caring	1	TP-A	3
Journal Article	Eva N, Robin M, Sendjaya S, van Dierendonck D, Liden RC	Servant Leadership: A systematic review and call for future research	The Leadership Quarterly	2019	Elsevier Inc.	Servant leadership; Leadership; Leader; Systematic literature review; Literature review	3: Ineligible phenomena of interest	TP-A	5
Journal Article	Giusti M, Samuels son K	The regenerative compatibility: A synergy between healthy ecosystems, environmental attitudes, and restorative experiences	PLoS One	2020	Public Library of Science	Ecosystems; Urban environments; Urban ecosystems; Urban ecology; Environmental health; Forecasting; Habitats; Relaxation (psychology)	3: Ineligible phenomena of interest	TP-A	2
Journal Article	Goldman SK, Watson LW, King E	How Generative Mindfulness Can Contribute to Inclusive Workplaces	Humanistic Management Journal	2021	Springer Nature B.V.	Generative mindfulness; Leadership; Inclusion; Humanistic management; Anti-racism; Action research	1	TP-A	3
Journal Article	Henriques G	Character adaptation systems theory: A new big five for personality and psychotherapy	Review of General Psychology	2017	SAGE Publications Sage CA: Los Angeles, CA	Characteristic adaptations, Unified approach, Personality theory, Psychotherapy	3: Ineligible phenomena of interest	TP-A	SA
Journal Article	Hepfer M, Lawrence TB	The Heterogeneity of Organizational Resilience: Exploring functional, operational and strategic resilience	Organization Theory	2022	SAGE Publications Sage UK: London, England	Resource-based view; Dynamic capabilities; Behavioral decision theory; Effectiveness; Efficiency; Performance; Organizational development and change; Organizational learning; Vicarious learning; Strategic choice; Uncertainty	3: Ineligible phenomena of interest	TP-A	2
Journal Article	Hermann L, Nielsen BL, Aquilar-Raabc	The impact of COVID-19 on interpersonal aspects in elementary school	Frontiers in Education	2021	Frontiers	COVID-19; Social emotional learning; School leadership; Relational competence; Lockdown; Systems thinking	3: Ineligible context	TP-A	3
Journal Article	Hillmann J	Disciplines of organizational resilience: contributions, critiques, and future research avenues	Review of Managerial Science	2021	Springer Nature B.V.	Organizational resilience; Resilient organization; Systematic review; Narrative review; Bibliometric analysis	3: Ineligible phenomena of interest	TP-A	SA
Journal Article	Islam G, Holm M, Karjalainen M	Sign of the times: Workplace mindfulness as an empty signifier	Organization	2017	SAGE Publications Ltd	Appropriation, Hegemony, Laclau, Mindfulness, Power, Signifier, Workplace spirituality	1	TP-A	3
Journal Article	Kahn WA, Barton MA, Fisher	The geography of strain: Organizational resilience as	Academy of Management Review	2018	Academy of Management	Organizational resilience; Intergroup relations; Organizational change; Adversity in organizations	3: Ineligible phenomena	TP-A	6

