

THE MINFUL ORGANIZATION: INTERSECTIONS OF EMOTIONAL INTELLIGENCE AND WORKPLACE PRESENCE

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Abstract

In the contemporary and ever-changing business landscape, organisations are consistently faced with novel issues. Therefore, the implementation of efficient tactical strategies is crucial for sustaining elevated levels of productivity and performance. Nevertheless, individuals' capacity to negotiate these difficulties differs depending on their unique traits. The importance of emotional intelligence and Mindfulness in influencing individuals' responses to organisational difficulties cannot be overstated. Individuals exhibiting these attributes possess the capacity to manage their emotions, maintain concentration, and keep composed in stressful situations, therefore improving their capacity to navigate challenging circumstances and make educated judgments, even in demanding contexts. The concept of Mindfulness emerged from Buddhist doctrines and entails the practice of sustaining concentrated awareness on the current moment without any form of evaluation. The practice of Mindfulness involves being open to novel experiences, relinquishing attachment to past events, and methodically observing both internal and external stimuli. Further research is needed to explore the consequences of emotional intelligence and Mindfulness, specifically in the context of business organisations. The objective of this conceptual review paper is to examine the existing knowledge in these fields and offer suggestions for future research. The analysis in this work was conducted using the PRISMA approach and keyword co-occurrence analysis. To guarantee the legitimacy of the study, only English-language journal articles have been chosen from the Scopus database. Substantial potential exists for further investigation into emotional intelligence (EI) and Mindfulness, namely in relation to enhancing personal well-being and performance across diverse contexts. By integrating these psychological dimensions into organisational development strategies, firms may be better equipped to cultivate resilient, empathetic, and high-performing work environments. This paper aims to bridge theoretical perspectives with practical implications to support sustainable organisational growth.

Keywords: Emotional Intelligence, Mindfulness, Future Research Directions, PRISMA Method, Buddhism

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Introduction

In today's dynamic environment, organisations are constantly confronted with new challenges. As a result, adopting effective tactical strategies is critical to maintaining high levels of productivity and performance. However, people's ability to deal with these challenges varies based on their personal characteristics. Emotional intelligence and Mindfulness are important factors in shaping how individuals respond to organisational challenges. Those Individuals who express these qualities can regulate their emotions, stay focused, and remain calm under stress, enhancing their ability to handle difficult situations and make well-informed decisions, even in high-pressure environments. Although emotional intelligence and Mindfulness have been extensively studied in clinical settings, their importance in management has only recently become apparent, largely owing to their profound influence on organisational attitudes and behaviours (Chughtai et al., 2020).

Mindfulness is a Buddhist concept that emphasises openness to experiences and present-focused, nonjudgmental awareness (Martínez-Pérez et al., 2023). It is based on Eastern techniques and improves behaviour, emotions, and thought processes. Because Mindfulness has been linked in studies to improved relationships, resilience, and task performance, businesses are implementing mindfulness training to promote good attitudes and enhance employee well-being.

According to Goleman (2020), emotional intelligence (EI) is the ability to recognise, comprehend, and control emotions while reacting to others with empathy. Self-awareness, motivation, and emotional control are among its components, and they are necessary for both interpersonal and personal interactions. Research shows that having a high EI improves empathy, understanding, and responsiveness, which is especially beneficial in the classroom (Y. Wang et al., 2024). The two primary models of emotional intelligence (EI) have their roots in Darwin's work on emotional expression. The ability model emphasises emotional abilities, while the trait model connects EI to personality traits (Foster et al., 2018). According to Foster et al. (2018), having a high EI also correlates with improved mental health, which lowers anxiety and depression.

Organisations have also shown an increasing interest in emotional intelligence, where they have been looking for challenges and changes in the dynamic environment and developing and adapting tactical strategies to confront new challenges in their field of operation. Furthermore, mindfulness practices can improve emotional intelligence by encouraging a positive attitude toward others while also promoting empathy and kindness (Schutte & Malouff, 2011).

Most studies link Mindfulness and emotional intelligence to healthcare, education, and clinical settings (Merino Villeneuve, 2015; Pan et al., 2022; X. Wang, 2023; Zhou et al., 2022), but research in business organisations and Sri Lanka remains limited. This paper highlights the need for studies on their impact on organisational productivity and performance and identifies potential research opportunities in this underexplored context.

