LINKING MINDFULNESS WITH ORGANIZATIONAL EFFECTIVENESS THROUGH EMOTIONAL REGULATION AND EMOTIONAL INTELLIGENCE: A CONCEPTUAL STUDY

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ABSTRACT--Mindfulness is an adaptable condition of consciousness that includes open and responsive interest and consciousness of both one's inward state and the outside world (Brown & Ryan, 2003; Brown, Ryan, & Creswell, 2007). This chapter reflects upon how mindfulness adds precision and detail description to recent knowledge and instigates more authentic contact with life, thus leading to enhancing self-regulation of individuals leading to emotional regulation. Emotional regulation helps an individual to gain better clarity of perspectives and an effective control over any satiation in an organization as well as in domestic front. Focusing upon the non-judgmental facet of mindfulness, the chapter draws upon how one can increase exact perception of their and other"s emotion, leading o emotional intelligence. It also assesses the connection between emotional intelligence, mindfulness and subjective well-being of an individual leading to effective development of personality of an individual and their performance. It also discusses about the positive behavioral outcomes of individuals in an organization with high emotional intelligence and mindfulness. It also discusses the efficacy of mindfulness training to increase emotional intelligence and the benefits of emotional intelligence like enhanced positive affect and reduced negative affect.It also sheds light on how mindfulness contributes towards individual effectiveness and organizational performance and sustainability.

Keywords--Emotional intelligence, emotional regulation, subjective wellbeing, mindfulness training, positive affect, negative affect, individual effectiveness, organizational sustainability.

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I.   INTRODUCTION

Mindfulness is now-a-days a budding topic which raises an alarm in corporate sector .It not only help to increase one''s ability but also helps to tackle with different barriers, disputes and vagueness in one''s life. Due to its popularity, now-a - days its concept has become clear and it has shifted from divine to worldly sphere. Mindfulness is what all about living in present, enjoying every moment of it by paying attention to each and every second of life. It is considered to be that wonder which reinstate our diffused mind within a blaze and can help us to survive in each moment of life (Hanh , 1976, p.14). Despite the fact that over the centuries it was highlighted as a component of Buddhist but recently it has been used in different sectors for the well being of humanity. In some Literature it has been described as a psychosomatic attribute, a status of consciousness or an emotional practice (Germer, Siegel @Fulton,2005). Kabat – Zinn(1994) has defined mindfulness as giving interest in specific means by finding out the intention without any judgement in the present .Most of the researchers has defined the mindfulness in a more or less in the same context. But few researchers follow the model of Bishop et al. (2004) while some pay focus on the concentration feature of mindfulness. Mindfulness is related with healthiness, happiness and performance has been referred by most of the researchers in different research work (Brown, Ryan, & Creswell, 2007; Chiesa & Serretti, 2009; Eberth & Sedlmeier, 2012).

II.   MINDFULNESS: ANTECEDENTS AND DYNAMICS

Mindfulness being an integral part of an individual success, it becomes an important factor to research for the betterment of an employee within an organization. But very less empirical research has been undertaken in this field whereas various conceptual research works has been performed in order to identify different perspectives of this important factor. Brown – Ryan (2003) has established positive correlation between mindfulness and positive aspects of life like confidence, liveliness and self respect whereas negative relation sustains between the two. Motivated by these relation most of the research scholars has now started to explore the role of mindfulness within the organization. Mindfulness generally defines that employees should focus on awareness.It is the basic component of mindfulness (Baer et al.,2006;Bishop et al., 2004; Brown & Ryan, 2003; Grabovac, Lau, & Willett, 2011; Kabat-Zinn, 2003; Mikulas, 2011; Teasdale et al., 2002). In general, most of the individuals differ in the way which they are aware and also spend most of their time witout knowing what they are really thinking, feeling and liking. Another important part of mindfulness is absent-mindedness (Brown & Ryan, 2003)which allows employees to be conscious of views and emotions unnecessarily responding on them. In absent-mindedness an individual is not aware of the fact nor paying any attention while doing any work. Absent mindedness is a very familiar phenomenon within the organization (Smallwood & Schooler, 2006).Absent mindedness refers both the deficit of awareness and attention. Lack of awareness and attention may result due to emotional exhaustion in workplace where people did not match up the job requirements (Maslach, Schaufeli, & Leiter, 2001). Further research indicates that mindfulness is related with elementary emotional need that helps to build better interpersonal bonds (Barnes, Brown, Krusemark, Campbell, & Rogge, 2007).

Huan mind cannot retain ton one position until and unless it can be controlled by an individual. In this case self regulation is very much essential to control our mind in order to concentrate on our work. Negative feedback

sometimes motivates the employees and diverts them from their respective goals. As a result of it an employee loses the psychological contact with his work which results in fatigue, sleepless night and poor performance in the work. Attention towards mindfulness can also be diverted if there is a lack of resources. When there is a high work load individuals need resources in order to address dynamic demands. Daily activities are related with successive stage of exhaustion at the individual level of study (IIies et al., 2015) sustaining the view that workload is linked with immediate loss of vibrant sources. It becomes very difficult to replenish all the resources individually. Employees themselves becomes more protective and apply all means to save those resources (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014).These resources can again be regained by being mindful in their work(Good et al.,2016).Contemporary systematic study has revealed different perspective of mindfulness such as practice of meditation , being mindfulness and considering mindfulness as trait.

III.   MINDFULNESS: EVIDENCED BENEFITS

Practice of mindfulness has counted lots of benefits in corporate life as it improves concentration, reduces stress and helps to improve overall health of an employee. It helps the employee to become more active, comprehensible and creative. It enables employee to become less resistant to change and can accept the new challenges leading towards the success. Mindfulness teaches the employees to become calm and take a second to think before taking any decision.

"*A person can rise up* through *the efforts of his own mind; or in the same manner, drawhimself down , for each person is his friend or enemy"* ---Bhagvad Gita.

It not only improves the one"s life but it has an impact in work culture of an organization. It develops the work environment instilling positivity in the atmosphere of an organization as it succumbs with self awareness and self empathy. People are with strong engagement with others colleagues and are capable of more adaptable with changes. It allows speaking the inner voice that is often suppressed by one"s own feeling and emotions. Experimental studies revealed that by training the employees for mindfulness results into improvement in adapting (Jha, Krompinger, & Baime, 2007) and controlling the conflicts (Tang et al., 2007). Mindfulness contributes towards organizational effectiveness and sustainability. An increasing number of organizations are turning towards mindfulness training. They do so with a diverse set of objectives such as reducing stress, employee well-being, improving emotional intelligence or improving performance. In recent years, researchers have started exploring the workplace benefits of mindfulness, finding that mindfulness may improve everything from social relationships, resiliency, and task performance to task commitment, enjoyment and memory. Mindfulness has become an integral part of one"s life as it not only help one to move ahead but it also helps to learn how one can be happy while in his work life or personal life by being in the present and enjoying each and every second of it . As in **Bhagvad Gita** it has been mentioned --

"The Power of God is with you at all times; through the activities of mind, senses, breathing and emotions and is constantly doing all the work using you as a mere instrument".