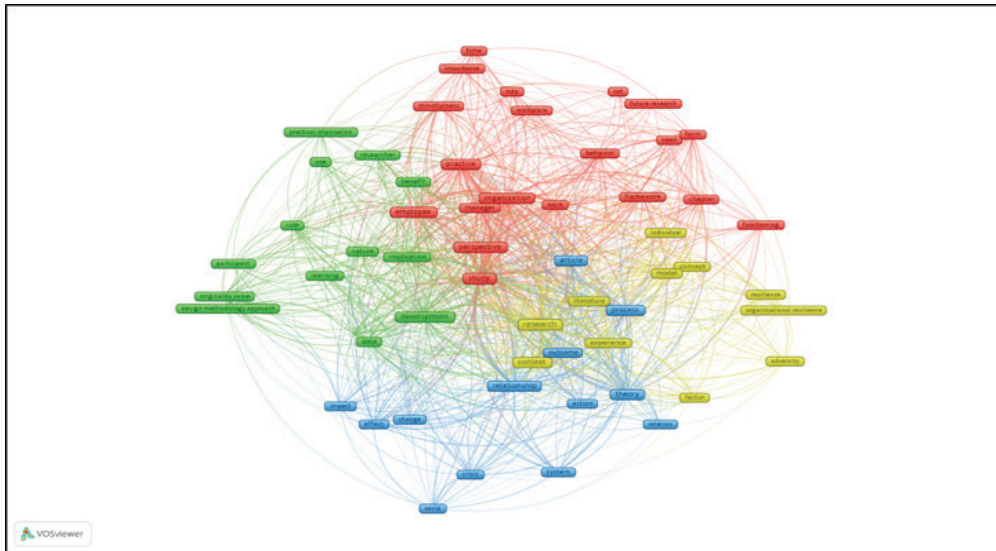
Ph.D. Thesis	Keiley MD	Nurturing group learning in a social change organization: Learning in practice	2011	California Institute of Integral Studies	Social sciences; Group learning; Nonprofit organizations; Organizational development; Relational leadership; Social change; Strategy as practice	1	TP-A	SA
Journal Article	Kim S, Vainan V, Sanders K	Strategic human resource management in the era of environmental disruptions	2022	Wiley Online Library	COVID-19; Coping mechanisms; Environmental disruption; Resilience; Strategic HRM	3: Ineligible phenomena of interest	TP-A	3
Journal Article	Kowalski R, Harmon J, Yorks L, Kowalski D	Reducing workplace stress and aggression: An action research project at the U.S. Department of Veterans Affairs	2003	Society for Human Resource Management	Compensation; Occupational stress; Employees; Working conditions; Organizational learning; Employment discrimination; Performance management	1	TP-AI	4
Book Chapter	Küpers WM	Chapter 2 Integral Response-Abilities for Sustainable Organizing and Managing	2011	Emerald Group Publishing Limited	Responsiveness; Responsibility; Corporate social responsibility; Integration	1	TP-A	SA
Journal Article	Lenke M, Nickerson A, Saboda J	Global displacement and local contexts: A case study of US urban educational policy and practice	2021	Taylor & Francis	Displacement; Forced migration	3: Ineligible context	TP-A	3
Journal Article	Leo WW, Laud G, Chou CY	Digital transformation for crisis preparedness: service employees' perspective	2022	Emerald Publishing Limited	Digital transformation; Service employees; Crisis preparedness; Life satisfaction; Customer orientation; Crisis Management; Well-being; Digital; Frontline service employees	3: Ineligible phenomena of interest	TP-A	3
Book Chapter	Martela F	Sharing well-being in a work community-Exploring well-being-generating relational systems	2014	Emerald Group Publishing Limited	Employee well-being; Collective well-being; Relationality; Systems; Work community	1	TP-A	SA
Journal Article	Mays L, Henriques GR	Character adaptation systems theory: A holistic meta-theory for conceptualizing clients	2018	SAGE Publications Ltd	Character Adaptations; Unified approach; Meta-theory; Psychotherapy; Depression; Anxiety	3: Ineligible phenomena of interest	TP-A	2
Journal Article	Obrenovic B, Du J, Godinic D, Tsoy D, Khan MA, Jakhonjirov I	Sustaining Enterprise Operations and Productivity during the COVID-19 Pandemic: "Enterprise Effectiveness and Sustainability Model"	2020	MDPI AG	COVID-19 business implications; Sustainability in crisis; COVID-19 management; Sustainable enterprise; Enterprise effectiveness; Pandemic sustainability model; Enterprise sustainability; COVID-19	3: Ineligible phenomena of interest	TP-A	6
Ph.D. Thesis	Pérez García JM	Organizations in the age of mindfulness and communication. New approaches and its implications.	2017	Universitat Jaume I	Attention and Calm; Organizational change; Curious companies; Facts and images; Mindfulness; New organizations; Human resources; Relations	3: Ineligible study design	TP-A	SA
Conference Paper	Pezeshki C	Using Spiral Dynamics to Prepare Engineers for the Global Workforce	2011	2011 ASEE Annual Conference & Exposition	Spiral dynamics; Organizational culture; Organizational structure; Relational systems	3: Ineligible study design	TP-A	SA