The main objective of this study is to review the existing body of knowledge related to emotional intelligence and Mindfulness and provide insights into future research efforts. This study provides critical insights to academics and industry practitioners on the role of Mindfulness and emotional intelligence in enhancing employee well-being, fostering leadership effectiveness, and improving overall organisational productivity and performance as far as a business organisation is concerned.

Methodology

The Systematic Literature Review (SLR) was conducted using the PRISMA methodology, as suggested by Dogra and Priyashantha (2023). A total of 70 papers were obtained from the Scopus database using the search terms "Emotional Intelligence" and "Mindfulness". The review method has been designed in

accordance with the PRISMA standards. The examination into the co-occurrence of terms was conducted using the VOSviewer program, specifically version 1.6.20.

In this study, the PRISMA approach and framework, as described by Dogra and Priyashantha (2023), were employed to assess and choose publications. A comprehensive analysis of the existing literature on Emotional Intelligence and Mindfulness was conducted to suggest potential directions for future research in this area. A planned strategy was employed at the beginning of this study to structure this review systematically. The investigation was conducted using the PRISMA methodology. The following approach includes search vocabulary, criteria for article inclusion, analytical tools, and a reporting system. For systematic reviews, it is strongly advised to follow the PRISMA standard since it successfully reduces bias in the selection of publications, organisation of data, and reporting of study findings. Three main stages comprise the PRISMA flow diagram for article selection. The phases are commonly known as "identification, screening, and inclusion". When doing the identification phase, it is essential to meticulously choose suitable search terms, criteria, and databases (Rajapaksha et al., 2025).

The PRISMA article selection flow diagram consists of four clearly defined procedures, as illustrated in Figure 1. The above-described procedures encompass identification, screening, eligibility evaluation, and inclusion. The procedure for selecting items was carried out following the defined stages as described by Priyashantha et al. (2023b). The keywords employed for the search were "Emotional Intelligence" and "Mindfulness". To carry out this analysis, research papers were selected by retrieving them from the Scopus databases. A hybrid methodology combining automatic and manual screening techniques was used to remove irrelevant material during the article filtering phase. This analysis primarily concentrated on scholarly articles published only in the English language. According to K.G. et al. (2021), systematic reviews provide robust endorsement for the utilisation of journal articles due to their proven reliability as sources.

Article selection method	PRISMA guidelines
Search strings	Emotional Intelligence, Mindfulness
Inclusion criteria	1. Year range: 2011 - 2024
	2. Subject area: All
	3. Language of article: English
	4. Keywords: Included All
	5. Source type: Academic Journals
	6. Type of Study: Quantitative
	7. Methodological quality: Quantitative and Qualitative
Databases	Scopus
Analysis Method	Keyword co-occurrence analysis
Reporting structure	PRISMA guidelines
search criteria	“Emotional Intelligence” AND “Mindfulness” in Article title
Whom does the screening and eligibility checking?	The authors have performed independently.

