



Article

Mindfulness-Based Management: A Psychological Framework for Reducing Workplace Stress and Enhancing Productivity

Article History:**Name of Author:**

Sindhu Guruprasad¹, Vidya Hulkund²
and Akshay Ladda³

Affiliation:

¹Assistant professor, CBSMS, Bangalore
University, Bengaluru, India

²Assistant professor, CBSMS, Bangalore
University Bengaluru, India

³Research Scholar, Global Academy of
Technology (VTU), Bengaluru, India

Corresponding Author:

Sindhu Guruprasad

(sindhumanja@gmail.com)

How to cite this article:

Sindhu Guruprasad, et, al,
Mindfulness-Based Management: A
Psychological Framework for
Reducing Workplace Stress and
Enhancing Productivity. *J Int Commer
Law Technol.* 2025;6(1):1782–1788.

Received: 30-10-2025

Revised: 10-11-2025

Accepted: 01-12-2025

Published: 23-12-2025

©2025 the Author(s). This is an open access
article distributed under the terms of the
Creative Commons Attribution License
(<http://creativecommons.org/licenses/by/4.0>)

Abstract: Mindfulness-based management represents an emerging organizational approach that integrates principles of mindfulness psychology with contemporary management techniques to foster healthier and more productive workplaces. As workplace stress, burnout, and digital overload continue to rise, the implementation of deliberate managerial strategies becomes increasingly vital. This paper examines the psychological foundations, mechanisms, and outcomes of mindfulness management, with particular emphasis on stress reduction and productivity enhancement. It demonstrates how mindfulness supports attentional control, emotional stability, cognitive flexibility, and resilience, acting as protective factors against occupational stress. Furthermore, the study elucidates how mindfulness improves task performance, creativity, decision-making, and engagement through processes such as self-regulation, reduced rumination, and enhanced focus. A conceptual model is presented to illustrate the relationship between mindfulness practices, work stress reduction, and increased productivity. The paper also proposes research hypotheses for empirical testing and offers practical recommendations for leaders seeking to incorporate mindfulness into organizational culture. In summary, it provides a comprehensive psychological framework and strategic guidance aimed at promoting sustainable performance within modern organizations.

KEYWORDS: Organizational Citizenship Behaviour, Perceived Organizational Support, Work Engagement, Job Performance, Women Faculty in Higher Education.

INTRODUCTION

Modern organizations face rapid technological advances, rising performance expectations, and increased psychological pressures, leading to widespread workplace stress that affects health, efficiency, and sustainability. Employees experience ongoing stress, digital overload, and emotional fatigue from heavy workloads and nonstop connectivity (American Psychological Association, 2023). To combat this, organizations adopt strategies

like mindfulness-based management, which integrates mindfulness principles into leadership to improve emotional regulation, cognitive flexibility, and stress reduction (Kabat-Zinn, 1994; Creswell, 2017). Systematic reviews confirm mindfulness programs reduce burnout and enhance well-being (Good et al., 2016; Lomas et al., 2019). Mindful leadership fosters attentiveness, empathy, and non-reactivity, creating psychologically safe environments that help employees manage stress

and respond thoughtfully (Dietz & Scheel, 2017; Hülshager et al., 2013). It addresses stressors like role overload and technostress, which traditional management often exacerbates. Instead, it promotes awareness, reduces rumination, and improves attention, aligning with human-centered leadership that balances well-being with productivity (Brown & Ryan, 2003; Avolio et al., 2018). In modern workplaces, mindfulness enhances focus, reduces mind-wandering, fosters prosocial behaviors, strengthens team cohesion, and encourages innovation (Shapiro et al., 2006; Dane & Brummel, 2014; Glomb et al., 2011). Despite its popularity, mindfulness lacks a comprehensive theoretical framework beyond individual meditation studies. This paper proposes a psychological framework linking mindfulness practices with reduced workplace stress and increased productivity, emphasizing its importance for creating healthier, resilient workplaces for the digital age.