Ph.D. Thesis	Porath CL	Individual self-management: A model and longitudinal test	2001	The University of North	Occupational stress; Management; Management training; Work	1	TP-A	SA
Journal Article	Rosario Nuñez A, Marquez E, Zayas M, López E	Relationship between organizational citizenship and commitment in Puerto Rico banks	2020	Emerald Publishing Limited	Commitment; Organizational citizenship	1	TP-A	4
Ph.D. Thesis	Rowland LD	Development of a resilience-oriented stress management group intervention for mothers experiencing homelessness	2020	Pepperdine University	Family homelessness; Group therapy; Homeless mothers; Relational resilience; Resilience; Stress management	3: Ineligible phenomena of interest	TP-A	SA
Book	Siegel DJ	The developing mind: How relationships and the brain interact to shape who we are	2021	Guilford Publications	Mind; Brain; Memory; Attachment; Emotion; Self-regulation	3: Ineligible context	TP-A	SA
Journal Article	Simola S	Facilitating embodied learning in business ethics education: the use of relational sculpting	2014	Emerald Group Publishing Limited	Pedagogy; Stakeholder; Embodied learning; Business ethics education; Ethics of teaching; Relational sculpting	3: Ineligible context	TP-A	SA
Journal Article	Snyder H	Literature review as a research methodology: An overview and guidelines	2019	Elsevier Inc.	Literature review; Synthesis; Research methodology; Systematic review; Integrative review	3: Ineligible phenomena of interest	TP-A	SA
Journal Article	Sullivan-Taylor B	Managing the Threat of Terrorism in British Travel and Leisure	2009	SAGE Publications Ltd	Uncertainty; Risk and extreme threats; Managerial perceptions; Terrorism; Agency and Organization.	1	TP-A	SA
Journal Article	Tasic J, Amir S, Tan J, Khader M	A multilevel framework to enhance organizational resilience	2020	Routledge	Resilience; Crisis management; Multilevel analysis; Organizational learning	1	TP-A	4
Journal Article	Tiberius RG, Teshima J, Kindler AR	Something More: Moments of Meeting and the Teacher-Learner Relationship	2003	Wiley Online Library	Relational interaction; Teachers and learners; Present moment; Mindfulness; Awareness; Authenticity	1	TP-A	3
Ph.D. Thesis	Varma V	Organizational change readiness sentiments: Understanding middle manager sensemaking and sensegiving	2012	Auburn University	Organizational change; Change readiness; Sensemaking; Sensegiving; United States; India	1	TP-A	SA
Book Chapter	Varriale L, Briganti P	Trust and Conflict in virtual teams: An exploratory study	2011	Springer	Information management; Information systems; Management of information systems organizations and IT; People and technology	3: Ineligible phenomena of interest	TP-A	2
Journal Article	Vu MC, Nguyen LA	Mindful unlearning in unprecedented times: Implications for management and organizations	2022	SAGE Publications Ltd	Crisis management; Mindfulness; Unlearning	1	TP-A	2
Book Chapter	Wolff SB	Emotion and mindfulness: Using emotion as information to raise collective performance	2014	Emerald Group Publishing Limited	Mindfulness; Emotion as information; Mindful organizing; Performance; Teams	1	TP-A	SA
Book Chapter	Young G	Models and systems of causality of behavior	2016	Springer	Complex adaptive system; Dynamic system theory; Biopsychosocial model; Fractal dimension; Complex network theory	3: Ineligible phenomena of interest	TP-A	SA

