



MINDFULNESS AND HAPPINESS AT THE WORKPLACE: CHALLENGES, AND OPPORTUNITIES

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1. ABSTRACT:

In this fast-moving and competitive environment, organizations leading from the front to create an ambiance of happiness, engagement, and ownership are the most successful organizations. Efficiency and productivity at the workplace play an important role in overall growth on a sustainable basis. These are indirectly proportional to the happiness and mindfulness of the people involved in the production and process but directly related to the happiness and satisfaction of a job well accomplished for a leader. Efficient and mindful leadership channelize things in proper order to bridge the gap. Impregnating the minds of the workforce for the transformation of the workplace as a place of worship is the approach of mindful leaders. Mindful leadership is the perfect combination of strategists and coaches who focus on building a team to win the game, focus more on driving people, understanding their feeling, and the ability to extract the best out of individuals. A leader's role is to lead by example and emotionally connect, challenging the employees to think and act. Happiness at the workplace is the outcome and to reach the destination mindfulness is the route. Happiness encourages creativity. Happy employees have better analytical abilities, are better at handling adversity, and can be trusted as a part of a branding strategy. The focused approach of a leader is the instrument that makes things happen. The pyramid's apex is happiness, the visible and open faces indicate mindfulness, and the base is not quite visible but holds every activity together representing mindful leadership. Attentiveness is the determination of aligning all resources to meet the organization's goals. It's like internalizing the company vision and mission, owning it, and making work your religion, making it the purpose of your life. Employees who practice being mindful are more likely to show greater acceptance of colleagues without reactivity and enhance positive interpersonal relationships.

2. **KEYWORDS:** Mindfulness, leadership, workplace, happiness.

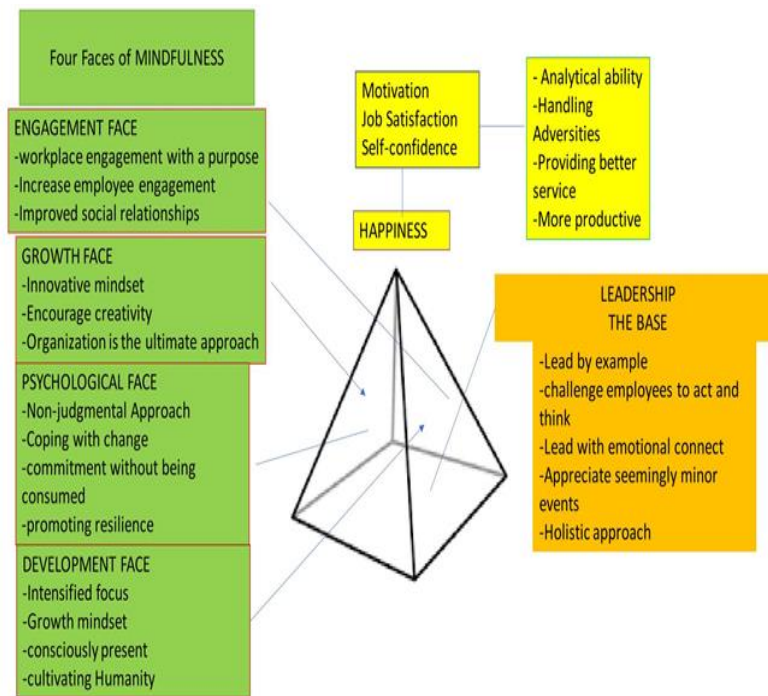
3. INTRODUCTION

Mindfulness requires people to accept all thoughts and situations as they come. It does not imply agreement, but it requires nonjudgmental acceptance. Accepting situations can promote change and adaptation. Being heedful at the workplace involves paying attention to what is going on around you and what is going on for you internally, being mindful involves being consciously present in the task you are doing.