Figure 01: Review Protocol

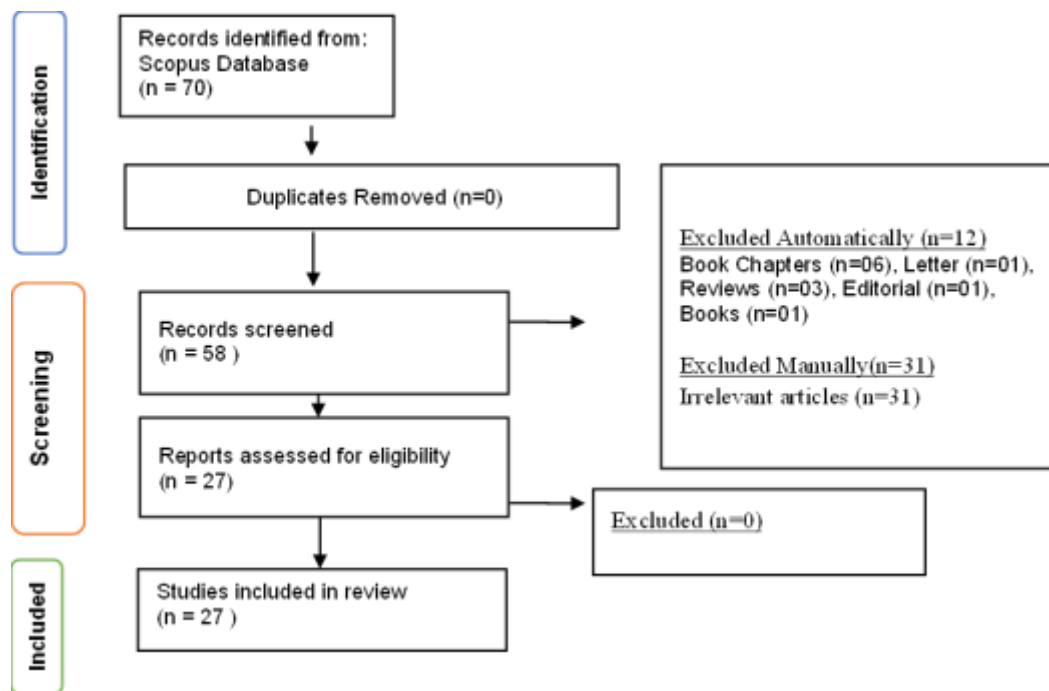


Figure 02: Prisma Flow Diagram

Results and Discussion

For their investigation of the data extracted from the Scopus database, Dogra and Priyashantha (2023) employed the VOSviewer software (version 1.6.20) together with Keyword co-occurrence analysis. Via the interrelationships among the keywords, VOSviewer has classified them into three separate groups (Fig. 3). To distinguish clusters visually, distinct colours are employed. The colours represent the connections between the phrases situated within each cluster.

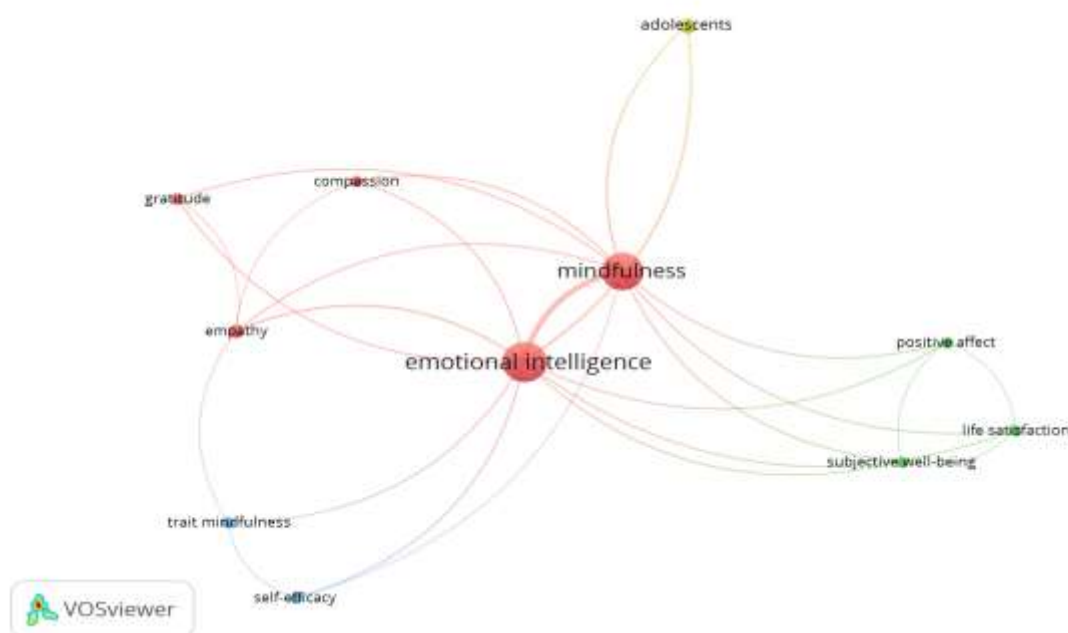


Figure 03: Network Visualisation Map of Keywords

The investigation employed a bibliometric analysis and used the VOSviewer software (Version 1.6.20) to conduct the keyword co-occurrence analysis. Using the method called "keyword co-occurrence network visualisation," the objective of this study was to examine the relationships between keywords and generate a visual depiction of those relationships. Linking keywords in the presentation of the keyword co-occurrence network has the potential to provide valuable insights into the text. Using association strength normalisation as its default configuration, VOSviewer is a software application that constructs a network in a two-dimensional space. In this location, nodes representing terms with strong ties are positioned in close proximity to each other, whereas nodes representing terms with fewer connections are positioned somewhat farther apart. VOSviewer is a software that arranges nodes within a network into clusters, grouping together nodes that have a significant connection with one other. To visually represent the cluster linked to a node, the VOSviewer application utilises colours. Indeed, as stated by Dogra and Priyashantha (2023), a cluster can also serve as an indicator of a shared topic.

