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## Mindfulness Intervention to Enhance Happiness for Working People

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### **Abstract**

This article aimed to study (1) the key factors that enhance happiness for working people, (2) mindfulness practice for promoting those key factors, and (3) the process of mindfulness intervention to enhance happiness for working people. This study employed a qualitative research method. The instrument for collecting data was documentary research and in-depth interviews with 6 key informants. The research results were found as follows;

1. The key factors that enhance happiness for working people included emotional regulation, job satisfaction, work-life balance, supportive leadership, and mindfulness. These factors were identified through extensive documentary research, including scholarly articles and organizational psychology models. The integration of traditional Buddhist teachings and modern psychological theories provided a holistic perspective on workplace happiness.

2. The study found that mindfulness practices significantly contribute to enhancing the key happiness factors. Practices such as mindful breathing, meditation, and awareness of the present moment were shown to improve emotional resilience, focus, and job satisfaction. Documentary research and studies on Buddhist texts, especially the Four Foundations of Mindfulness, confirmed the relevance and applicability of mindfulness-based interventions (MBIs) in the workplace. These interventions not only reduce stress but also promote a positive emotional climate within professional settings.

3. The final phase, qualitative research through interviews, revealed real-world applications of mindfulness in professional environments. Interviews with seven professionals across various industries demonstrated how mindfulness has been successfully integrated into daily routines. Synthesizing these findings, the study proposes a practical and adaptable mindfulness intervention model that emphasizes simplicity, sustainability, and alignment with both personal development and organizational culture. This model highlights the potential of mindfulness-based approaches as effective strategies to foster happiness and well-being among working populations.

**Keywords:** Mindfulness; Workplace Happiness; Emotional Well-being; Mindfulness-Based Interventions; Work–life balance

## **Introduction**

Contemporary workplaces are characterized by intensifying demands, rapid digitalization, and blurred boundaries between professional and personal life, conditions that contribute to chronic stress, burnout, and diminished well-being among employees. The World Health Organization has formally recognized burnout as an occupational phenomenon, prompting employers and policymakers to prioritize interventions that promote mental health and sustainable work practices (World Health Organization, 2019). Recent global surveys further indicate persistently low levels of employee engagement and high prevalence of daily work-related stress, underscoring the urgency of effective, scalable responses (Gallup, 2022).

Mindfulness has gained prominence as a practicable, evidence-based approach for enhancing emotional regulation, resilience, and job-related satisfaction. Originating in classical Buddhist teachings, the Satipaṭṭhāna and Ānāpānasati discourses, mindfulness has been operationalized in clinical and organizational interventions such as Mindfulness-Based Stress Reduction (Kabat-Zinn, 2003). Meta-analytic and intervention studies report that mindfulness training increases dispositional mindfulness, reduces stress, and improves affective balance in occupational settings (Khoury et al., 2015; Quaglia et al., 2016), while workplace adaptations have yielded improvements in well-being and performance (Bartlett et al., 2020).

The theoretical rationale for mindfulness interventions in organizational contexts is strengthened by convergent frameworks from positive psychology and behavioral science. Seligman's PERMA model (2011) identifies Positive emotion, Engagement, Relationships, Meaning, and Accomplishment as core domains of flourishing, and Csikszentmihalyi's Flow Theory (1990) explains how task absorption contributes to subjective fulfillment. Complementarily, Emotional Intelligence theory highlights self-awareness and self-regulation as mechanisms that underpin constructive interpersonal dynamics at work (Goleman, 1996). Self-Determination Theory further suggests that autonomy, competence, and relatedness mediate motivational and well-being outcomes,

offering additional explanatory leverage for workplace mindfulness initiatives (Deci & Ryan, 1985).

Despite accumulating evidence, notable gaps remain. Many workplace programs emphasize secularized skills while underemphasizing the ethical and contemplative scaffolding integral to classical Buddhist praxis. Moreover, questions persist about how to adapt mindfulness for diverse occupational contexts in ways that are time-efficient, culturally sensitive, and organizationally feasible. This study addresses these lacunae by synthesizing canonical Buddhist practices with established psychological models to develop a concise, culturally attuned mindfulness intervention for working adults. Conducted between May 2024 and May 2025 within a Buddhist Peace Studies framework, the research combines documentary analysis and in-depth interviews to identify key determinants of workplace happiness and to propose an accessible intervention model designed for contemporary organizational life.