IV.   EMOTIONAL INTELLIGENCE: ANTECEDENTS AND DYNAMICS

In some literature, it has been mentioned that for interpersonal and intrapersonal performance emotional intelligence has been recognized as an adaptive trait (Kirk, Schutte, & Hine, 2008).Emotional Intelligence helps to identify the significance of emotions and their association, ability to explain them and to solve the problem based on them (Mayer, Caruso, and Salovey

,1999). It generally makes a person capable to identify, exercise and manage emotions which help them to manage social interaction. Trait and ability are recognized to be the two components of emotional intelligence where trait is considered to be part of personality of an individual whereas ability domain helps in solving the problem making logical interpretation of it. Emotional intelligence can be divided into 4 segments such as identifying emotions, utilizing the emotions, understanding them and administering them so that a person can behave according to the demand of situation. EI helps to do flexible planning, motivates an individual to show balance reaction in response to environmental condition. According to Brackett et al., 2006, perceiving the states of emotion helps to draw the concentration, capable to make decision and generates behavioral reaction.

The inception of emotional intelligence prevails during the time of Charles Darwin. Darwin. He was the first to identify the significance of emotions and he considers that emotional system is required in order to stimulate the behavior which is required to stay alive. Emotions cannot be controlled it reflect according to the situation and person"s behavior. E.I. Thorndike (1920) identifies "social intelligence" as a behavior to act with human relations. John Mayer and Peter Salovey (1990) did revolutionary research on emotional intelligence stating the importance of perceiving yourself as well as knowing others. It is the Daniel Goleman (1995) who forge the significance of EQ in the workplace. He denotes IQ as the less potential determinant of exceptional leadership than EQ.

There is a significant relation between emotional intelligence and team members" behaviour in any organization. In today"s scenario the most important challenge for thriving in the competitive world is to meet up the demands of our customers where innovation plays an important role; this is not only to excel in the business but also to occupy a huge market share. Entrepreneurial breakthroughs are opened up with the prologue of new product or services (Eckhardt and Shane, 2003). Evolution of products and services requires motivated employee relations within the organization. Ingenious bonding is related as narrative bundle of knowledge that is very important within a specific realm of trade (Ford, 1996). Entrepreneurial breaks are not simply recognized, but twisted as an effect of iterative, inventive and communal forces (Ford 2006). Innovating a product is not an easy task; it should match up with the value and utility of the customers. Throughout the product development period, a proper insight is required in order to identify the demands of the market. Perceiving the team"s innovation is not only the factor which has to be considered but understanding the customer"s perception, their look out about the product also matters. Leadership has to be exercised tactfully in order to tackle the intellectual capital.

Rezvani et al. (2016) has identified the value of Emotional Intelligence of the team leader in new product development; he also stresses that emotions play an important role in interacting with teams and to enhance its effectiveness.

Some studies opine that EI is not crucial for leadership (McCrimmon 2009). But on the contrary, in recent times it was estimated that each of the team member"s EI acts as an antecedent of one"s contribution in the way of development of new product development. Researches have also been done in order to find out how best a new product development team deal with EI in order to capture the true impact of all the team members of the groups (Barczak, Lassk and Mulki 2015). In the past Pragmatic investigation there are evidences which reveal the effect

of team leader"s emotional intelligence on innovative performance. This innovation in the new product development has been assessed against the well established impact of team members (Hargadon & Sutton, 1997).The innovative prospective of team members is aided or hindered by the way all team members allocate, direct and choose ideas (Nijstad, Rietzschel and Stroebe, 2006; Verma and Sinha, 2016).Experimental results reveal that high emotional intelligence amplify the scope of knowledge-sharing, it also has optimistic effect on team member"s performance in the midst of cross-functional team members (Verma and Sinha, 2016). Few observed data exist in the literature which reveals the connection between emotional intelligence and knowledge sharing (Rivera-Vazquez et al. 2009; Karkoulian et al., 2010; Baruch and Lin, 2012; Goh and Lim, 2014; Mueller, 2015). Emotions are the fundamental elements of our daily lives. In context of workplace, emotions can have stronger impact on the consequences as various factors such as communication with supervisors, peers and colleagues spawn to emotional experiences that have capability to influence consequent behaviors (Weiss & Cropanzano, 1996). Most of the organizational theories tried to diminish the role of emotions in the past for two main causes (Martin, Knopoff, & Beckman, 1998).

Firstly, western beliefs considered emotions as contradicting wisdom and unsystematic interruptions of psychological capability which hinders sound decision (Grandey,2000).

Secondly, emotions are considered to be a complicated area of study and thought of as every individuals have different and subjective sentimental states (Arvey, Renz, & Watson, 1998). Nevertheless, researchers have realized the importance of emotions and its vital role in understanding the behavior of its employees in context with an organization (Damasio, 1999; Kalat & Shiota, 2007).

In reality, organizational outcomes are the results of emotions of the employees of an organization which has to be taken care of in order to sustain in the competitive world. It becomes very much essential to have interaction between employees and customers as employee"s emotional make up operates as an essential variable enhancing positive evidences to customers. Tsai (2001) established a positive affiliation among employees" emotional make up and customer satisfaction.

Very few studies reveal the probable beneficial effect of leader"s positive emotion. Positive moods of the leaders are the outcomes of the group members" pro-social activities where as it turns to be negative with member"s turnover rates (George and Bettenhausen ,1990). Lewis (2000) in a study asserts that both the emotional expressions and behaviours are the important factors that results either in affirmative or negative outcomes of leader- follower relationship (Lewis,2000). Exclusively he established that a leader"s empathetic emotional expression manifests the quality of association and allows leaders to obtain favourable outcomes, such as reliability from the team members. A leader"s capability to handle his or her emotions properly in the dealing with followers may be a critical area to explore as a part of the leadership model (Gardner et al., 2009).