The network visualisation map highlights limited research connections, revealing four clusters: Emotional Intelligence, Positive Emotions, Personal Control, and Emotional Regulation. Cluster analysis offers insights into conceptual links among keywords.

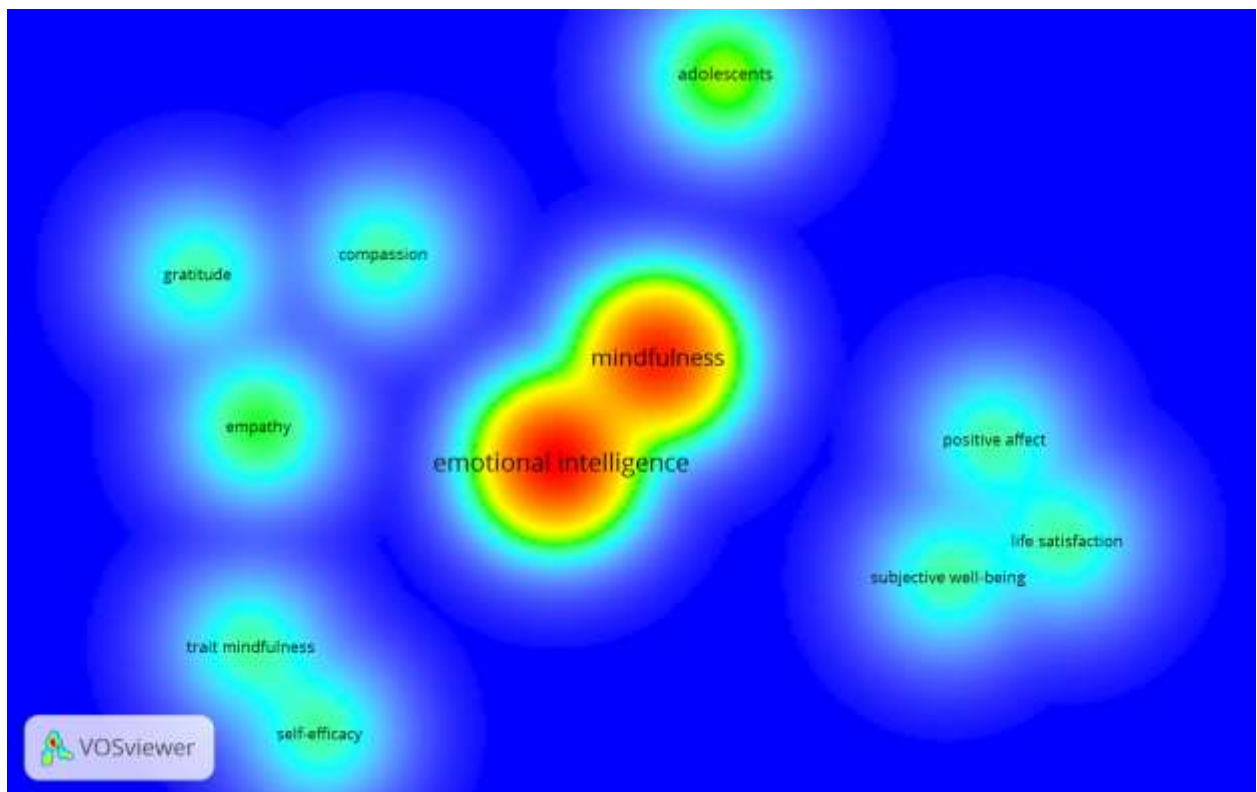


Figure 04: Density Visualisation Map of Keywords

Table 01 shows the generated clusters and related keywords for each cluster.