### **Research Objectives**

1. To study the key factors that enhance happiness for working people.
2. To study mindfulness practice for promoting the key factors of happiness.
3. To present the process of mindfulness practice to enhance happiness at work.

### **Literature Review**

Mindfulness originates in canonical Buddhist texts, the Satipaṭṭhāna and Ānāpānasati suttas, and has been operationalized in contemporary psychology through interventions such as Mindfulness-Based Stress Reduction (Kabat-Zinn, 2003). Conceptually, mindfulness denotes sustained, nonjudgmental present-moment awareness that supports attentional control, decentering, and emotion regulation. Empirical meta-analytic and experimental work indicates that formal mindfulness training increases dispositional mindfulness and enhances emotional balance (Quaglia et al., 2016), while organizational studies report gains in well-being and task performance following workplace-adapted programs (Kersemakers et al., 2018; Wolever et al., 2012).

Positive psychology offers complementary constructs for understanding workplace flourishing. Seligman's PERMA model (Positive emotion,

Engagement, Relationships, Meaning, Accomplishment) provides an integrative taxonomy for the domains of well-being relevant to occupational contexts, whereas Flow Theory explains how sustained engagement in optimally challenging tasks contributes to subjective satisfaction (Csikszentmihalyi, 1990). Daniel Goleman's Emotional Intelligence framework further foregrounds self-awareness, self-regulation, and empathy as mechanisms that mediate interpersonal functioning and organizational climate (Goleman, 1996). Together, these theories delineate psychological pathways through which mindfulness can influence workplace outcomes.

Applied research has translated mindfulness into workplace settings via digital and in-person formats. Controlled trials and program evaluations (Aikens et al., 2014) document reductions in perceived stress and improvements in emotional well-being, and corporate initiatives such as Google's "Search Inside Yourself" illustrate large-scale implementation. Nevertheless, many workplace programs emphasize secularized skills training and attend insufficiently to the ethical-contemplative scaffolding intrinsic to classical Buddhist approaches.

In conclusion, the extant literature demonstrates robust evidence for mindfulness as a facilitator of attentional control, emotion regulation, and well-being, and situates these processes within broader positive-psychology constructs. However, a gap persists in systematically integrating traditional Buddhist contemplative principles with contemporary workplace interventions in a culturally attuned manner. The present study addresses this gap by synthesizing Buddhist praxis with PERMA, Flow, and Emotional Intelligence to create a concise, contextually sensitive intervention model for working populations.

## **Conceptual Framework**

This research is a qualitative study that aims to explore how mindfulness practices can enhance happiness for working people. The researcher defines the conceptual framework based on the integration of Positive Psychology theories, specifically the PERMA Model by Seligman (2011), Emotional Intelligence Theory by Goleman (1996), and Flow Theory by Csikszentmihalyi (1990), together with Buddhist teachings on mindfulness, particularly the *Satipatthana Sutta* and *Anapanasati Sutta*. These concepts inform both the theoretical foundation and the research methodology.

The framework consists of three core objectives:

1. To study the key factors that enhance happiness for working people  
This objective is achieved through documentary research, which reviews