BACKGROUND OF MINDFULNESS-BASED MANAGEMENT

The modern workplace has changed due to globalization, digitalization, and evolving work patterns, increasing psychological demands on employees and making stress a key challenge for organizations. Common issues include chronic stress, burnout, emotional exhaustion, cognitive overload, and declining mental health, especially in tech-driven sectors (American Psychological Association, 2023). To stay competitive, companies expect constant connectivity, quick decisions, multitasking, and adaptability, emphasizing management strategies that boost productivity while protecting well-being. Mindfulness-based management has gained popularity as a framework combining mindfulness principles with leadership and organizational practices (Ahamed et al., 2023).

Originating from ancient traditions like Buddhism (Kabat-Zinn, 1994), mindfulness is now scientifically validated, showing benefits such as improved attention, emotional regulation, cognitive flexibility, and resilience—crucial for handling stress (Brown & Ryan, 2003; Creswell, 2017). In organizations, mindfulness links to reduced burnout, higher job satisfaction, better task performance, and healthier relationships (Good et al., 2016; Hülshager et al., 2013). Initially, mindfulness was introduced via interventions like MBSR, but later research emphasized its integration into leadership, culture, communication, and work design, leading to the development of mindfulness-based management (Glomb et al., 2011). Leaders are encouraged to demonstrate behaviors like attentive listening, emotional awareness, deliberate decision-making, and nonreactive communication. Cultivating mindfulness helps employees manage stress,

emotions, and focus. This approach also reflects a shift in productivity views—moving beyond efficiency and control to include cognitive, emotional, and social factors. Mindfulness improves cognitive performance by reducing mind-wandering, enhancing attentional stability, and increasing metacognitive awareness, leading to better performance, creativity, and decision-making. It also fosters deeper work engagement by boosting intrinsic motivation and reducing stress distractions (Lomas et al., 2019).

Stress reduction is key for how mindfulness improves organizational outcomes. Chronic stress impairs memory, focus, and problem-solving. Mindfulness strengthens the prefrontal cortex and reduces amygdala activity (Creswell, 2017). Practicing mindfulness lowers stress, negative feelings, and boosts resilience. For organizations, it means less absenteeism, turnover, and more organizational citizenship. Leaders play a crucial role by demonstrating skills like attentive listening, empathy, and self-control, fostering psychologically safe environments (Avolio et al., 2018; Dietz & Scheel, 2017). These environments reduce fear-driven stress, promote collaboration, and diminish conflicts. Mindful leadership also supports balanced decisions and healthier team dynamics, especially in fast-paced settings. Organizational culture that values reflection, well-being, and openness enhances mindfulness adoption. As Good et al. (2016) highlight, mindfulness influences norms by encouraging respectful communication and pacing, reducing multitasking stress. Cultures grounded in mindfulness inspire employees to take breaks and approach challenges with curiosity. While technology boosts productivity, it also causes technostress—leading to anxiety and overload (Tarafdar et al., 2019). Mindfulness helps manage technostress by improving digital regulation, maintaining focus, and reducing compulsive tech use, balancing productivity and mental health. This research underscores mindfulness's role in addressing workplace psychological issues. Incorporating it into leadership can reduce stress, improve emotional health, strengthen relationships, and increase productivity. Based on psychology and organizational behavior, mindfulness-based management offers a valuable framework with significant implications. More research is needed to develop models explaining how mindfulness affects stress and productivity across organizations.

NEED FOR THE STUDY

Workplace stress increasingly concerns modern organizations, affecting employee well-being, performance, and sustainability. Despite initiatives like wellness programs, counseling, and stress workshops, employees still face high stress, emotional fatigue, and cognitive overload (Cooper &

Quick, 2017). Rapid digitization, growing job demands, competitive cultures, and constant connectivity heighten psychological strain. Current solutions often provide short-term relief rather than fostering resilience. A comprehensive, evidence-based strategy is needed to improve employees' mental resources and organizational effectiveness. Mindfulness-based management, defined as present-moment awareness without judgment (Kabat-Zinn, 2015), shows promise. It reduces stress, enhances well-being, and improves cognitive and emotional functions, decreasing anxiety, burnout, and negative thinking (Hölzel et al., 2011), while promoting attention, problem-solving, creativity, and productivity (Dane, 2011). Despite strong evidence, mindfulness remains underused in management, often seen as a personal wellness tool instead of an integrated strategy (Good et al., 2016). Organizations treat it as optional, limiting its strategic impact. A comprehensive framework is needed to show how mindfulness principles can inform leadership, team dynamics, and cultural change. Workplace stressors like information overload, digital distractions, and remote work require high attention and resilience. Mindfulness improves focus and emotional regulation, helping employees navigate uncertainty and complete tasks (Newport, 2016). It is more than wellness—it's a vital tool for boosting performance and managing modern work complexities.