In some research work it has been found that Emotional Intelligence is negatively connected with surface acting amongst junior students whereas there is absence of any connection between Emotional Intelligence and deep acting (Austin & her colleagues, 2008). Emotionally intelligent people is found to show deep acting during the interpersonal interactions (Cote,2005) while Emotional Intelligence is optimistically related to deep acting in the midst of employees and managers (Liu et al,2008). Employees who have higher level of EI can easily trace out emotional demands that is required for their job role by showing deep acting as a reaction to the demand of circumstances (Brotheridge,2006). A study with a sample of police has been performed where it has been found

that all the four areas of ability model of EI is related radically to deep acting though surface acting, and is correlated with one area of EI, i.e. understanding emotions (Daus, Rubin. Smith & Cage, 2004).

V.   EMOTIONAL INTELLIGENCE AND EFFECTIVENESS

While interviewing, employers look for different characteristics that proves the candidate to be the right choice for recruitment. Recently, employees are not only focusing on experience, general intelligence, logical interpretation but also they try to exhibit emotional intelligence as well. A highly educated person cannot prove to be an asset of the organization if he cannot fit properly with colleagues, seniors and customers and if they are not able to motivate themselves then he is not at all suitable for the organization. In this context EI plays a major role such as:

1.   It has been proved that employees with high EQ can communicate better with team members than people having lower EQ. Thereby it increases the trust among the members of the team and results in better team work.

2.   Emotional Intelligence helps to boost the morale of the employees. Better communal association can be exhibited by an individual having high Emotional Intelligence (Austin, 2010). Employees who are working together now enjoy their work while doing work with other co-workers , respect each other – it will definitely effects the work culture which will stimulate better working environment for the employees.

3.   In order to thrive in this dynamic market employees with high EI adjust easily along with the changes which has been adopted for the success of the company. This precious personality trait may be communicable among the team and will help the organization move ahead towards its goals.

4.   EI helps the employees to identify their own strengths and weaknesses. This Self- awareness helps the employees to identify their limitations and have the capability to improve it. Employees possessing high EI have a potentiality to learn from productive critics and to grow as an individual. These are exceptionally precious elements.

5.   EI teaches how to deal with tough situations. Employees with high EQ know that acting in aggressive, illogical or unenthusiastic way will drag the situation unnecessarily. Lots of examples cite that extensive benefits are there for an individual"s having higher EI(Schutte et al.,2007). Expression of emotions can be done in more appropriate way and even outburst can be done in controlled manner. EI enhances the self-control power of an employee.

6.   Goleman defines Internal Motivation as "a passion for work that goes beyond money and status." Leaders having high EI understand this internal motivation and bridges out how this motivation is connected with motivations of the teams and the business. An extremely motivated leader distinguishes the requirements that are required to fulfill those motivations and leads the organization towards the success.

7.   Another benefit of EI is, it teaches leaders to be empathetic. Leaders having this ability can easily understand the distinctive situations what other employees are facing and its consequences in their work life. Self-efficacy and Latent leadership (Dries and Pepermans, 2007) have been associated with EI. It is a solution to maintain congenial relationship allowing each employee to feel respected and valued within the organization.

8. Leader should have attained as much social skills he can as it is a valuable asset for him. It not only helps to handle the difficult situations but also helps to develop mutually beneficiary relationship. Employees with high EI can reduce the conflicts and can connect with many employees at their emotional level.

9. EI has a great role in one"s life may it be in work life or may it be in personal life, as it helps to maintain compassion for others. By showing compassion to others at distress can help employees to raise his morale and confirms that everyone is treated with same consideration.

10. If the organization is enriched with people having high EI then the leaders does not have to think for time management to meet the deadlines as the employees themselves will take the initiative to fulfill their target. So, it can be said that EI helps the employees to manage their time more effectively and efficiently.

11. EI is also associated with innovation in the organization as people having high EQ are more advanced to take quantum leaps to pave the path of success.

In general, improvement in individuals personal and professional relationships are the consequences of EI (Killian,2012).Amplified mindfulness meditation occurrence is related with higher levels of emotional intelligence, the four components of which are self awareness, self- management, social awareness, and relationship management. Mindfulness contributes towards individual effectiveness and organizational sustainability.

VI. MINDFULNESS AND EMOTION REGULATION: INSIGHTS FROM LITERATURE

Traditionally, emotions have been considered as inherent nature where it expresses as it was pulled by any external situation that directs to behave in a conventional mould of action that took place in different edge of brain (Allport, 1924; Ekman, 1972; Izard, 1971, Panksepp, 1998; Wilson-Mendenhall, Barrett, Simmons, & Barsalou, 2011). Some researchers also define emotion as straight product of one"s reaction in response to desires, targets or anxiety (Arnold, 1960; Frijda, 1986; Lazarus, 1991; Wilson-Mendenhall et al., 2011). Multiple factors have been identified which explain the inconsistency that has pragmatic effect in emotions more directly (Barrett,2009). Effective emotion regulation is the response to distinguish between distinct emotions (Barrett, Gross, Christensen, & Benvenuto, 2001; Larson, 2000; Paivio & Laurent, 2001; Tugade, Fredrickson, & Barrett,2004). Higher emotion isolation (Barrett et al., 2001) is recognised to be important because if anyone is capable to differentiate his or her emotions , he or she would be able to figure out different information related to emotion- like figuring out the origin of differentiation (Barrett et al., 2001; Tugade et al., 2004). Mindfulness plays an important role in regulating the emotions of an individual. In an organization an employee moves through different conditions; he faces stress, tension and conflicts. It is mindfulness which helps in recovering emotion regulation by escalating awareness (Erisman & Roemer, 2010). Emotional awareness has the ability to differentiate between emotional skills in present state. For regulating the emotion, emotional awareness is considered as one of the vital trait (e.g., Gratz & Roemer, 2004; Linehan, 1993a). Emotionally intelligent employees are not only the assets of an organization but at the same time they can handle all their stress very tactfully by controlling their emotions while reacting with the co-workers. This is true in workplace, as well as in personal life. By maintaining emotional regulation through

mindfulness, it is possible to increase the productivity as well as congenial relationship within the organization. Mindfulness enhances an individual‟s ability to focus and concentrate on a task, improves self awareness and emotion regulation, and enriches interpersonal relationships.

Mindfulness practice may lead to better decision making. Chakalson (2011) suggested that mindfulness is also likely to positively impact a variety of other notable workplace outcomes, including creativity, innovation, resilience, work engagement, productivity, communication skills, reduced conflict, absenteeism and turnover. Thus mindfulness contributes towards both individual and organizational effectiveness and performance.