Table 01: Cluster Analysis of Keywords

Cluster	Keywords	Themes
1	Compassion, Empathy, Gratitude, Mindfulness	Emotional Intelligence
2	Life Satisfaction, Positive Affect, Subjective Well-Being	Frequency of Positive Emotions
3	Self -Efficacy, Trait Mindfulness	Perceived Personal Control
4	Adolescents	Emotional Regulation

Cluster 1: Emotional Intelligence

Empathy and emotional intelligence are positively connected, indicating that those with higher emotional intelligence are better able to comprehend and react to the feelings of others, which is a crucial component of empathy (Y. Wang et al., 2024). Both Mindfulness and emotional intelligence can help people develop the emotional components of self-compassion, gratitude, empathy, resilience, and forgiveness. This link emphasises how crucial emotional processing is to creating these advantageous qualities.(Schutte & Meynadier, 2024)

Cluster 2: Frequency of Positive Emotions

Research has indicated a correlation between emotional intelligence and increased positive affect and life satisfaction, supporting the notion that emotional intelligence is essential for converting Mindfulness into enhanced subjective well-being.(Erus & Deniz, 2020)According to the research, Mindfulness not only increases emotional intelligence but also has a direct impact on positive affect and life satisfaction, underscoring the relationship between these concepts in enhancing general well-being. (Schutte & Malouff, 2011)By considering the above implications, researchers suggest that developing Mindfulness can result in increased emotional intelligence, which in turn raises life satisfaction and positive affect, ultimately enhancing subjective well-being.(Erus & Deniz, 2020; Schutte & Malouff, 2011)

Cluster 3: Perceived Personal Control

Trait mindfulness significantly influences self-efficacy, as individuals with higher levels of Mindfulness typically exhibit stronger self-efficacy. This relationship arises because Mindfulness minimises judgmental thinking and enhances concentration, thereby improving problem-solving skills and emotional regulation when facing challenges. As well as encouraging emotional awareness and management, trait mindfulness raises emotional intelligence and, consequently, self-efficacy. This connection implies that developing Mindfulness can boost self-efficacy and emotional intelligence. Overall, the relationship among trait Mindfulness, emotional intelligence, and self-efficacy emphasises how crucial these concepts are for improving individual well-being and coping mechanisms in a range of life circumstances. (Pan et al., 2022)

Cluster 4: Emotional Regulation

The connection between Mindfulness and emotional intelligence is particularly significant for adolescents, as it enhances their capacity to perceive and regulate emotions accurately. These skills are essential for managing social interactions effectively. Further, Higher emotional intelligence (EI) in adolescents is associated with decreased rates of anxiety and depression, which is important during the early years of development. This implies that improving EI can result in improved teenage mental health outcomes. By considering previous findings, researchers suggest that the development of emotional

intelligence and Mindfulness in adolescents is interconnected, with each construct supporting the other to promote healthier emotional and social functioning during a critical period of growth (Rodríguez-Ledo et al., 2018).

Using the VOSviewer program, a density visualisation map was produced to find sites that had not been extensively examined. The VOSviewer program's user manual claims that the keyword density visualising map follows a predefined colour scheme ranging from blue to green to red. Blue starts this colour series, which finishes in red. One can notice that the degree of the colours closely corresponds with the quantity of nearby keywords. Keywords near the blue area show a relatively low frequency of occurrence when compared to the keywords near the green area; keywords near the green area show a reasonable frequency of occurrence. Given this, words found in the blue and green areas were deemed to have odd placements and need more attention from future researchers. Dogra and Priyashantha (2023) claim that co-occurrence density visualisation is used to highlight areas that call for more study.

The density visualisation map indicates that the keywords listed in the yellow and green regions have undergone a restricted number of examinations, underscoring the need for more investigation. Furthermore, it implies that the understanding of these specific ideas is somewhat restricted, thereby offering a plethora of possibilities for further investigation in this specific field. However, it is worth considering the alternative scenario where the keywords are located inside a region that is highlighted in red. Considering the prevailing conditions, an ample body of study has already been undertaken in that specific field, resulting in a significant amount of readily accessible knowledge (Dogra & Priyashantha, 2023). Thus, it is recommended that future studies should prioritise investigating the following topics: compassion, empathy, appreciation, life satisfaction, self-efficacy, trait mindfulness, adolescents, and subjective well-being.

Figure 5 illustrates the bibliographic coupling graph for article publishing by country. The graph of country-wise article publications indicates that only a small number of countries have made significant contributions to this field of study. Australia, China, and Spain are currently leading the way in publishing in this field. Future research in other countries may focus on this field, particularly in the Sri Lankan context, where mindfulness and mindfulness meditation have a historical significance due to the Buddhist culture.