The WHO (2019) labels burnout an occupational phenomenon and advocates systemic mental health strategies. Traditional stress management often misses internal mental patterns that generate stress. Mindfulness addresses these by cultivating awareness, acceptance, and coping strategies, aligning with global mental health goals. Research on Indian workplaces is needed, given their unique challenges—hierarchies, high power distance, competition, long hours, and work–family conflicts (Huang et al., 2022)—which increase stress and reduce engagement. Despite India's contemplative traditions, studies on organizational mindfulness are limited. Developing a culturally relevant model could improve well-being and productivity. Leaders now must foster safe environments, manage complexity, and support well-being. Mindful leaders tend to be emotionally intelligent, ethical, and transparent (Reb et al., 2020). Still, systems for embedding mindfulness into management are scarce. This study presents mindfulness as a strategic leadership skill. It improves accuracy, creativity, decision-making, and attention (Schaufeli, 2021), especially in high-pressure environments by reducing cognitive load and clarifying thinking. It also enhances relationships, reduces conflicts, and fosters collaboration, with mindful employees showing greater empathy and patience (Shapiro et al., 2006), contributing to healthier organizations.

RATIONALE OF THE STUDY

This study explores the link between workplace stress and modern organizational demands. Today, organizations expect employees to be adaptable, emotionally stable, flexible, and resilient. Traditional management emphasizes external controls like supervision and performance metrics, often ignoring psychological factors that influence behavior and productivity. Mindfulness shifts focus inward, helping employees manage thoughts and emotions, aligning with theories on self-awareness and motivation vital for performance. Integrating mindfulness into management combines psychological insights with organizational practices, forming a comprehensive HR model. While much research exists on mindfulness in psychology, its management application is developing, often focusing on individuals rather than leadership or organizational systems. A conceptual framework can connect mindfulness, stress reduction, and productivity, guiding evidence-based practices like mindful leadership, communication, stress management, and resilience programs. This research is societally important because workplace stress impacts mental health, family life, quality of life, and costs from absenteeism. A mindfulness framework can improve well-being, organizational efficiency, and societal progress. Overall, this work highlights the importance of a mindfulness-based management model to reduce stress and boost productivity in today's organizations.

THEORETICAL BACKGROUND

Theories from psychology, HR, neuroscience, leadership, and organizational behaviour support the emphasis on mindfulness in organizations. These explain how mindfulness influences employees' thoughts, feelings, and actions, leading to less stress and higher productivity. This section integrates these theories into a unified framework for mindfulness-based management.

Mindfulness Theory

Mindfulness Theory, from Eastern traditions and popularized by Kabat-Zinn's MBSR, defines mindfulness as a deliberate, present-focused awareness with openness and without judgment (Kabat-Zinn, 2015). It enhances attentional control, sensory perception, and reduces automatic stress responses, helping employees engage actively with work challenges instead of reacting impulsively, thus lowering stress. The theory highlights self-regulation of attention and openness to experience: attention regulation helps focus and avoid distractions, while openness fosters acceptance and reduces resistance (Shapiro et al., 2006). In organizations, these processes promote emotional stability, cognitive flexibility, and better interactions.

Conservation of Resources Theory (COR)

The COR Theory states that people seek to acquire, maintain, and protect resources (Hobfoll, 2011). Work stress occurs when these resources are threatened or insufficient to meet demands. Psychological resources like resilience, emotional stability, and attentional capacity are vital for reducing stress. Mindfulness improves these by fostering clarity, self-awareness, and flexible coping, conserving mental energy by reducing rumination and enhancing recovery (Good et al., 2016). Thus, COR Theory explains how mindfulness prevents resource depletion and burnout.