The leader's focus is to encourage mindfulness at work. He must lead by example and encourage people to think big. Appreciate seemingly minor events. Lead with emotional connection. Advertent leaders have a high level of self-understanding and are not scared to have an open mind and an open heart. They possess a strength of character that enables them to make sound ethical decisions Many people may be resistant to the idea of mindfulness due to their perceptions of it. As a leader, you can help change how your employees view mindfulness so that they may be more willing to try it. It's not always that the leader has a free hand and is at liberty to make things happen in his own way. the real challenge he faces in the form of a 'clash of values', bound by regulations and most importantly calculated risk factors that makes the leader most vulnerable. A study of two different organizations was done based on the available resources, and the prevailing external and internal environment with a focus on mindfulness, and how leadership brought transformation to the organization. The first one is an Alloy steel plant that was shut down for quite some time for making losses for years together. With a focused approach how from the clutches of negativity positivity could be drawn and how a mindful leader could channel the resources and make the team members realize their own potential. Mindful leadership could bring the alloy steel-making unit to a break-even level in February 2015. The other unit is always a vibrant organization making profits on a sustainable basis. Not on the expected lines, somehow things were stalled in 2016, and heavy investments put into expansion projects were not seeing the light of day. Delayed technical and financial decisions and demoralized team spirit resulted in a nosedive in the profitability of the organization. Yet again mindful leadership challenged the team members to think and act and lead with emotional connections. Quick results could be envisaged, and the organization was brought back on track within one-and-a-half-year time.

3.1 Mindfulness Pyramid:

Mindfulness and happiness may not be the same as engagement, but they are related concepts. Engaged people may not always be happy, but they are satisfied with what they do and are often willing to work harder, making your business more profitable. Mindfulness can help people connect their individual actions and purpose with the purpose of the organization. Mindfulness in the workplace is important for job satisfaction and motivation, enhanced employee engagement, and coping with change.



1.1 Conceptual Framework

3.2 Definition and conceptualization of mindfulness and happiness:

Mindfulness is a state of active and open attention to the present moment. It involves being aware of and accepting one's thoughts, feelings, and bodily sensations without judgment or distraction. Mindfulness is often associated with practices such as meditation and yoga, but it can also be integrated into daily life activities. Happiness is a subjective state of well-being characterized by positive emotions such as joy, contentment, and satisfaction. It involves feeling fulfilled and satisfied with one's life and the circumstances surrounding it. Happiness can be influenced by a range of factors, including social and economic status, relationships, and personal values and beliefs.

In the context of the workplace, mindfulness can be conceptualized as a way for employees to cultivate greater awareness and focus, reduce stress and anxiety, and improve their overall well-being. By developing mindfulness skills, employees may be better equipped to manage work-related stressors, improve their concentration and decision-making abilities, and enhance their interpersonal communication skills. Similarly, happiness in the workplace can be conceptualized as the experience of positive emotions and satisfaction in one's work and work environment. When employees feel happy and fulfilled at work, they may be more motivated and engaged, which can lead to increased productivity, better job performance, and higher job satisfaction. Organizations can support mindfulness and happiness in the workplace by providing resources and training on mindfulness practices, promoting work-life balance, and fostering a positive and supportive work culture. By prioritizing employee well-being, organizations may be able to create a more positive and productive work environment for everyone involved.

3.3 Benefits of Mindfulness in the Workplace and Business

Mindfulness has a multitude of benefits for workplaces and businesses. Mindfulness-based processes are thought to affect employee performance and well-being. These include response flexibility, decreased rumination, and empathy, affect regulations, increased self-determination and persistence, improved working memory, and more accurate affective forecasting. Benefits of mindfulness in the workplace also include improvements in task commitment, and enjoyment of work. Let's have a look at some of the work-related benefits of mindfulness in some more detail:-

- **Improved social relationships.**

Mindfulness results in improved social relationships. Positive workplace relationships can have a significant impact. They buffer the effects of workplace stressors, promote thriving in employees, and foster communication, creativity, and citizenship behaviors. Research suggests that mindfulness promotes positive social connections in the workplace through a few integral mindfulness processes, but most especially empathy and response flexibility. Employees who practice being mindful are therefore more likely to show greater acceptance of colleagues without reactivity. The optimal functioning of organizations is, in many ways, dependent upon positive interpersonal relationships. Given that some studies have suggested that training in mindfulness may be linked to social connectedness, this highlights the important role that mindfulness may play in workplace relationships and the success of the organization.