VII.   MINDFULNESS, EMOTIONAL INTELLIGENCE AND SUBJECTIVE WELL-BEING: CAN THEY LEAD TO PERSONALITY GROWTH?

Advanced levels of mindfulness are connected with more adaptive emotional performance; operationalized as emotional intelligence (Baer, Smith, & Allen, 2004; Brown & Ryan, 2003). Models of emotional intelligence (Mayer, Salovey, & Caruso, 2008; Salovey & Mayer, 1990) consist of emotional capability or attributes such as perceiving, comprehending, organizing and attaching emotions efficiently in the self and others, that can be jointly categorized and that engage relying on emotion in adaptive ways

Recognizing emotions include identifying emotional cues, feeling them entails knowledge about the intricacy and refinement of emotional experience and handling them is all about being able to control emotions effectively. Maximizing utilization of emotions include using emotions towards others sensitively, being aware of the impacts of emotional expression and controlling emotion as and when required.

Mayer, Salovey, and Caruso (2004) has put forward the view that emotional intelligence is an attribute which is parallel in nature to cognitive intelligence.

The association between emotional intelligence and mindfulness is mostly ruled by the essential elements of mindfulness. Brown et al. (2007) highlighted that mindfulness as,,,,*clarity andvividness to current experience and encourages closer, moment-to-moment sensory contact with life*‟‟‟.It,,,,enhances self-regulated functioning that comes with ongoing attention and sensitivityto psychological, somatic and environmental cues‟‟‟ (p. 220). Mindfulness prompts development of emotional regulation and inspires individuals to precisely distinguish their own and others‟ emotions and successfully regulate emotions. The non-judgemental feature of mindfulness make it more probable in terms of individuals being capable enough to increase precise knowledge of their own and others‟ emotions. The self-regulated functioning intrinsic in mindfulness leads to the emotion management dimensions of emotional intelligence. Finally, consciousness of present emotions may help the appropriate connection of emotions.

Greater subjective well-being is associated with both more mindfulness (Baer et al., 2008; Brown et al., 2009; Brown & Ryan, 2003; Falkenstrom, 2010) and higher emotional intelligence (Austin et al., 2005; Brackett & Mayer, 2003; Brackett et al., 2004; Schutte et al., 2009, 2002; Van Rooy & Viswesvaran, 2004; Wing et al., 2006). Mindfulness generally leads to higher levels of emotional intelligence, and emotional intelligence leads subsequently to greater well-being.

Schutte , John M. Malouff (2011) conducted a study to assess whether emotional intelligence mediates the relationship between mindfulness and subjective well-being. The study revealed that higher levels of mindfulness are linked with higher emotional intelligence, high positive affect, low negative affect, and greater life satisfaction. These results are in tune to the previous research on the connection between mindfulness and emotional intelligence (Baer et al., 2004; Brown & Ryan, 2003) and subjective well-being (Baer et al., 2008; Brown & Ryan, 2003; Brown et al., 2009; Falkenstrom, 2010).

An individual with high mindfulness will exist in the present moment and invest their emotional energies to it in a focused and persistent way so that it does maximum benefit to the current situation. In this process, he will regulate his emotion to so as to make the moment productive and add value to it. Hence someone who is mindful will have high emotional intelligence and subsequently, will have high emotional regulation . The application of mindfulness is mostly used to enhance awareness of attention, that subsequently leads to improved regulation of emotion that is used to neutralize possible demanding conditions. Mindfulness helps to develop individual‟s emotional modulation, one‟s accessibility to existing emotional state and one‟s capability to revert to additional optimistic mental states. Mindfulness facilitates the individual to regulate and manage their understanding of sensations.

Mindfulness together with high emotional intelligence and emotional regulation leads to subjective wellbeing of an individual. Subjective Well Being comprise numerous traits of an individual‟s life and is affected by environment, outlook and daily activities an performances (Dieneret al., 1999). Mindfulness refers to being mindful about one‟s uniqueness and individuality, one‟s ability (in both professional and personal life), and environments (both physical and social). Being aware about oneself along with being attentive of their own needs has a continuous influence upon their subjective well-being.

"The control of the mind is to alleviate sufferings and to attain bliss". It‟sconcisely mentionedin Bhagvad Gita 6.5-6.6, as translated by Swami Prabhupada:. This implies that mental sufferings can be reduced only through emotional regulation leading to subjective well being. An individual with emotionally regulated state of mind and existing in the present moment can effectively contribute towards their subjective well being .This helps in shaping of a stable personality of the individual. These people experience less neuroticism and more emotional stability.

Individuals with open personality are normally considerate and inquisitive regarding both their inner and outer worlds (Costa & McCrae, 1992). Mindfulness focuses attention to, and, happen to be conscious of, one‟s knowledge and understanding, that prompts them to make a march toward experiences that are curious, open, and accepting (Bishop et al., 2004; Kabat-Zinn, 1994). The common elements of attention, curiosity, and receptivity suggest that mindfulness should be positively related to openness to experience.

Agreeable individuals are generally gullible and consider the rest of the people to be truthful with high integrity(Costa & McCrae, 1992). This conviction is in tune with the mindful orientation of „„beginner‟s mind” (Kabat-Zinn, 1990, pp. 35–36), where people and events aredrawn near to events and situations as if knowing them for the first time. Thus, mindful individuals are most likely to come close to any individual with whom they have had negative connections in the past (e.g.,interactions that may lead to disbelief). Individuals who are mindful and emotionally intelligent can take any decision based on their own choice of values and ethics, which make them conscientious individual. Henceforth, it can be concluded that individuals with high mindfulness, emotional intelligence and subjective well being prompts development of a

sound personality. Mindfulness, Emotional Intelligence and Subjective Well-Being not only leads to personality growth but also individual effectiveness and organizational sustainability. Mindfulness enhances an individual"s ability to focus and concentrate on a task, improves self awareness and emotion regulation, and enriches interpersonal relationships. At the organizational level, team communication and unit cohesion improves; mindfulness also leads to effective task delegation, team efficacy, better leadership, cooperative behavior among team members and henceforth better organizational performance in the long run.