Job Demands–Resources (JD-R) Model

The Job Demands–Resources (JD-R) model links stress to a mismatch between job demands—like workload, deadlines, and role conflict—and available resources such as support, autonomy, and coping skills. Demands cause stress, while resources boost motivation and performance. In this framework, mindfulness serves as a personal resource that helps employees manage demands, reducing emotional exhaustion, enhancing self-efficacy, and fostering motivation. This enables better coping with work challenges without resource depletion (Schaufeli, 2021). Integrating mindfulness into management can improve employee well-being and productivity.

Social Cognitive Theory

Bandura's Social Cognitive Theory emphasizes self-awareness, self-regulation, and observational learning as key in shaping behavior. Mindfulness boosts self-regulation by increasing real-time awareness of thoughts, feelings, and actions (Bandura, 1986). This awareness reduces impulsiveness, enhances emotional intelligence, and promotes deliberate actions. In leadership, mindful leaders stay composed, make ethical decisions, and communicate empathetically, influencing their teams through social learning. Hence, Social Cognitive Theory offers valuable insights into how mindfulness-based management can enhance organizational culture.

Self-Determination Theory (SDT)

Self-Determination Theory states that intrinsic motivation arises when people's needs for autonomy, competence, and relatedness are met (Ryan & Deci, 2017). Mindfulness boosts motivation by promoting self-awareness and aligning actions with values. Mindfulness-focused management encourages setting meaningful goals, full engagement, and authentic interactions, supporting motivation and performance. SDT links mindfulness to higher engagement and job satisfaction.

GAPS IN EXISTING LITERATURE

While awareness of mindfulness for well-being and productivity grows, most research focuses on personal practice rather than formal management strategies. Studies mainly assess individual mindfulness interventions, emphasizing stress relief, emotional regulation, and cognitive skills (Good et al., 2016; Hülshager et al., 2013). Although these benefits are clear for employees, little is known about how mindfulness can be systematically incorporated into managerial practices to impact organizational outcomes. Much research centers on short-term interventions in controlled environments, limiting understanding of long-term effects on workplace stress and productivity (Glomb et al., 2011; Reb et al., 2015). There is a gap in understanding the psychological pathways through which managerial mindfulness leads to results. Literature often assumes a direct link between mindfulness and performance, without exploring mediating factors like attentional control, emotional regulation, psychological safety, and rumination reduction—key to mindfulness-based management effectiveness (Virgili, 2015; Lomas et al., 2017). While some studies examine leadership mindfulness, empirical evidence on how structured practices, such as mindful communication and work design, impact employee well-being and performance across organizational contexts is limited (Kersemakers et al., 2018; Reb & Atkins, 2015). Most research occurs in healthcare, education, or labs, with few on corporate or knowledge-based sectors where stress and productivity are critical (Shonin et al., 2014). This limits applicability to modern organizations like in IT, service industries, or remote/hybrid work. Developing a framework that integrates mindfulness into managerial practices, uncovers psychological mediators, and measures effects on stress and productivity in real environments is essential. Such a framework will deepen organizational mindfulness understanding and guide practical interventions to boost employee well-being and performance.

RESEARCH OBJECTIVES AND RESEARCH QUESTIONS

This study explores how mindfulness-based management practices influence workplace stress and employee productivity through psychological processes. It sees mindfulness not just as a personal activity but as a management approach involving leadership, communication, and work design. The research examines how this approach affects attentional and emotional regulation, psychological safety, and rumination, contributing to stress reduction and productivity. It aims to develop a framework for organizations to adopt mindfulness to improve well-being and performance. The study looks at how practices like mindful leadership, communication, and work design impact regulation, whether these mediate the relationship between

mindfulness and stress, and their effects on task performance, engagement, and cognition. It also considers how these effects improve organizational