- **Mindfulness and resilience**

A benefit of mindfulness in the workplace is that it promotes resiliency. Nominate two processes associated with mindfulness as being likely to foster resilience: affective regulation and persistence. Mindfulness helps individuals to approach others positively and, in addition, it protects them from the negative emotions and agitation of another person by regulating effect appropriately and decreasing reactivity in the workplace, resiliency is at the face of interpersonal or task-related stressors and is also a vital part of optimal work functioning.

- **Enhanced task performance**

Mindfulness also improves task performance. The way that mindfulness is implicated in workplace performance is dependent on the nature of the task, and the contextual factors of the work. Some mindfulness processes will beneficially affect a variety of types of jobs, whereas others are more specific (for example, for jobs with a lot of emotional content, decreased rumination and improved affective regulation may hold the key to performance). It has also been found that mindfulness is associated with fewer cognitive failures which suggest that mindfulness may therefore lead to improved workplace performance and fewer accidents.

- **Improved intuition**

Mindfulness also promotes an awareness of ‘gut feelings’ and it has been suggested that tapping into these intuitions may facilitate improved task performance when the level of expertise is high. Furthermore, mindfulness is also thought to promote better decision-making, with decision biases being less likely due to attention to internal and external stimuli and reduced heuristic processing.

3.4 Why is it Important?

Mindfulness in the workplace is important for a wide range of reasons. The first relates to how satisfied an employee is in their job – which clearly has implications for their well-being, psychologically, and emotionally.

- **Job satisfaction and motivation**

Affective events theory has been applied to mindfulness in the workplace by suggesting that mindfulness may be positively related to job satisfaction because mindfulness facilitates more adaptive appraisals of work stressors. In other words, when something challenging happens at work, a mindful employee will not simply react and judge what is happening emotionally, rather they will consider it with a more adaptive stance. Therefore, by construing the stressor at work with a more proactive approach, the employee will also be more satisfied in their work.

- **Work stress and mindfulness**

Another reason why mindfulness is important is that it can help combat and manage employee stress. Chronic stress is a widespread problem in society, perhaps most especially at work.

According to the National Institute for Occupational Safety and Health (1999), 26% of workers say that they are “often or very often stressed at work”. Workplace stress has a significant impact not only on individuals but also on the effectiveness of organizations. Going back all the way to 1990, workplace stress cost American businesses as much as \$150 billion every year... Mindfulness training has proven benefits for employee health and wellness, including helping decrease workforce stress and build resilience.

- **Leadership development**

Mindfulness can even help improve high-potential development in business. In 2013, 35% of the total spending on training in US organizations went on leadership development. However, despite this expenditure, three-quarters of all CEOs still nominate leadership development as a top business concern. A lack of self-awareness is found to be the single biggest factor in the derailment of high-potential leaders. Thus, given that awareness of self and others is a component of mindfulness, increasing mindfulness will also be associated with increased self-awareness. This also suggests that mindfulness plays a role in the success of high-potential employees, and the effectiveness of processes that organizations have in developing high potential.

- **Enhanced employee engagement**

Mindfulness is also important in the workplace because it can enhance engagement and decrease burnout. It is shown that employees' investment in their jobs is associated with greater employee satisfaction, lower intention of turnover, and increased organizational citizenship behaviors. This employee engagement has been linked to mindfulness. Mindfulness has been shown to relate both to increased performance and decreased intention of turnover. Mindfulness programs may enable organizations to foster employee engagement and commitment, especially in the case of high-stress and high-burnout jobs.

4 Mindfulness and Happiness in the Workplace

Mindfulness, emotional intelligence, and happiness may not be the same thing as engagement, but they are related concepts. Engaged people may not always be happy, but they have a sense of satisfaction about what they do and are often willing to work harder, making your business more profitable. But how do they become engaged? Mindfulness is one way - it can help people connect their individual actions and purpose with the purpose of the organization. And emotional intelligence is the leadership quality that's required for managers and executives to help employees become more mindful, purpose-driven, and engaged so that they can - you guessed it - be happy. So, where do we start? How can you change your company's culture to build these three components of an engaged workplace culture? Here are a few ideas.