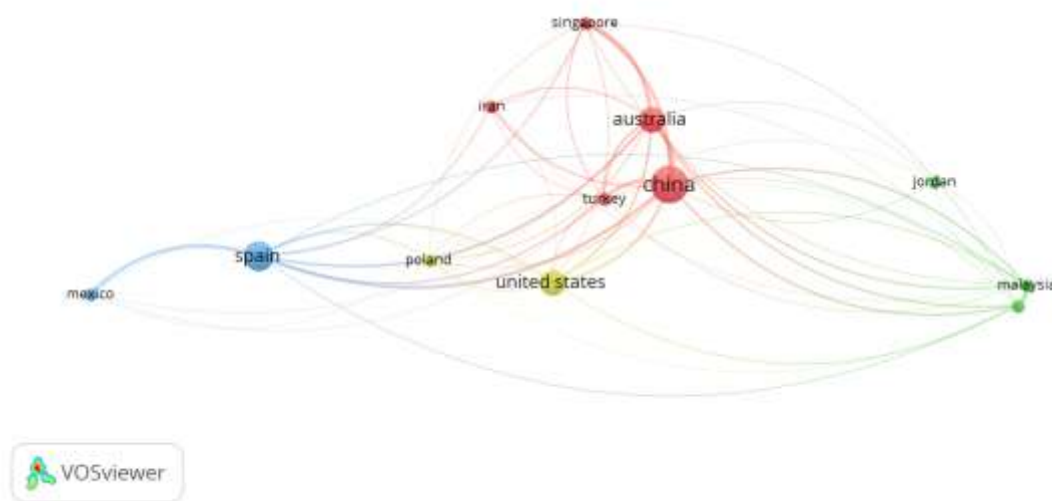


Figure 05: Bibliographic Coupling - Country-Wise Publication Analysis

Enhancing Emotional Intelligence through the Practice of Mindfulness.

Deep understanding of emotional states is fostered by Mindfulness, which is characterised as moment-to-moment awareness and nonjudgmental observation of one's thoughts, feelings, and actions. People can learn to observe emotions, like anger, sadness, or joy, objectively, without self-identification or subjective reaction, by being totally present and paying attention to both mental and physical experiences. By recognising the emergence and demise of emotions, this process promotes inner freedom and disengagement as opposed to impulsive reactivity. More emotional clarity, composure, and the capacity to react intelligently rather than rashly are all benefits of mindfulness practice. At the core of emotional intelligence are self-awareness and self-regulation, which enable people to effectively control their emotions, remain composed in the face of difficulty, and show empathy and understanding to others. Therefore, emotional intelligence is developed through Mindfulness, which makes it possible to engage with the world and oneself in a harmonious and perceptive manner (Rāhula W., 2006).

Key Insights into how Mindfulness enhances Emotional Intelligence

Cultivates Self-Awareness

Mindfulness encourages people to look at their thoughts and feelings without bias or identification. A person can learn to identify emotions as they emerge and comprehend their nature and transience by being open and aware of their inner states. The foundation of emotional intelligence is self-awareness, which enables one to acknowledge one's emotions and responses honestly.

Fosters Emotional Regulations

Buddhists are taught to observe with Mindfulness and not to respond rashly to feelings like joy, sorrow, or anger. Rather than being carried away, one learns to observe these feelings, understand their causes, and let them go. Increased emotional stability, composure, and the ability to react intelligently rather than rashly are the results of this ability to stop and think.

Encourages Compassion and Empathy

Buddhist Mindfulness is closely associated with loving-kindness (metta) and compassion (karuna). Being mindful helps one develop empathy and understanding by making one more sensitive to the pain and feelings of others. Social harmony and wholesome relationships, two critical components of emotional intelligence, require this compassionate awareness.

Supports Continuous Self-Development

Buddhism emphasises that developing Mindfulness is a lifelong process rather than a one-time accomplishment. Deeper understanding of one's emotional patterns and the progressive development of character both of which are characteristics of emotional maturity—are attained via this continuous self-observation.