VIII. SAVORING THE MOMENT THROUGH MINDFULNESS

All of us would love to live in the best moments. Mindfulness as well as savoring the present moment- both require experiencing the present. Savoring requires people to exhibit the capacity to concentrate to, be pleased about, and augment the positive experiences they have in their in their lives" (Bryant & Veroff, 2007). Thus savoring can involve the past experiences (called reminiscence), the present (moment) and also future (called anticipation). To savor an experience, the first requisite is mindfulness, a focused attention of the moment. The exclusive and interactive function of mindfulness and an individual"s capacity to savor the moment for understanding daily positive emotions and associated psychological and spiritual health benefits have been studied by some researchers. In a study by Kiken, Lundberg & Fredrickson (2017), the authors attempted to study how mindfulness and savoring the moment could give positive psychological benefits to participants in the study. They engaged participants for over a period of nine weeks, and asked them to report their felt emotions. They were required to work on three specific emotions- first, depressive symptoms, second, psychological well-being, and third life- satisfaction. The study found that the relation between an individual"s capacity to savor the moment and experienced positive emotions impacted health benefits. Thus savoring happy moment through mindfulness was linked with positive health impacts. In this connection, Quaglia et al (2016) talks of dispositional mindfulness. Dispositional mindfulness is the term used to describe enthusiastic consciousness and attention to our own feelings and mind-set with respect to the present moment. Everyone does not have dispositional mindfulness. It is a trait that some people possess. Bao, Xue, & Kong. (2015) in their study assert that people with higher levels of mindfulness had lower perceived stress. Dispositional mindfulness might assist people to appraise the hedonic value of a moment, enjoy the present happenings and cherish that enjoyment, and in the process facilitate them to savor that moment. Savoring happy moments adds to our happiness. We can recall the famous poem by Robert Frost, wherein he writes about a speaker who is stopping by some dark woods on a snowy evening and enjoys the lovely scene in near-silence, he is extremely tempted to continue enjoying the evening and savor the moment. He forgets his past and what next and keeps enjoying the present. But his horse"s harness bell reminds him he has work. Dispositional mindfulness and an individual"s capability to savor apleasant moment impacts positive emotions. Those individuals who are high on mindfulness can experience the present moment better than others. This has the ability to erase the worries about future and pains of past. People high on mindfulness and capacity to savor the moment do not dwell in the failures of past and look at the happy present as it comes to them. Perceived stress is

low for individuals who can savor the present. They tend to detach themselves from piling up work pressures, stresses of daily hassles and exhibits better emotional processing and emotional regulation. Even looking at it from a clinical front, dispositional mindfulness have been found to have a negative relation with pathological symptoms (Barnhofer 2011) and also post traumatic stress disorder symptoms (Smith et al, 2011). In another study Smith & Smith (2015) found that savoring is connected with positive outcomes for individuals who have higher and lower levels of resilience, and also they added that the association between savoring and psychological well- being is found to be more robust for people with lower levels of resilience. Similarly, in a study by Hurley & Kwon (2013) it has been demonstrated that there is a significant level of interactions between savoring and everyday positive events, their study implied the effectiveness of increasing savoring in relation to individuals" experience of positive events. The aim of helping an individual to savor a moment through mindfulness is to make him understand that the only time and place in an individual"s life exist is exactly „this moment" the presence of „right now". In the race of running to the next, we tend to lose the moment in hand. The journey of life is made up of several moments; we should not ruin our present mourning over the past and anticipating the future. Expanding momentary happiness endows us with tranquility, happiness, and pleasure. Practiced for over more than 2500 years, in different forms, savoring the moment through mindfulness has been able to contribute to assuage human distress, make individuals feel really alive and create deeper bonds with the surrounding world and also the world that exist inside us.

IX. MINDFULNESS INTERVENTIONS (MI) AT WORKPLACE

With the evidences obtained about the positive impacts about mindfulness, deliberate attempts are being made and have been made earlier if mindfulness can be trained to individuals. The attempts of mindfulness training are aimed at fostering higher levels of attention towards self and being aware of the present experiences. Last two decades have witnessed a plethora of interventions in this regard. Mindfulness Interventions have delivered several oeuvres, designed differently and used on small samples. Creswell and Linmdsay (2014) assert that mindfulness interventions have positive impact on individuals" health too. To this effect, it is claimed that Mindfulness Intervention could make an individual learn the ways to monitor his experiences and accept them, and this is what is known as emotional regulation skill. This emotional regulation skill in turn enhances resilience to stress and fosters coping mechanisms of stress. Creswell (2017) posit that Mindfulness Intervention have positive impact on individual"s health issues like pain, addiction etc. Dimidjan and Segal (2015) say that Mindfulness interventions are now becoming popular in clinical treatment, workplace (Good et al, 2016) and also in schools (Sibinga et 2016). Studying the extant literature it has been found that, mindfulness impact a lot of workplace outcomes- to name a few- performance of employees, their safety, involvement in job, and engagement in role. In a study conducted by Hülsheger, Alberts and Feinholdt & Lang (2013), it has been found that members who had participated in mindfulness intervention felt significantly fewer emotional exhaustion and their levels of job satisfaction were also found to be higher when compared to their control group counterparts. Also Affective events theory by Weiss & Cropanzano (1996) proposes that mindfulness has a positive link with job satisfaction. Similar are the assertions of Dane and Brummel (2014) who in their study found that the trait mindfulness was positively associated with the servers" performance in a restaurant. Going slightly away from workplace, studies have also

been conducted in academic arena. So, looking at academic performance of students, Shao and Sharlicki (2009) posits that mindfulness is associated with academic outcome also. From his study and the results obtained thereof, Allen et al (2015) asserts that besides health related impacts, mindfulness interventions are now targeted toward work related outcomes- like enhancing engagement and performance. Because it is apparently proved that mindfulness interventions have positive outcomes in various facets of life, over a stint of time, organizations are engaging in mindfulness interventions at workplace. Now let us see how is mindfulness intervention done? Mindfulness intervention is a planned intervention given to employees at the workplace and they are aimed at training individuals on skills of mindfulness. It has been found that employees working in emotionally demanding jobs require mindfulness training as it helps to encourage job satisfaction and controls burnout with respect to emotional exhaustion.

The effects of mindfulness have been shown to be enduring and wide reaching. Mindfulness training programmes have evidenced sustained enhancement in a variety of domains, including physical, psychological, cognitive and conative realms. .The most frequently cited psychological advantage of mindfulness practice is reduced stress. Mindfulness meditation practices both improve energy levels and enhance the immune system of employees in high-stress jobs. Mindfulness interventions lead to an overall increase in emotional health and a more positive outlook on life. Mindfulness practice leads to positive attitudinal change as well as positive modifications in resulting behaviours. Mindfulness has been shown to reduce the extent to which employees experience emotional exhaustion in their jobs, particularly when those jobs are in known high stress fields.