- **Purpose Before Paycheck**

The purpose is a key driver of not just employee engagement but engagement with your brand in general. Engagement is all about emotional and psychological connections with a brand, product, or company. In its study of customer engagement, Gallup found that engaged customers were worth 23% more in terms of wallet share, profitability, revenue, and relationship growth than those who were less engaged. Likewise, engaged employees report higher levels of job satisfaction and are easier to retain.

- **Mindfulness of what matters**

One area of personal and professional growth that many organizations are focusing on is mindfulness and mindful leadership. "We live in an era of continuous partial attention," says Janice Marturano, Founder and Executive Director of the Institute for Mindful Leadership, and best-selling author of Finding the Space to Lead. Our brains grow accustomed to being on autopilot and that leads to disengagement.

- **Leading with Emotional Intelligence**

Another important component of employee engagement is emotionally intelligent leadership. Bill Benjamin, an emotional intelligence, performance, and leadership expert and partner at Institute for Health and Human Potential, says that "emotional intelligence is thinking under pressure about how to motivate and inspire people to do their best work."

4.1 Examples of Mindfulness in the Workplace

Applying principles of mindfulness can help employees feel more active and present, and they are therefore more productive. The following are examples of how to be more mindful in the context of a busy day at work.

- **‘Be consciously present’.**

Rather than simply behaving quite unconsciously, being mindful at work involves paying attention to what is going on around you, and also what is going on for you internally. Being mindful at work involves being consciously present in the task you are doing – for example, if writing a report, being mindful means that you give that task your full attention.

- **‘Use short mindful exercises at work.’**

Practicing mindfulness regularly helps train the brain, such that the brain can then drop into a mindful state easier. It also optimizes the brain’s functioning. However, obviously, in the workplace, it may be impossible to set aside 30 minutes or so to engage in mindful exercise.

- **‘Slow down to speed up.’**

Slowing down, or even stopping, can help workers become more efficient, productive, happier, resilient, and healthy at work. In other words, the mindful way of working is to slow down and reflect. It is somewhat counter-intuitive, but slowing right down actually makes us more productive and efficient.

- **‘Feel gratitude’**

An example of mindfulness is being grateful. Being mindful of the things that are going well at work can also help develop resilience too. Be grateful for the little things, and even the challenges that come with the inherent nature of work.

5 The role of leadership

In introducing mindfulness to the workplace, senior management plays an important role. Not only playing the physical role, but it is also necessary for managers in the organization to take ownership of the initiative, discuss it, and answer any questions about it. It is a good idea to implement ‘taster’ sessions – not everyone finds mindfulness beneficial, and it has been shown that the most productive workplace programs are those in which employees ‘opt in’. It is also important for an experienced and skilled practitioner to conduct mindfulness sessions. To introduce mindfulness, “recruit internal champions”. In other words, in the introductory phase, these chosen employees can be ‘visible’, endorse the mindfulness training and encourage their colleagues to take part. These employees may host and reinforce the regular mindfulness sessions after the initial formal training period.

To promote mindfulness practice, encourage staff to take regular breaks including a proper lunch break. Completely detaching from work, even if only for 15 minutes, means staff can concentrate and also be more alert and refreshed.

6 Ways to Encourage Mindfulness at Work

The Forbes Coaches Council (2018) has put forward 14 suggestions for ways to encourage mindfulness in the workplace.

Lead by example – In other words, be what you are asking others to become. Take the time to practice mindfulness yourself at work, and you will encourage others to do so.

Give people time to dream – Cultivating mindfulness and a sense of peace, even though daydreaming, can lead to ideas that are beneficial and potentially revenue-raising.

Look at your response from another's point of view – This involves making sure you are clear, calm, and confident when sending an email, making a phone call, or beginning a meeting. Take the perspective of others in workplace interactions into consideration.

Ask challenging questions – Challenge employees to act and think.

Get up and take a break – Step away from the desk. Look away from the computer. Also, let your team see that you take breaks, and they will feel more comfortable doing so too.