Table 02: Buddhist practices that build Mindfulness and Emotional Intelligence

Practice	Emotional Intelligence Benefit
Mindfulness of breathing	Calms the mind, increases self-control
Awareness of bodily actions	Grounds attention, reduces impulsivity
Mindful observation of feelings	Recognises and names emotions
Mindful observation of thoughts	Identifies emotional triggers
Cultivation of loving-kindness	Enhances empathy and compassion
Reflection on impermanence	Reduces attachment, fosters resilience

(Rāhula, W., 2006)

Potential Research Opportunities

There are several promising avenues for future research into emotional intelligence (EI) and Mindfulness, particularly in terms of improving individual well-being and performance in a variety of settings. One key area of research is the use of mindfulness-based interventions to promote the development of emotional intelligence in adolescents, which could significantly enhance their emotional regulation skills and overall well-being (Erus & Deniz, 2020). Furthermore, studying the role of emotional intelligence and Mindfulness in the workplace could provide useful insight into how these constructs affect job performance, job satisfaction, and overall organisational performance.

To strengthen the theoretical link between Mindfulness and emotional intelligence, it is essential to understand Mindfulness not just as a cognitive practice but as a deeply rooted psychological discipline. Mindfulness in Buddhist teachings (sati) encompasses a state of heightened awareness and introspection, which naturally cultivates emotional clarity, self-awareness, and non-reactivity, key dimensions of emotional intelligence (Rāhula, W., 2006). Thus, Mindfulness can be viewed as a foundational mechanism that enhances the intrapersonal competencies required for emotional intelligence to thrive.

In the healthcare context, researchers could investigate the effectiveness of mindfulness practices in increasing emotional intelligence among professionals to improve patient care, reduce burnout, and promote overall well-being (Martínez-Pérez et al., 2023). Longitudinal studies assessing the long-term effects of mindfulness training on emotional intelligence development would also provide valuable

insights into the lasting impact of these practices. Finally, studying cross-cultural differences in the relationship between EI and Mindfulness may reveal how these constructs interact in different cultural contexts and inform strategies for improving well-being across populations.

These research opportunities could help us gain a better understanding of the intersection of emotional intelligence and Mindfulness, offering both theoretical depth and practical implications for a variety of personal and organisational contexts.

Conclusion

The importance of emotional intelligence and Mindfulness in influencing individuals' responses to organisational difficulties cannot be overstated. Individuals exhibiting these attributes possess the capacity to manage their emotions, maintain concentration, and keep composed in stressful situations, therefore improving their capacity to navigate challenging circumstances and make educated judgments, even in demanding contexts. An analysis of keyword co-occurrence reveals four clusters associated with the keywords examined in the study. Future research should accord priority to the investigation of the following subjects: compassion, empathy, appreciation, life satisfaction, self-efficacy, trait mindfulness, adolescents, and subjective well-being. At present, Australia, China, and Spain are at the forefront of publishing in this particular subject. Future research in other nations may prioritise this area, notably in the Sri Lankan setting, where mindfulness and mindfulness meditation hold historical importance owing to the Buddhist religious tradition. Substantial potential exists for further investigation into emotional intelligence (EI) and Mindfulness, namely concerning enhancing personal well-being and performance across diverse contexts.

Buddhist teachings assert that Mindfulness is the foundation for emotional intelligence. People who train their minds to observe emotions objectively develop compassion, self-control, and clarity qualities that facilitate intelligent, sympathetic, and peaceful interactions with others and with themselves. This conceptual alignment underscores the value of integrating traditional mindfulness principles into contemporary emotional intelligence frameworks from an organisational perspective.

In light of these findings, future research could particularly benefit from exploring the role of mindfulness-based interventions in nurturing emotional intelligence among adolescents and professionals, with attention to both psychological and behavioural outcomes. Longitudinal studies could offer deeper insights into the sustained impact of mindfulness practices on emotional regulation and workplace performance. Additionally, more empirical studies are warranted to examine the mediating effects of Mindfulness on emotional intelligence in healthcare and organisational contexts, potentially contributing to improved service delivery and reduced employee burnout. The intersection of cultural factors with Mindfulness and EI especially in countries with strong contemplative traditions like Sri Lanka presents a unique and underexplored research avenue. These inquiries will not only enrich theoretical frameworks but also foster evidence-based strategies to develop emotionally intelligent and mindful individuals, thereby enhancing organisational resilience and well-being on a global scale.

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