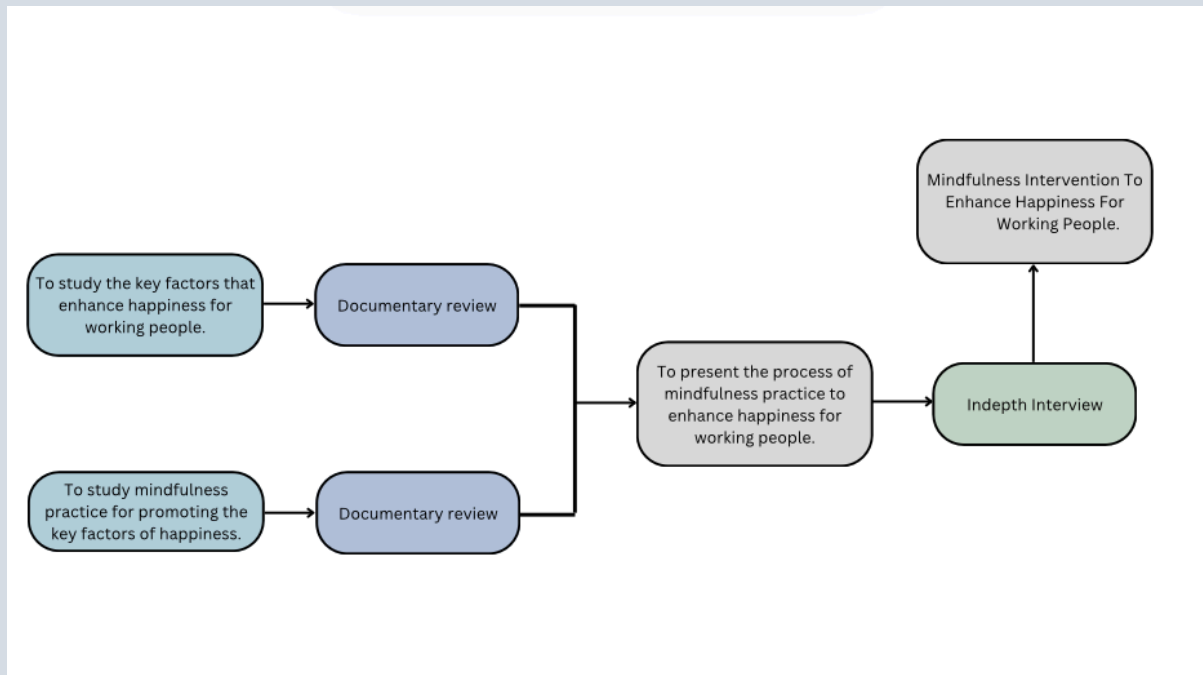
academic literature, psychological theories, and Buddhist principles related to happiness, emotional well-being, and workplace engagement.

2. To study mindfulness practice for promoting the key factors of happiness. This phase also involves documentary research, focusing specifically on mindfulness techniques from both secular and Buddhist perspectives, including scientific studies of mindfulness-based stress reduction (MBSR) and traditional practices like metta (loving-kindness) meditation.
3. To present the process of mindfulness practice to enhance happiness for working people. Synthesizing insights from the first two objectives, this phase incorporates in-depth interviews with working individuals who practice mindfulness. Their experiences inform the design of a structured mindfulness intervention model.

The conceptual flow of the research is as follows:

- Documentary research informs understanding of the key factors of happiness and the role of mindfulness in promoting these factors.
- These findings lead to a proposed process for mindfulness application, which is validated and enriched through qualitative in-depth interviews.
- The outcome is a Mindfulness Intervention Model designed to enhance workplace happiness in a structured, culturally sensitive, and evidence-based way.

This conceptual framework demonstrates the integration of theoretical and practical knowledge across disciplines. It guides the research process by connecting foundational theories with real-world applications, ensuring both academic rigor and practical relevance.



**Figure 1: Conceptual Framework**

## **Research Methodology**

This research is a qualitative study that aims to explore the process and effectiveness of mindfulness interventions in enhancing happiness among working individuals. The research area focuses on working individuals in various industries in Thailand who have experience or an interest in mindfulness practices. The population consists of working individuals engaged in full-time employment, self-employment, or freelance work who are actively involved in workplace environments characterized by moderate to high levels of stress. A sample group of 7 individuals was selected using the purposive sampling method, with specific inclusion criteria: individuals who have applied mindfulness in their work or participated in mindfulness training programs. This approach ensures the participants can provide in-depth, relevant experiences related to mindfulness and workplace happiness.

The research tools are of two main types, including:

1. **Documentary Research:** Involves the analysis of academic research, Buddhist scriptures (Satipatthana Sutta, Anapanasati Sutta), and psychological frameworks such as the PERMA Model (Seligman, 2011), Flow Theory (Csikszentmihalyi, 1990), and Emotional Intelligence (Goleman, 1996). This phase provided theoretical insights and supported the creation of the interview framework.
2. **In-depth Interview Form:** The interview form consists of open-ended questions designed to explore mindfulness experiences, emotional well-

being, work-life balance, and perceived changes in workplace happiness. The questions were reviewed by experts in peace studies and mindfulness practice to ensure content validity and were adjusted after pilot interviews to enhance clarity and flow.