Teach people how to practice mindfulness – This can also raise the overall level of consciousness in the workplace.

Notice the little things around you – Appreciating seemingly minor events or stimuli is one way to encourage mindfulness.

Lead with emotional connection – Be emotionally present and address emotional blocks to fully understand the reality of others and develop an emotional alliance in order to help people overcome challenges.

7 OBJECTIVES OF THE STUDY

- To improve mindfulness and happiness at the workplace.
- To achieve this objective, it is important to understand the challenges and opportunities.
- To be mindful, employees need time and space to reflect, which may be difficult to find in a busy workday.
- To foster happiness, it's important to create a positive work environment that values employee well-being.
- To encourage mindfulness and happiness, it's also important to foster a sense of community and connection among employees.

8 REVIEW OF LITERATURE

- **Shalini Bahl et al (2008).**

Mindfulness affects cognitive, affective, and behavioral outcomes on the individual level such as creativity, and physical and psychological well-being 'Mindfulness offers the potential of replacing mindless consumption with mindful consumption. The pivotal benefit of mindfulness is "disengaging individuals from automatic thoughts, habits, and unhealthy behavior patterns" (Brown and Ryan 2003), thereby reinforcing the realization that many matters of daily human psychology (attention, thoughts, narratives, feelings, preferences, decisions, behaviors, etc.) are selections unto themselves. Once the consumer realizes he/she has selected these, he/she becomes free to make a different selection We define mindful consumption as the ongoing practice of paying attention, with acceptance, to internal stimuli (bodily sensations, emotions, and thoughts) and external stimuli and their effects on the consumption process. Consistent with the essence of mindfulness, we suggest that mindful consumption is an inquiry-based process that endows consumers with awareness and insight to choose their responses rather than react blindly or habitually.

- **Theresa M. Glomb et.al (2011).**

In this chapter, we argue that state and trait mindfulness and mindfulness-based practices in the workplace should enhance employee outcomes. First, we review the existing literature on mindfulness, provide a brief history and definition of the construct, and discuss its beneficial effects on physical and psychological health. Second, we delineate a model of the mental and neurobiological processes by which mindfulness and mindfulness-based practices improve the self-regulation of thoughts, emotions, and behaviors, linking them to both performance and employee well-being in the workplace. We especially focus on the power of mindfulness, via improved self-regulation, to enhance social relationships in the workplace, make employees more resilient in the face of challenges, and increase task performance. Third, we outline controversies, questions, and challenges that surround the study of mindfulness, paying special attention to the implications of unresolved issues for understanding the effects of mindfulness at work. We conclude with a discussion of the implications of our propositions for organizations and employees and offer some recommendations for future research on mindfulness in the workplace.

- **Ellen Choi et.al (2022)**

Mindfulness has grown from an obscure subject to an immensely popular topic that is associated with numerous performance, health, and well-being benefits in organizations. However, this growth in popularity has generated a number of criticisms of mindfulness and a rather piecemeal approach to organizational research and practice on the subject. To advance both investigation and application, the present paper applies The Balance Framework to serve as an integrative scaffolding for considering mindfulness in organizations, helping to address some of the criticisms leveled against it. The Balance Framework specifies five forms of balance: 1) balance as tempered view, 2) balance as mid-range, 3) balance as complementarity, 4) balance as contextual sensitivity, and 5) balance

among different levels of consciousness. Each form is applied to mindfulness at work with a discussion of relevant conceptual issues in addition to implications for research and practice.

- **Christopher J. Lyddy et.al (2016)**

Mindfulness training is now commonly offered as professional development for health care practitioners. Understanding how healthcare practitioners adopt mindfulness practices is limited, which poses a hurdle to the development of effective mindfulness training programs. To explore how health professionals, use and perceive mindfulness practices at work, we conducted an exploratory qualitative study at a large multi-component inner-city health system. All participants were self-selected health professionals who attended at least one mindfulness training. Training content was derived from the Tergar Meditation Community's nonsectarian Joy of Living program and focused on calming the mind using a flexible and broadly applicable approach. Transcribed interview data were examined using thematic analysis. Interviewees' experiences overall suggest that the workplace presents a relatively challenging but nonetheless viable environment for being mindful. Healthcare workers relied on more informal practice models than on formal meditation practice routines while at work. Factors reported by some individuals to inhibit effective mindfulness practice supported mindfulness for others, and overall displayed equivocal effects. Adoption and integration of mindfulness practices within the workplace are feasible yet vary significantly by practice type, situation, and individual. A greater understanding of how individuals adopt workplace mindfulness training could improve future intervention research while clarifying optimal mindfulness training approaches.