Note: 1. All 46 records in this table belong to Set A. 2. Only 21 records meet the final selection criteria, marked by 1 (as opposed to 3), and are included in Set B.

Synthesis of evidence

For science mapping, parameters within VOSViewer were set to conduct a binary counting of individual terms from the titles and abstracts and original keywords from Set A and create a visual network map. See Exhibit 1. The minimum number of occurrences was set to 4. The output presented (top) 59 terms, categorized into 4 clusters (cataloged below) with 1268 links between them. Total link strength- 2607 (based on normalization method: association strength: relevance score (R), and weights: no. of occurrences(O)).

EXHIBIT 1: Keyword co-occurrence network and clusters



Analysis of records of also Set B involved a qualitative process of careful critical appraisal and mapping the terms, concepts, theories, and variables associated with mindfulness and relational systems from the sources of evidence. Exhibit 3 was designed to clarify and visualize the vast network of identified significant direct and empirically backed correlations (*signified by* black thread), positive and negative associations (green and red threads, respectively), theoretical underpinnings (blue threads), type of agent interaction (green boxes), and unexplored /suggested research directions (yellow thread) between the relevant keywords.

TABLE 2: Frequency table

Label and sub-label	No. of papers (TP = 21)
Item type	
Journal article	13
Book chapter	4
Ph.D. thesis	4
Literature type	
Grey	5
White	16
Type of study	
Empirical	16
Non-empirical	5
Country	
Brazil	1
Canada	1
Finland	1
Pakistan	1
Puerto Rico	1
Singapore	1
United Kingdom	6
Unite States	9
Field of publication	
Business management	4
HR management	13
Education	1
Psychology	3
Year of publication	
2001	1
2003	2
2009	1
2011	2
2012	1
2014	4
2017	2
2018	1
2019	2
2020	2
2021	2
2022	1