Group discussions were not used in this research to maintain the depth of individual reflection and ensure privacy on personal mental well-being topics.

Data was collected through document review and in-depth interviews conducted between May 2024 and January 2025. The qualitative data were analyzed using content analysis and thematic synthesis, while the documentary data were analyzed through conceptual categorization and narrative synthesis. The research results were presented in a descriptive format, linking the theoretical frameworks with the participants' lived experiences to construct a practical mindfulness intervention model tailored to workplace contexts.

## **Research Results**

### **Objective 1: To study the key factors that enhance happiness for working people**

The results showed that the key factors enhancing happiness in the workplace are multidimensional, involving emotional, psychological, organizational, and behavioral elements. Based on extensive documentary research and analysis of theoretical models, the following components were identified as significant contributors to workplace happiness:

1. *Positive Workplace Environment*: A workplace characterized by respect, open communication, and inclusivity fosters a sense of belonging. Employees who perceive fairness, trust, and appreciation in their organization are more likely to experience emotional well-being and job satisfaction (Seligman, 2011; Gallup, 2022).
2. *Emotional Regulation and Stress Management*: The ability to regulate emotions effectively is closely tied to mindfulness practice and is essential for coping with workplace demands. Emotional Intelligence (Goleman, 1996) and mindfulness interventions (Kabat-Zinn, 2003) were consistently linked to improved emotional control and lower stress levels.
3. *Job Satisfaction and Meaningful Work*: Employees who feel that their work has purpose and aligns with their values report higher levels of happiness. This aligns with the PERMA Model's "Meaning" component and the concept of "ikigai" in Eastern philosophy. Research by Aikens et



- al. (2014) supports the idea that mindfulness increases meaning and engagement at work.
4. *Supportive Leadership and Management*: Leadership styles significantly influence employee morale. Transformational and empathetic leaders, who actively support employee development, were found to enhance happiness by creating a psychologically safe environment (Bass & Riggio, 2006).
  5. *Work-Life Balance*: Happiness is closely tied to one's ability to separate professional responsibilities from personal life. The rise in digital overload and “always-on” culture has challenged this balance. Organizations that implement flexible work policies and wellness programs contribute to greater life satisfaction and reduced burnout (Derks et al., 2014; WHO, 2019).
  6. *Organizational Culture and Values*: A culture that promotes compassion, mindfulness, and employee wellness fosters long-term well-being. This factor reflects Buddhist peaceful means such as Right Speech, Compassion, and Mindful Action, showing a strong linkage between spiritual values and modern organizational effectiveness.
  7. *Mindfulness as a Core Contributor*: Throughout the literature, mindfulness is repeatedly emphasized as both a direct and indirect enhancer of happiness. It helps employees remain grounded, reduces reactivity, and improves focus and resilience. Studies by Hülshager et al. (2013) and Quaglia et al. (2016) confirm that mindfulness practices reduce negative emotions and actively increase positive psychological states in the workplace.

The findings from Objective 1 suggest that enhancing happiness in the workplace requires an integrated approach that combines emotional intelligence, organizational support, meaningful work, and mindfulness practices. These factors are interconnected and reinforce one another. By identifying these key components, this research lays the groundwork for developing targeted mindfulness interventions that align with both individual and organizational goals.



**Table 1** Key Factors That Enhance Happiness for Working People

No.	Key Factor	Description	Supporting Sources
1	Positive Workplace Environment	A culture of respect, recognition, and inclusivity that promotes psychological safety and employee engagement.	Seligman (2011); Gallup (2022)
2	Emotional Regulation and Stress Management	The ability to manage emotional responses to work-related stress; improved through mindfulness and EI development.	Goleman (1995); Kabat-Zinn (2003)
3	Job Satisfaction and Meaningful Work	Feeling purposeful and valued in one's work leads to higher motivation and life satisfaction.	Aikens et al. (2014); Csikszentmihalyi (1990)
4	Supportive Leadership and Management	Empathetic leadership that fosters growth, trust, and open communication.	Bass & Riggio (2006); Edmondson (2018)
5	Work-Life Balance	The ability to manage professional and personal responsibilities effectively; supported by flexible work policies.	WHO (2019); Derks et al. (2014)
6	Organizational Culture and Values	Workplaces promoting mindfulness, compassion, and ethical conduct align with Buddhist peaceful means.	Buddhist Teachings; Good et al. (2016)
7	Mindfulness	Mindfulness improves focus, emotional control, and resilience, enhancing overall well-being at work.	Hülshager et al. (2013); Quaglia et al. (2021)