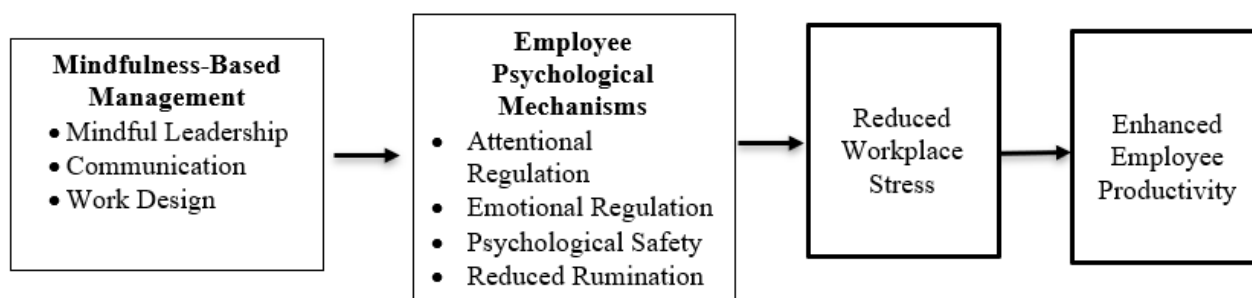
outcomes like efficiency, innovation, and absenteeism, filling gaps in theory and practice.

NARRATIVE CONCEPTUAL FRAMEWORK

This conceptual framework positions mindfulness-based managerial practices as the central organizational approach that triggers psychological mechanisms to improve employee well-being and performance. Instead of viewing mindfulness solely as a personal activity, it is regarded as a management system comprising leader behaviours, communication standards, and work-design policies that shape psychological processes (mediators) responsible for reducing workplace stress and increasing productivity. The framework also includes moderators to identify the conditions under which mindfulness interventions are more or less effective.

This study's framework illustrates how mindfulness-based management affects workplace stress and productivity by shaping psychological processes. It sees mindfulness as both an individual practice and a leadership philosophy embedded in management, communication, and work design. When managers show mindful behaviors, communicate with intent, and create supportive environments, employee cognitive and emotional functions improve, reducing stress and increasing performance. Central to this is mindful leadership, where leaders act with awareness, purpose, and stability, fostering a calm, fair workplace. Their interactions, like patient listening and calm decision-making, promote emotional stability and trust, reducing uncertainty and distress. Over time, employees adopt mindful strategies, mirroring their leaders. Mindful communication, emphasizing clarity, respect, and non-judgmental dialogue, reduces confusion and tension. Purposeful communication and careful listening help employees feel heard, lowering emotional strain and building harmony. Clear communication also prevents misunderstandings and small stressors from vague instructions. Mindful work design organizes workloads, schedules, digital communication, and rest to support focus, prevent overwork, and promote recovery. Practices like scheduled focus times, reasonable response times, and breaks reduce cognitive overload and give employees control. The three elements—leadership, communication, and work design—are linked to four psychological mechanisms: attentional regulation, emotional regulation, psychological safety, and rumination reduction. Better attentional control boosts focus and engagement; emotional regulation reduces reactivity; psychological safety encourages openness; and less rumination cuts conflicts and negative thoughts. These mechanisms decrease workplace stress, leading to less anxiety, burnout, and better well-being, thus increasing engagement and productivity. Less overloaded employees are more efficient, solve problems better, and collaborate, enhancing organizational health and a positive work environment. The framework shows how mindfulness-based management influences these processes to lower stress and improve productivity, positioning it as a systemic approach that can transform workplaces and foster sustainable employee outcomes.

CONCEPTUAL MODEL



MANAGERIAL IMPLICATIONS

A study on mindfulness-based management shows its importance for leaders and HR professionals. It emphasizes that mindfulness should extend beyond wellness programs into leadership behaviours, communication, and work design. Managers can promote mindfulness by modelling reflective decision-making, active listening, and emotional balance, fostering clarity, emotional regulation, and safety, which reduces stress and boosts productivity. Organizations can support this through structural changes like designated focus periods, clear digital communication rules, and encouraging breaks. Training managers in mindfulness can influence their teams, and HR policies should embed mindfulness into evaluation, performance, and engagement to make it sustainable. Mindfulness also improves team dynamics by promoting patience, openness, and safety, reducing conflicts, and enhancing performance. The framework suggests that organizational productivity depends on nurturing employee

well-being, with mindfulness leading to less stress, better focus, and ongoing innovation, higher retention, and greater satisfaction.