EXHIBIT 3: Qualitative network map

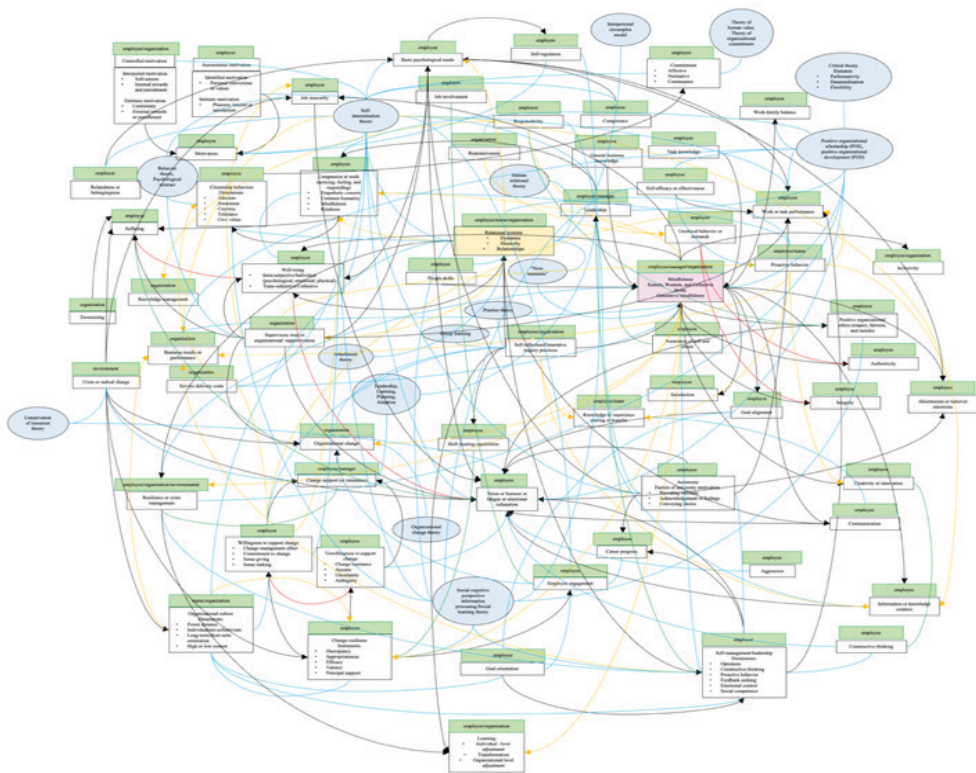


TABLE 4: Identified key terms, concepts, theories, and variables

Set (records) and categories	No. of keywords	Keywords
Set A (46)		
Analyzed through VosViewer		
Cluster 1 - Red	20	Behavior, Chapter, Employee, Form, Framework, Function, Future research, Importance, Manager, Mindfulness, Need, Organization, Perspective, Practice, Set, Study, Time, Way, Work, Workplace
Cluster 2 - Green	14	Analysis, Benefit, Data, Design Methodology Approach, Development, Implication, Learning, Nature, Originality, Participant, Practical Implication, Researcher, Role, Use
Cluster 3 - Blue	13	Action, Article, Change, Covid, Crisis, Effect, Impact, Outcome, Process, Relation, Relationship, System, Theory
Cluster 4 - Yellow	12	Adversity, Concept, Context, Experience, Factor, Individual, Literature, Model, Organizational Resilience, Research, Resilience, Strategy
Set B (21)		
Analyzed manually by the researcher		
Employee	43	Basic psychological needs, Job involvement, Self-regulation, Responsibility, Competence, Commitment, Work-family balance, Task knowledge, General business knowledge, Self-efficacy or effectiveness, Unethical behavior or demands, Work or task performance, Positive organizational ethics, Authenticity, Absenteeism or turnover intentions, Integrity, Creativity or innovation, Goal alignment, Satisfaction, Communication, Information or knowledge creation, Constructive thinking, Aggression, Autonomy, Self-management or leadership, Career progress, Employee engagement, Stress or burnout or fatigue or emotional exhaustion, Goal orientation, People skills, Compassion at work, Job insecurity, Well-being, Autonomous motivation, Motivation, Citizenship behaviors, Relatedness or belongingness, Suffering, Shift creating capabilities, Change readiness sentiments, Willingness to support change, Unwillingness to support change, Awareness of self and of others
Employee/Manager	2	Leadership, Change support or resistance
Employee/Teams	2	Proactive behavior, Knowledge or experience sharing or transfer
Employee/Organization	4	Inclusivity, Controlled motivation, Learning, Self-reflective generative inquiry practices
Teams/Organization	1	Organizational culture
Organization	7	Responsiveness, Organizational change, Knowledge management, Downsizing, Business results or performance, Service delivery costs, Supervisory trust or organizational supportiveness
Environment	1	Crisis or radical change
Employee/Organization/Environment	1	Resilience or crisis management
Employee/Manager/Team/Organization	2	Relational systems, Mindfulness
Theories	16	Conservation of resources theory; Behavior theory, Psychological contract, Self-determination theory; Human relations theory; Interpersonal circumplex model; Theory of human value, Theory of organizational commitment; Critical theory; Positive organizational scholarship; Positive organizational development; Non moments; Practice theory; Group learning, Attachment theory; Leadership, learning, planning, adaptation; Organizational change theory; Social cognitive perspective or social learning theory

Discussion

For centuries, and to this day, people have been and remain stressed because of some crisis or another- this can make it difficult for people to manage their personal and professional lives, leading to difficulties in maintaining healthy relationships and meeting the demands of their jobs. To cope with the stress of war and crisis, it is important to focus on relational systems and mindfulness. Relational systems refer to the connections and relationships that individuals have with others. These connections can provide support

and a sense of belonging, which can help individuals cope with stress and maintain mental well-being. Additionally, mindfulness - the practice of being present and non-judgmental in the current moment - can also be an effective tool for managing stress and improving overall well-being. Mindfulness can help individuals focus on the present, rather than dwelling on past or future worries. And it can help them to stay grounded and maintain a sense of balance even in the midst of crisis and uncertainty.