- **Micheal L. Shier et.al (2011)**

Subjective well-being (SWB), the social scientific concept of happiness, is analyzed in social work practitioners in relation to the act and state of being mindful. From an initial survey of 700 social workers, we interviewed the 13 respondents with the highest SWB scores: a cohort that can teach us much about creating and sustaining SWB. Respondents affirmed that being mindful affected their overall SWB, but also suggested there were particular aspects of their life about which they needed to be mindful. These included reflecting on and developing a personal identity, thinking about issues related to control and openness, being aware of oneself internally and externally, reflecting on pivotal moments in one's life, and maintaining a balance between work and personal life. Concluding remarks describe the interrelationship between personal life and work for social workers, indicate ways to incorporate this research into the education and training of social workers, and suggest directions for future research.

9. RESEARCH METHODS:

The Study

The study aims to investigate the relationship between mindfulness and happiness in the workplace. It seeks to explore the challenges that individuals face when attempting to practice mindfulness in the workplace and the opportunities that exist for organizations to promote mindfulness practices.

The Sample:

The sample for this study consists of employees from the organizations considered for the case study. The participants are selected through a random sampling technique to ensure that the sample is representative of the population.

□ **The Design:**

This study employs a cross-sectional design, which involves collecting data at a single point in time. Participants are asked to complete a survey that assesses their mindfulness and happiness levels.

□ **The Variables:**

The independent variable in this study is mindfulness, which is operationalized as the practice of being present in the moment and fully engaged in one's experiences. The dependent variable is happiness, which is operationalized as a positive emotional state characterized by contentment, joy, and satisfaction.

□ **Hypothesis:**

Hypothesis 1: There is a positive relationship between mindfulness and happiness in the workplace.

Hypothesis 2: Individuals who practice mindfulness in the workplace report higher levels of happiness than those who do not.

□ **The Tools:**

The tools used in this study include a survey. The questionnaire assesses mindfulness and happiness levels. The survey is adapted from established measures of mindfulness and happiness and includes items that are relevant to the workplace context.

10. RATIONALE OF THE STUDY

The topic "Mindfulness and Happiness at the Workplace: Challenges and Opportunities" are relevant and important because work is a significant part of people's lives, and it can have a significant impact on their mental health and well-being. Many people spend a large part of their waking hours at work, and if the work environment is stressful, unfulfilling, or unsupportive, it can lead to burnout, anxiety, depression, and other mental health problems.

Mindfulness, which involves paying attention to the present moment and being aware of one's thoughts and feelings without judgment, has been shown to be an effective way to reduce stress, improve well-being, and enhance emotional resilience. Incorporating mindfulness practices into the workplace can help employees cope better with stress, improve their focus and productivity, and enhance their overall satisfaction with their work.

In addition, promoting happiness at the workplace is also essential as it not only benefits the employees but also the organization. Happy employees tend to be more engaged, productive, and loyal, leading to better job performance and higher levels of job satisfaction. However, implementing mindfulness and happiness practices in the workplace can be challenging, and there may be several barriers that need to be overcome, such as resistance from employees and management, lack of time and resources, and cultural barriers. Therefore, it is essential to explore the challenges and opportunities associated with promoting mindfulness and happiness in the workplace to develop effective strategies that can enhance the well-being of employees and the organization.