DIRECTIONS FOR FUTURE RESEARCH

While the conceptual framework offers a comprehensive model for understanding how mindfulness-based management influences organizations, there remain several avenues for future research. First, empirical studies are essential to verify the relationships outlined, particularly the mediating roles of psychological mechanisms such as attentional regulation, emotional regulation, psychological safety, and reduced rumination. Longitudinal research could explore the lasting effects of managerial mindfulness programs on stress and productivity, providing insights into their sustainability and how organizations adapt. Second, future studies might investigate how mindfulness management affects different industries, organizational sizes, and work environments, including remote, hybrid, and high-stress settings. This can identify contextual factors that facilitate or hinder the success of mindfulness initiatives. Third, although the current model focuses on employee outcomes, future research could extend to team and organizational results like innovation, citizenship, and workplace atmosphere. Examining how mindfulness practices interact with individual traits such as resilience, personality, or trait mindfulness can clarify how interventions work across diverse workforces. Lastly, investigating digital tools and technology-based mindfulness apps offers a promising research path, especially in knowledge-driven sectors with frequent digital distractions. Collectively, these directions will deepen understanding of mindfulness in organizational contexts and support the development of practical, evidence-based strategies to boost employee well-being and performance.

CONCLUSION

This study emphasizes mindfulness-based management as a strategic way to reduce workplace stress and improve employee productivity. As work environments become more complex and fast-paced, organizations need management practices that enhance performance while minimizing psychological strain. Mindfulness is seen as a broad managerial philosophy, influencing attention control, emotional stability, safety, and clarity of mind, rather than just a wellness program. Integrating mindfulness into leadership and work design helps build healthier, focused, and engaged teams. The analysis shows mindfulness management reduces stress by disrupting rumination, improving emotional regulation, and increasing present-moment awareness, which helps employees respond resiliently and prevents burnout. Better attention and flexibility also improve task performance and

creativity, supporting long-term sustainability and growth. It shifts perceptions of mindfulness from an individual skill to a collective management tool that enhances team cohesion and organizational effectiveness. Mindful leaders model emotional balance and empathetic communication, positively impacting culture. While rooted in theory, this framework encourages empirical validation of its pathways and long-term effects. Overall, it offers valuable insights for improving well-being and productivity, helping organizations face modern challenges, reduce stress, and unlock employee potential for sustained success.

REFERENCES

1. Ahamed, A. A., Patrick, H. A., Kareem, J., Mukherjee, U., & Napoleon, M. P. (2023). Organisational justice, job performance and work engagement: The mediating role of perceived supervisory support. *Review of Education*, 11(1), e3390.
2. American Psychological Association. (2023). *Work and well-being survey: Stress in America*. APA Press.
3. Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2018). Leadership: Current theories, research, and future directions. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 421–449.
4. Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Prentice Hall.
5. Brown, K. W., & Ryan, R. M. (2003). The benefits of being present: Mindfulness and its role in psychological well-being. *Journal of Personality and Social Psychology*, 84(4), 822–848.
6. Cameron, K. S., & Spreitzer, G. M. (Eds.). (2012). *The Oxford handbook of positive organizational scholarship*. Oxford University Press.
7. Cooper, C. L., & Quick, J. C. (2017). *The handbook of stress and health: A guide to research and practice*. Wiley-Blackwell.
8. Creswell, J. D. (2017). Mindfulness interventions. *Annual Review of Psychology*, 68, 491–516.
9. Dane, E. (2011). Paying attention to mindfulness and its effects on task performance in the workplace. *Journal of Management*, 37(4), 997–1018. <https://doi.org/10.1177/0149206310367948>
10. Dane, E., & Brummel, B. J. (2014). Examining workplace mindfulness and its relations to