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**Objective 2:** To study mindfulness practice for promoting the key factors of happiness

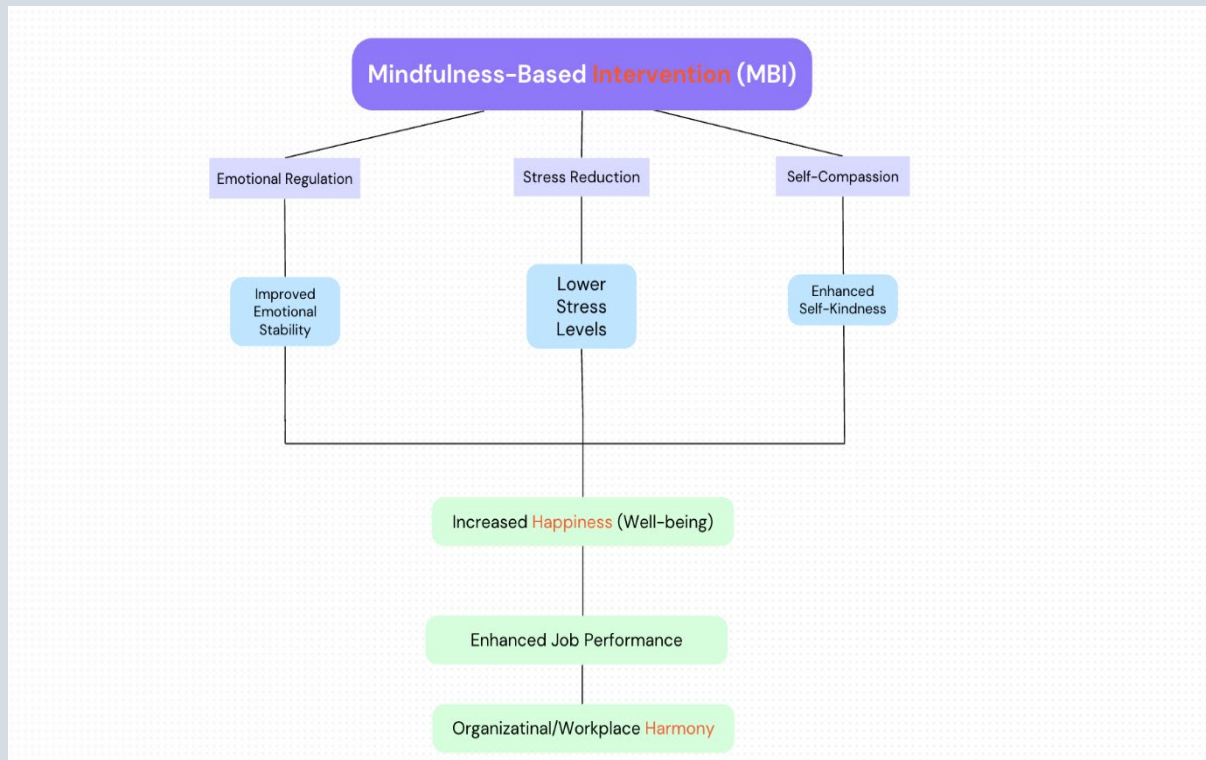
The findings showed that mindfulness practice significantly contributes to promoting the key psychological and emotional factors that enhance happiness in working people. This is clearly demonstrated through three interconnected mechanisms: emotional regulation, stress reduction, and self-compassion, all of which are integral components of Mindfulness-Based Interventions (MBIs).

Firstly, emotional regulation developed through mindfulness practices, such as mindful breathing and present-moment awareness, led to improved emotional stability. Participants reported being more aware of their emotional triggers and better able to respond calmly in high-pressure situations, which directly enhanced their ability to cope with work-related stress and interpersonal challenges.