At the core, Mindfulness Interventions are targeted towards enhancing psychological well being of employees (Visted, Vøllestad, Nielsen & Nielsen, G. H. 2015), to alleviate stress, (Khoury, Sharma, Rush, & Fournier (2015), distress (Virgili 2015). Looking the designs of such Mindfulness interventions, it can be said from the existing literature that most of the mindfulness interventions employ a pre-post test design to compare the outcomes of the intervention (35.8%). Again, it is seen that around 26.9% of the studies use a Randomized Waitlist Control Group Design. With respect to follow up, around 1-3 follow ups is the rule. When talking about the model of mindfulness interventions, various models have been proposed as to how mindfulness interventions work. Mindfulness-based techniques are generally administered through mindfulness meditation, but it also true that mindfulness may be accomplished by various other techniques. In this regard, mindfulness meditation is an accepted technique. Once mindfulness practices are developed in an individual, generally it is encouraged that they use the techniques in a non-clinical everyday setting, even at home. To make people aware of their physical sensations, practices like gentle walking, movements of yoga and mountain mediation are adopted; this is supported by providing verbal cues. Besides these, mindfulness interventions include, body scan meditations, some light breathing exercises, and to some extent guided imagery. Let us take a look at the following diagram and understand the process of mindfulness meditation, as to how it works.
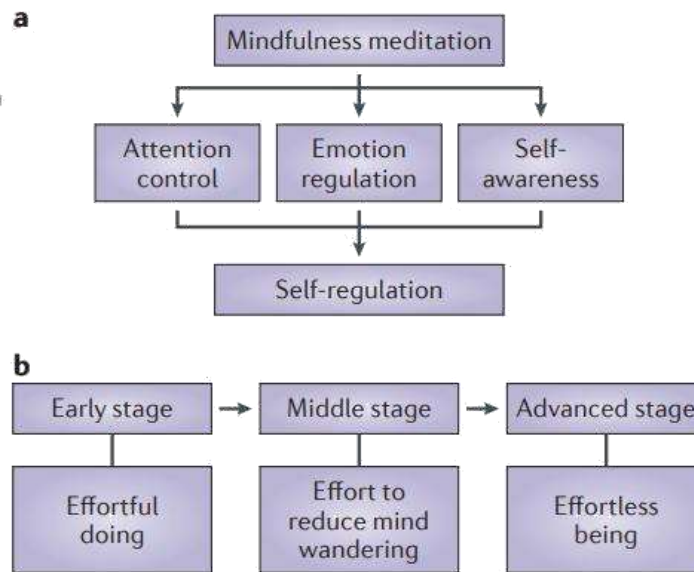
Figure 1: process of mindfulness meditation, as to how it works.

Source: Tang. Hölzel & Posner (2015)

X. NEUROSCIENTIFIC EXPLANATION OF MINDFULNESS & EMOTIONAL REGULATION

The patterns in which the brain regions altered were different with different studies as those studies used different neuroimaging dimensions), but as a common factor alterations were observed in density of the component brain tissue, thickness of brain tissue also in the and white matter fiber density.

Though for a couple of decades mindful mediation, mindfulness interventions are gaining momentum, but it is still not very clear as to what are neuronal and molecular bases that happen during mindful interventions. To explain the process, very simply, it has been seen that mindfulness interventions are associated with the phenomena of higher levels of self-regulation., which rests itself n attention control, being self-aware and also involves emotional regulation. Studying the neuro-scientific processes behind mindfulness is of course a challenging task because of limitedness with respect to study design. Earlier researchers have been able to identify some changes in brain structure during mindfulness interventions. Attention gets heightened up during the process. The brain structure associated with attention is the anterior cingulate cortex. During the undertaking of any mindfulness interventions, there have been reported cases of changed in the structure of the anterior cingulated cortex. Another interesting finding is related to the role of frontal limbic network in the brain. If practiced regularly, mindfulness, it imparts emotional regulation and reduces stress. Thus besides, anterior cingulated cortex, the other area found to be involved in mindfulness is the frontal limbic network.

During mindfulness interventions, the midline prefrontal cortex and the posterior cingulated cortex appear to be altered. These are identified as the Default Mode Networks (DMN).

Unlike other psychotherapies, which involves a top-down processing (DeRubeis, Siegle, Hollon, 2008), mindfulness interventions involves a bottom-up processing, impacting emotional regulation. Researchers employing neuro-imaging have focused on mindfulness interventions and perceived it as an emotion regulation

strategy. Just above we have brought into picture of DMN. When there is no task induced activity, the DMN network is active (Buckner & Vincent, 2007). DMN generally has a low frequency oscillation or the oscillations are specific and coherent (<0.1Hz) as has been found by Buckner & Vincent (2007). Besides the other brain areas identified by these authors as seats of mindfulness are – medial prefrontal cortex, preceneus, parietal cortex and if not always, the role of the hippocampus cal also be mentioned here (Buckner, Andrews-Hanna & Schacte, 2008). Besides, the involvement of the anterior cingulated cortex, and the frontal lobe had already been mentioned earlier. When there is a stimulus-induced activity in the brain the DMN region exhibits a lower activity (Northoff & Qin, 2011). Now, when there is a self-referential thought or a goal directed activity (Qin & Northoff, 2011), some specific regions of the DMN are deactivated. Qin & Northoff (2011) also added that, when a person hears his own name, there might be resultant interactions observed between the stimulus- related activity and the resting state of brain. All these findings, lead us to understand the DMN has a major role to play in the individual"s sensation of „self". Broyd et al. (2009), further posits that DMN may show activation in different areas, when the mind wanders while engaging in a self-referential processing of mind. The DMN has exhibited task-negative role (Broyd et al 2009), again sometimes task-positive role (Broyd et al, 2009). Because of this anti-correlation findings and observed close temporal linkage conclusions regarding the DMN"s role to be considered a component of a single default network (Buckner & Vincent, 2007) has been suggested.