11. CASE STUDY

Management basically is managing the situation in the most suitable way with the use of available resources in the most appropriate and diligent way to get maximum efficiency with the usage of said resources. The importance of resources and their uses depends on the pertaining conditions and the art of using them effectively. For a manufacturing industry like the steel sector, the resources are raw materials, machines, equipment, and money, not to forget the most important resource which is technology. Theoretically, it is called an intangible asset, but the fact remains in the long run you need to be updated in technology too like any other software update which happens overnight. you cannot play with technology. old must go mercilessly and new is to be adopted fearlessly. But on the other hand, even though you are equipped with new technology, high-quality raw material at your doorstep, and well-maintained tools, machines, and equipment on the shop floor, the man behind these all are not ready with a positive attitude, determined approach, and required skill and knowledge it does not take much time for a nosedive deep into the crisis of point of no return situation. We would elaborate and analyze two altogether different situations where the mindfulness and focused approach of the leader could drive the team to realize their true potential, and the credit goes to the team spirit, synergy dedication, and the feeling of ownership that could be extracted from each individual team member to work together with a common goal to make things happen.

CASE 1:

- **The plant is one of the oldest Alloy steel plants in India.**
- **Plant under shutdown for almost 2 years incurring losses due to high cost of production and scarcity of input material.**

FOUR FACES OF MINDFULNESS

Engagement Face: Engaged work is most the productive worker. And if the purpose is clear productivity and efficiency will increase multifold. The mindful leader brought the situation of now or never and he had clarity in his mind, together we can make a difference. The mindful leader gave a challenge to all to join hands in his mission for the growth of individuals, the unit, and society.

Growth Face: Innovative mindset and encouraging creativity- The leader could judge his team's ability with their creative approach and focused mindset. He could judge by his shop floor experience that the high-quality product that's being made here is because of the mindfulness of the man behind the machine and their patience and focus on the precision of the product. The organization is almost at a standstill position for more than a year and today extra efforts are being put in by the leader and his team. It's a feeling of "organization is the ultimate "for every stakeholder.

Psychological Face: Despite resistance to change the team finally worked cohesively to build the lost fame of the organization. Once the focus has been made clear by the leader and the team was bent on raising the level of commitment.

Development Face: The mindfulness of the leader intensified and cultivated the growth mindset of every individual on the team.

Happiness: Once the production started and the marketing strategy started working as envisaged it was of motivation that the more, we do more will be self-confidence to accomplish the assigned job.

Leadership: The mindfulness of the leader coherently and convincingly indicated that failure would be owned by him, and success would be shared by all.

The leader made it a point to touch the emotional connection by praising the individual team members and the high-value and high-quality product this unit is making.

Constraints :

- loss-making unit
- Demotivated staff
- Political and union interference
- No production from the last 2 years
- No support from corporate setup

Contributing factors :

- Quality product
- Experienced staff to handle a crisis.
- Perfect ambiance for the manufacturing unit.

Steps taken:

- Team building
- Making them realize their potential.
- Meet the customer and book the orders.
- Procurement of input material from the local market at a lower price
- Inhouse scrap and other material salvaging strategies reduced the cost of production and sales of extra material added to the profit kit.
- With the economy of scale cost of production was contained and operational efficiency increased.
- More focus on high-value items.
- Optimum utilization of available plants and equipment of the unit.

Results:

- With a focused approach and mindfulness, the leader could draw positivity from the clutches of negativity.
- A mindful leader could channel the resources and make the team members realize their own potential.
- Mindful leadership could bring the alloy steel-making unit to a break-even level in February 2015

CASE 2:

- **Always a vibrant organization making profits on a sustainable basis.**
- **Things stalled in 2016. The heavy investment put into modernization and expansion was not seeing the light of day.**
- **Delayed technical and financial decisions and demoralized team spirit resulted in a nosedive in the profitability of the organization.**

Engagement Face: The mindfulness of the leader through his HR initiatives, like continuous interaction with young engineers, giving responsibility and a free hand to middle-level managers, conducting various workshops involving the Indian Institute of Metals focusing on specific and burning shop floor issues, shift-wise regular meetings with representatives from interdepartmental, outside agencies and people involved in expansion projects made the workplace engagement of all with a purpose to complete the project works in a targeted time of July 2018.