- job performance and turnover intention. *Human Relations*, 67(1), 105–128.
11. Dietz, L., & Scheel, T. (2017). Leadership, mindfulness, and well-being. *Industrial and Organizational Psychology*, 10(1), 133–139.
12. Fredrickson, B. L. (2001). The role of positive emotions in positive psychology. *American Psychologist*, 56(3), 218–226.
13. Glomb, T. M., Duffy, M. K., Bono, J. E., & Yang, T. (2011). Mindfulness at work. *Research in Personnel and Human Resources Management*, 30, 115–157.
14. Good, D. J., Lyddy, C. J., Glomb, T. M., Bono, J. E., Brown, K. W., Duffy, M. K., Baer, R. A., Brewer, J. A., & Lazar, S. W. (2016). Contemplating mindfulness at work. *Journal of Management*, 42(1), 114–142.
15. Gross, J. J. (2015). Emotion regulation: Current status and future prospects. *Psychological Inquiry*, 26(1), 1–26.
16. Hobfoll, S. E. (2011). Conservation of resources theory: Its implication for stress, health, and resilience. *The Oxford Handbook of Stress, Health, and Coping*, 127–147.
17. Hölzel, B. K., Lazar, S. W., Gard, T., Schuman-Olivier, Z., Vago, D. R., & Ott, U. (2011). How does mindfulness meditation work? Proposing mechanisms of action. *Perspectives on Psychological Science*, 6(6), 537–559.
18. Huang, J., Li, Y., & Chen, X. (2022). Mindfulness and employee well-being in collectivist cultures. *Asia Pacific Journal of Management*, 39(3), 833–857.
19. Hülshager, U. R., Alberts, H. J., Feinholdt, A., & Lang, J. W. (2013). Benefits of mindfulness at work: The role of mindfulness in emotion regulation, emotional exhaustion, and job satisfaction. *Journal of Applied Psychology*, 98(2), 310–325.
20. Kersemaekers, W., Rupperecht, S., Wittmann, M., et al. (2018). Mindfulness-based interventions in organizations: A systematic review of the literature. *Frontiers in Psychology*, 9, 1–17.
21. Lomas, T., Medina, J. C., Ivztan, I., Rupperecht, S., & Eiroa-Orosa, F. J. (2017). Mindfulness-based interventions in the workplace: An inclusive systematic review and meta-analysis of their impact upon wellbeing. *Journal of Positive Psychology*, 12(6), 1–19.
22. Kabat-Zinn, J. (1994). *Wherever you go, there you are: Mindfulness meditation in everyday life*. Hyperion.
23. Kabat-Zinn, J. (2015). *Mindfulness for beginners*. Sounds True.
24. Kaplan, S. (1995). The restorative benefits of nature. *Journal of Environmental Psychology*, 15(3), 169–182.
25. Lomas, T., Medina, J. C., Ivztan, I., Rupperecht, S., & Eiroa-Orosa, F. J. (2019). The impact of mindfulness on well-being and performance. *Mindfulness*, 10(6), 1211–1230.
26. Newport, C. (2016). *Deep work: Rules for focused success in a distracted world*. Grand Central Publishing.
27. Reb, J., & Atkins, P. W. B. (2015). Mindfulness in organizations: A cross-level review. *Journal of Management*, 41(3), 1–33.
28. Reb, J., Narayanan, J., & Chaturvedi, S. (2020). Mindfulness at work: Antecedents, consequences, and challenges. *Organizational Behavior and Human Decision Processes*, 159, 51–64.
29. Reb, J., Narayanan, J., & Ho, Z. W. (2015). Mindfulness at work: Antecedents and consequences of employee awareness and absent-mindedness. *Mindfulness*, 6(1), 111–122. <https://doi.org/10.1007/s12671-013-0236-3>
30. Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Press.
31. Schaufeli, W. B. (2021). Burnout: A short socio-cultural history. *Burnout Research*, 10, 1–8.
32. Shapiro, S. L., Carlson, L. E., Astin, J. A., & Freedman, B. (2006). Mechanisms of mindfulness. *Journal of Clinical Psychology*, 62(3), 373–386.
33. Shonin, E., Van Gordon, W., Dunn, T., Singh, N. N., & Griffiths, M. D. (2014). Mindfulness and work: Impact of mindfulness training on well-being and performance in the workplace. *Journal of Occupational and Organizational Psychology*, 87(2), 294–309.
34. Virgili, M. (2015). Mindfulness-based interventions reduce psychological distress in working adults: A meta-analysis of intervention studies. *Mindfulness*, 6(2), 326–337. <https://doi.org/10.1007/s12671-013-0247-1>
35. Tarafdar, M., Cooper, C. L., & Stich, J.-F. (2019). The technostress trifecta. *Journal of Management*, 45(3), 1033–1061.
36. Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion. *Research in Organizational Behavior*, 18, 1–74.
37. World Health Organization. (2019). *Burn-out an “occupational phenomenon”*. WHO.