In this connection let us refer to The Liverpool Mindfulness Model that explains the incorporated major components responsible for mindfulness practice. (Malinowski, 2012). In similar lines with other explanations of mindfulness meditation practice, this model also emphasizes on the role of attention and thrusts that mindfulness involves development of focused attention. (Lutz et al., 2008; Tang and Posner, 2009; Hölzel et al., 2011; Slagter et al., 2011). The model basically depicts five structures:

Tier 1: Driving Motivational Factors

Tier 2: Mind Training

Tier 3: Mental Core Processes
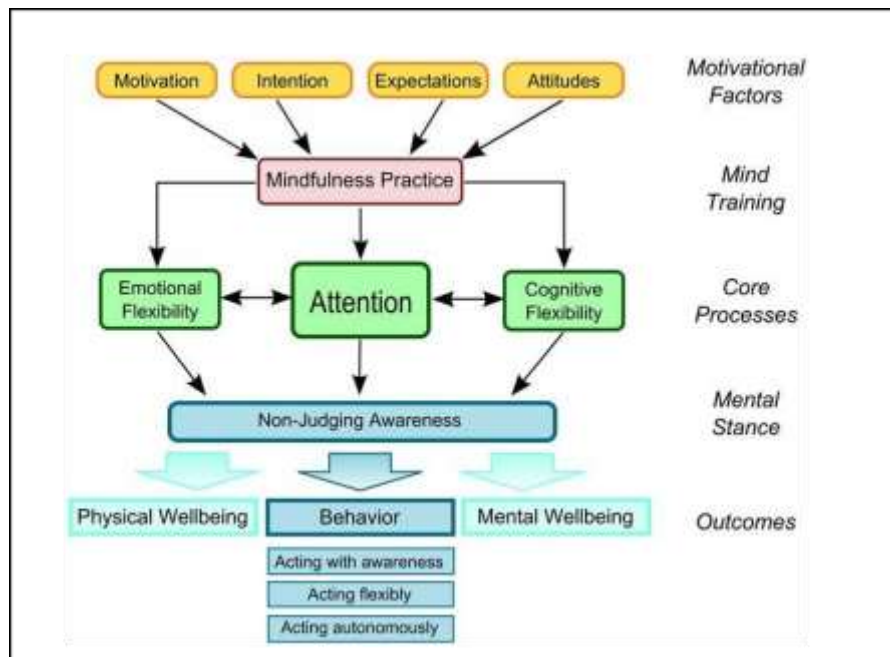
Tier 4: Balanced Mental Stance

Tier 5: Positive Outcome

Figure 2: The Liverpool Mindfulness Model

XI.   MINDFULNESS TRAINING TO INCREASE EMOTIONAL INTELLIGENCE EFFICACY:

Mindfulness has its roots in the very old practice of meditation. For the previous 20 years, it has become a distinct term within academic medicine and psychology. It was initially made acceptable and admired by Kabat-Zinn who, in 1979, created a successful mindfulness-based stress reduction programme at the University of Massachusetts Medical Centre. The purpose and uses of MBIs in medicine and mental healthcare are highly increasing and their utility are sustained by an increasing experiential verification base.

An extended model, formed by Shapiro, Carlson, Astin & Freedman (2006), proposes three core maxims : intention, attention and attitude. Intention refers to the practitioner‟s individual visualization which flows all along a range „from self-regulation, to self-exploration, and finally to self-liberation‟; attention refers to strengthening the attributes of functional and continued focus, along with the predisposition to shifting of focus; and attitude is an tolerant open and polite inquisitiveness towards one‟s individual experience. In the learning process, these inner behaviours exist to the mind and body,just like it offers its own self in the present moment devoid of any judgments and , explanations. This creates a transfer in perception called reperceiving, through which one expands an enhanced capability for impartiality about one‟s own inner knowledge.

This, subsequently, augments self-regulation and self-management, originality and reasoning along with emotional and behavioral flexibility. Thus, through mindfulness, appears the concept of emotional intelligence. In scientific terms, throughout the diverse discussions of meditation and mindfulness, the transition has explained itself as a „de-automatisation of the psychological arrangement   that   systematize   limit,   choose   and understand   psychological   stimuli‟   (Deikman,   1966).„Decentering‟ refers to the ability to monitor the art of

comprehending from „outside" (Safran & Segal 1990); and in conventional Buddhist meditation, it refers to the place of the „silent witness". Current research on the neuroscience of positive human characteristics and how they can be nurtured by thoughtful processes is significant for the comprehension of how mindfulness functions. The neuroscientist Richard Davidson"s conversations with the Dalai Lama all the way through the Mind and Life Institute (www.mindandlife.org) and succeeding research on meditating monks have caused empirical support for the notion of neuroplasticity. This identifies that the brain, is made to develop and alter by being receptive to experience, and that deliberate consumption of mental strategies can encourage artificial changes in the brain that tolerate and have optimistic outcomes for health. Davidson (2009) refers to „neurally inspired behavioural interventions" – i.e. behavioural or mental involvement (such as mindfulness) –to be the utmost significant and useful method to create restricted and precise biological modification in the brain. Henceforth it is highly effective to build a healthy emotional intelligence quotient of the individuals.

XII.   MINDFULNESS-BASED STRESS REDUCTION (MBSR)

Mindfulness-Based Stress Reduction (MBSR) had been the first mindfulness programme to be nurturted within a healthcare setting. It had the original intention of determining the probability whether mindfulness and leisure activities could improve the condition of people people with chronic stress induced disorfers. An effective implementation of MBSR programmes can augment the level of emotionl intelligence emotional intelligence and emotion regulated activities health problems such as high blood pressure, chronic pain and anxiety disorders.

The MBSR set of courses and process of teaching mindfulness has become a structure on which numerous other proposals have been formed. Some of them are Mindfulness-Based Relationship Enhancement (MBRE), which teaches interpersonal behavioral guidelines for for pair (Carson, Gill &Baucom, 2004); Mindfulness-Based Art Therapy (MBAT) (Monti et al., 2006); and Mindfulness Based Childbirth and Parenting (MBCP).All these therapies Mindfulness-Based Cognitive Therapy (MBCT)
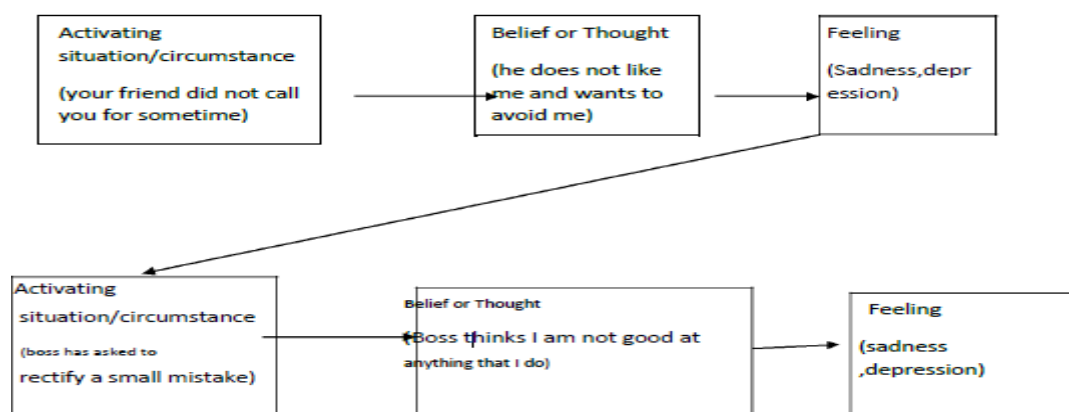
MBCT mostly operates around the ABC MODEL