Growth Face: Some of the situations were so challenging for the leader to take a risk so as not to hamper the energetic team spirit of young lady engineers or to keep himself in the safe zone. But the gut feeling and confidence level of the young kids made him convinced that we should wholeheartedly support and let them do the cabling job which was otherwise to be done by a Chinese team which might delay the whole process by another fortnight. The whole night the team worked and yet another milestone of starting of new steel-making unit on the last day of the financial year 2017-18 was made possible.

Psychological Face: The mindful leader observed that it is not the demotivation factor that made things get into a slow pace, it was just a directionless situation he needs to tackle. So, the first thing he did was put the right man in the right place and managerial commitment to issuing risk purchase action to stalled project works.

Development Face: The continuous clearances, fast-moving work at different sites, and starting of new units one after another have visibly made clear the intensified growth and development face of the organization.

Happiness: It was the patience and mindfulness of the leader that in three months' visible glow and happiness could be seen on the team which made the ball rolling at a much higher pace. The systematic and planned approach of the team has made the timely start and commissioning of new units one after another.

Leadership Base: The ability to lead from the front comes from quick learning of experience or past mistakes. His focus was more on "success through people" than focusing on technological aspects.

Constraints:

- Modernization and expansion projects delayed.
- Major breakdowns in old units
- Demoralized team/directionless team
- High expectations from corporate setup and the Government of India

Contributing factors:

- A young team with an innovative idea.
- Team spirit to accomplish the job fast.
- Support from foreign partners.

Steps taken.

- Right man at the right place
- Risk purchase action for most of the stalled projects
- Identifying the areas for maximizing the revenue, reducing the cost of production
- Highest priority to maintenance and equipment health by paying attention to deteriorating equipment health and ensuring technological discipline to minimize unexpected breakdowns was strategically planned and executed.
- Increasing the sales of secondary products and disposal of idle assets:

Results:

- Project completion and then ramp-up of production.
- Major maintenance jobs executed in the working units.
- Around 55 packages of the project were completed in two years.
- PAT was just 2 crores in 2016-17. It raised to 656 crores in 2017-18 and then there was continuous improvement in the performance of the unit in all areas of the plant.

12. CONCLUSION

- Based on the current understanding of mindfulness and its effects on happiness, there is significant potential for mindfulness to be utilized as a tool for enhancing workplace well-being. Research has shown that mindfulness practices can help individuals, increase resilience, improve focus and cognitive performance, and enhance emotional regulation.
- However, incorporating mindfulness into the workplace can be challenging, particularly in environments that prioritize productivity and efficiency over employee well-being. To successfully implement mindfulness practices, organizations must create a culture that supports and encourages mindfulness, provide training and resources to employees, and ensure that mindfulness practices are integrated into the daily routines and workflows of the workplace.
- Additionally, it is important to recognize that mindfulness practices are not a one-size-fits-all solution and may not be effective for everyone. Organizations must take into account individual differences and tailor mindfulness programs to meet the needs and preferences of their employees. Overall, mindfulness has the

potential to significantly enhance workplace well-being and happiness, but successful implementation requires a comprehensive and thoughtful approach that takes into account the unique challenges and opportunities of each workplace.

13. SUGGESTIONS AND IMPLICATIONS

- Mindfulness is the practice of being present and fully engaged in the current moment.
- Incorporating mindfulness in the workplace can lead to increased happiness and productivity among employees.
- However, there are challenges to implementing mindfulness practices in the workplace, such as time constraints and resistance from employees.
- One opportunity to overcome these challenges is to start with small, simple mindfulness exercises and gradually incorporate more complex practices.
- Another opportunity is to provide education and resources to help employees understand the benefits of mindfulness and how to practice it effectively.
- It's important to also create a workplace culture that supports and encourages mindfulness, rather than viewing it as a "soft" or "optional" skill.
- Mindfulness can also help reduce stress and improve overall well-being, leading to lower rates of absenteeism and turnover.
- Additionally, mindfulness practices can improve communication and collaboration among team members, leading to a more positive work environment.
- Ultimately, the benefits of mindfulness in the workplace are numerous and can lead to a more engaged, productive, and satisfied workforce.

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