Summary of evidence

This review provides new insight on the connection between mindfulness and relational systems in the workplace. Through searching academic databases, 21 relevant papers were found and analyzed, published between 2001-2022. These papers reveal how individual employee mindfulness is related to aspects of relational systems and behaviors. Only 1 out of the 21 papers was a collaboration between academia and industry, with 48 authors contributing and a collaboration coefficient of 0.56.

Future research

With the knowledge gained undertaking this review process- of mindfulness and relational systems in organizations, along with related concepts, and with due consideration to the recommendations given by previous thinkers, there arise some more important recommendations and ideas for future research. Although the research on mindfulness may be vast, with millions of articles, there still exists ambiguity about its association with the various dimensions and aspects of human relational systems,

in terms of both theoretical and empirical points of view. Although this review procured sources of evidence in a systematic style, more review papers are warranted that develop significant frameworks for mechanizing the phenomenon within the workplace context qualitatively. Future reviews should also consider meta-analyzing a collection of quantitative papers which follow hypotheses generated through framework development. Mindfulness and relational systems are part of any individual's daily life. Research should inquire in depth about workers' perceptions of the knowledge of mindfulness and its role in enhancing positive workplace relationships, behaviors, and outcomes, which can extend to organizational development and success; even defining what those positive workplace outcomes are. Speaking of agents, every professional is a worker, but they have different roles; some work front-line while others support from the back end, managing and coordinating group efforts. Specific attention must be given to different levels of workers- basic employees, team leaders, managers, and directors since each category wears more layers of responsibilities. Future researchers should study how knowledge and learning may be enhanced by mindfulness practice and relayed through healthy relational systems successfully. Additionally, how improvements in relations through mindful efforts can achieve, from a macro perspective- organizational development (work-related knowledge acquisition, growth, and transference, reduced friction within the organization's layers, organization-wide resilience, efficiency in production, joint problem solving, and meeting its goals). It is also recommended that future studies incorporate perspectives from all levels of stakeholders, investors, executors, workers,

clients, and end service beneficiaries for authenticating the effectiveness of outcomes of healthy relational systems and mindfulness practice. Since only a handful of studies exist in the literature on this topic, it is also recommended that researchers learn more by cross-examining various types of organizations- private and public, service and manufacturing, and their subtypes to frame a model that can be comparable and generalizable. Research must attempt to develop comprehensive questionnaires to capture perceptions related to (individual and collective) relational systems since this concept is still under development. Lastly, limited attention has been given to a few American, South Asian, and West European countries, no research tended to the numerous Norse, Slavic, Eastern European, African, Central and East Asian, and Latin and South American nations, opportunities for future research.

Conclusion

This paper serves as a proposal for beginner researchers to explore the role of mindfulness in employees and within organizational relational systems. It synthesizes previous research to understand the overlap of mindfulness with relational systems behaviors and provides methodological guidance for systematic literature reviews in the fields of HR and OB. Additionally, This research article contributes to the literature on ESG practices by emphasizing the critical role of mindfulness and organizational relational systems in their successful integration within the industry. In the Indian business context, characterized by rapid economic growth, environmental challenges, and social inequalities, mindfulness and relational systems assume heightened

significance. By adopting and promoting these practices, Indian businesses can effectively address ESG concerns, contribute to sustainable development, and foster inclusive growth. Further research is warranted to explore the practical implications of incorporating mindfulness and relational systems within ESG frameworks and their long-term impact on organizational and societal well-being.

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