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┌─────────────────────┐      ┌─────────────────────┐      ┌─────────────────────┐
│ Activating          │      │ Belief or Thought   │      │ Feeling             │
│ situation/circumstance│    │                     │      │ (Sadness,depr       │
│                     │──────│ (he does not like   │──────│ ession)             │
│ (your friend did not call│ │ me and wants to     │      │                     │
│ you for sometime)   │      │ avoid me)           │      │                     │
└─────────────────────┘      └─────────────────────┘      └─────────────────────┘
                                                                    │
                                                                    ▼
┌─────────────────────┐      ┌─────────────────────┐      ┌─────────────────────┐
│ Activating          │      │ Belief or Thought   │      │ Feeling             │
│ situation/circumstance│    │                     │      │                     │
│                     │──────│ Boss thinks I am not good at│ │ (sadness            │
│ (boss has asked to  │      │ anything that I do) │──────│ ,depression)        │
│ rectify a small mistake)│  │                     │      │                     │
└─────────────────────┘      └─────────────────────┘      └─────────────────────┘
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Figure 3: All these therapies Mindfulness-Based Cognitive Therapy (MBCT)

Mindfulness-Based Cognitive Therapy (MBCT) is based on the MBSR technique and is mostly used for people who have repeatedly been caught by depression.. It mixes aspects of cognitive therapy with mindfulness practice and help enhance the emotional intelligence efficacy of the individuals as it incorporates embracing thoughts and feelings without judgment, rather than making any effort to evaluate or change their content.

Mindfulness has been related to reduced depression and anxiety. Seligman (2006) conducted a study with a large insurance company, finding that employees practicing mindfulness had better sales performance than did those who did not practice. Interestingly Seligman noted that the worst performing employees were those who were pessimistic. He further suggested that humans have a natural tendency to be pessimistic, although this can be altered through mindfulness training that discourages ruminative thinking. Furthermore, beyond the performance-relevant outcomes, mindfulness practice can also have job-relevant outcomes that are of particular importance to the employees. Mindfulness practice promotes job satisfaction and aids in the prevention of burnout from emotional exhaustion. Thus mindfulness has a great role to play in improving individual effectiveness and organizational performance.

XIII.   ACCEPTANCE AND COMMITMENT THERAPY (ACT)

Acceptance and Commitment Therapy (ACT) is an experiential based psychological interference that employ receiving and utilizing a mindfulness approach jointly with commitment and behaviour alteration strategies, to augment psychological expansion. Psychological expansion leads to an increase in the level of emotional intelligence of the individuals.

XIV.   MINDFULNESS APPLICATIONS FOR ORGANIZATIONAL EFFECTIVENESS AND SUSTAINABILITY:

Mindfulness contributes towards organizational effectiveness and sustainability to a great extent. There are many compelling reasons to consider implementing mindfulness programs in the workplace:

a)   Managing Employee Stress: Managing stress in the workplace is a serious issue. Reducing stress is not only a benefit to individuals; it also has a significant impact on organizational effectiveness. The effects of mindfulness training on employee health and wellness are positive. There will be a significant decrease in the experienced stress levels. For organizations looking to reduce workforce stress and build resilience, mindfulness training may help.

b)   Effects on employee performance: It has been observed that mindfulness leads to improved attention, behavioral self-control and more effective goal-achievement, which are all linked to job performance.

c)   Improving High Potential Development: According to McCall(1998) and others, high potential leaders accumulate a track record of success, which may lead them to become overconfident in their own abilities and less open to other''s feedback. Awareness of self and others is an inherent element of mindfulness, so an increase in

mindfulness will correspond to an increase in self-awareness. Therefore, it stands to reason that mindfulness training could have a significant impact on the success of high potential employees and the effectiveness of organizational high potential processes. (Lee,2012)

d) Improves interpersonal relations and leadership: The social and highly dynamic context of organizations makes interpersonal effects of mindfulness practice extremely relevant. An important domain here is leadership. Many studies suggested that mindfulness helped leaders build better relations with their employees and be more in harmony with them, and as a result they were able to support their employees" requirements, leading to enhanced performance, more content employees. The effects of mindfulness on enhancing the ability to relate to another in interpersonal relationships may not only be relevant for leaders, but also in other interactive situations, such as communication and negotiation.

e) Enhancing engagement and Reducing burnout: Employee engagement has been linked to greater employee satisfaction, lower turnover intention and an increase in organizational citizenship behaviors.(Saks,2006) Mindfulness has been linked to both decreased emotional exhaustion (Hulsheger, et al.,2013) and increased employee engagement.(Leroy, Anseel, Dimitrova, and Sels,2013). Dane and Brummel (2014) also found that mindfulness was related to both increased performance and decreased turnover intention.

f) Helping employees cope with organizational change: With organizational change becoming increasingly common in today"s workplace, it is notable that a growing body of research shows that change efforts often fail because of employee resistance(Beer, Eisenstat, and Spector,1990;Burke and Biggart,1997;Porras and Roberston,1983). Based on various findings, mindfulness may help employees cope with organizational change in various ways. For example, Bond and Bunce (2003) found that employees with higher level of acceptance- a key component of mindfulness- had higher levels of job control at work. Mindfulness could reduce the stress associated with the loss of job control that often happens during organizational change. In addition, Brown, Ryan, Creswell, and Niemiec (2008) found that higher levels of mindfulness are associated with lower levels of ego-defensive reactivity under threat.

g) Helps in ethical decision making: Research suggests that those who are more mindful behave more congruently with their values and interests (Brown & Ryan, 2003). Also, the manner in which organizational members focus attention affects how they make strategic decisions (Nadkarni & Barr, 2008), which is relevant since unethical decisions may simply stem from a lack of awareness.

XV. CONCLUSION

Mindfulness and emotional intelligence helps to increase wellbeing and efficiency of an individual. An individual who is emotionally stable focuses upon the present moment, and contributes to his or her well-being. Emotionally stable individuals can regulate their emotions timely that ensures their effective well-being. Mindfulness leads to emotional regulation that is the prime indicator of emotional intelligence. This study explores the different aspect of mindfulness, emotional intelligence and emotional regulation. Mindfulness also leads to individual effectiveness as well as organizational performance and sustainability.

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