Secondly, mindfulness facilitated stress reduction, with practices like body scans and mindful reflection helping participants to become less reactive and more centered. These practices resulted in lower stress levels, which is a crucial factor in preventing burnout and promoting overall well-being. This aligns with prior research by Hülshager et al. (2013) and Kabat-Zinn (2003), who established that consistent mindfulness practice lowers cortisol levels and increases subjective calmness in workplace environments.

Thirdly, the cultivation of self-compassion through practices like loving-kindness (metta) meditation led to enhanced self-kindness. Participants noted a shift in how they treated themselves during failure or pressure—moving from self-criticism to self-support. This internal transformation plays a foundational role in sustaining long-term mental wellness and emotional resilience.

Collectively, these three pathways contribute to increased happiness (well-being), as reported by participants. Furthermore, the study found that this enhanced happiness correlated with better job performance and a noticeable improvement in organizational or workplace harmony, as individuals became more empathetic, emotionally balanced, and less reactive in professional interactions.



**Figure 2:** Mindfulness-to-Happiness Framework

These findings confirm that mindfulness practices are not only individually beneficial but also have broader organizational value. They support the theoretical frameworks of Seligman's PERMA model and Goleman's Emotional Intelligence theory while demonstrating that mindfulness is a viable and effective strategy for promoting happiness in working environments.

**Objective 3:** To present the process of mindfulness practice to enhance happiness for working people

The results showed that the process of mindfulness practice to enhance happiness for working people involves a structured and adaptable intervention model developed through the synthesis of documentary research and in-depth interviews with key informants. The study identified essential components and steps for applying mindfulness in professional settings to promote sustained emotional well-being, work satisfaction, and stress resilience.

### 1. Development of the Mindfulness Intervention Model

The model was created by integrating insights from Buddhist teachings (the Satipatthana Sutta and the Anapanasati Sutta), modern mindfulness-based practices (MBSR by Kabat-Zinn), and psychological frameworks such as the

PERMA Model and Emotional Intelligence theory. The content was tailored based on data gathered from seven professionals across various industries who shared how mindfulness impacted their work life. Their input was essential in shaping a real-world, adaptable process.

## 2. Core Components of the Intervention

The proposed mindfulness practice model includes the following key components:

2.1 Daily Mindfulness Activities: Short, guided practices such as mindful breathing, body scanning, and walking meditation designed to be easily incorporated into a work routine.

2.2 Mindful Reflection and Journaling: Encouraging individuals to reflect on their thoughts and emotional responses to daily work challenges, enhancing self-awareness and emotional clarity.

2.3 Compassion Practice (Metta Meditation): Based on Buddhist traditions, this component promotes emotional healing, kindness toward self and others, and harmonious workplace relationships.

2.4 Work-Life Integration Techniques: Practical tools to reduce digital overload, build boundaries, and support detachment after work hours.

2.5 Weekly Group Check-Ins or Self-Evaluation: A feedback mechanism for tracking emotional states and reinforcing the habit of mindfulness.

## 3. Implementation and Application in Work Settings

The mindfulness process is designed to be scalable and suitable for both individuals and organizations. Participants reported that applying mindfulness for just 10–15 minutes per day led to improvements in emotional regulation, reduced workplace anxiety, and enhanced focus. Informants also suggested that leadership support and workplace culture play a crucial role in sustaining long-term practice.

The results demonstrate that a mindfulness practice process tailored for working individuals can effectively enhance happiness by supporting emotional well-being, building resilience, and fostering a positive work environment. The final model is grounded in both classical Buddhist wisdom and contemporary

psychological insights, offering a culturally and contextually relevant framework for workplace wellness initiatives.

## **Discussions**

This research found that a positive workplace environment, emotional regulation, job satisfaction, supportive leadership, work-life balance, and mindfulness (Objective 1) are significant factors that enhance happiness among working people. This is consistent with the PERMA model of Seligman (2011) and the Emotional Intelligence theory of Goleman (1996), which emphasize that emotional regulation, meaningful relationships, and a sense of accomplishment have a direct impact on well-being. It also aligns with the Self-Determination Theory of Deci and Ryan (1985), which highlights autonomy, competence, and relatedness as basic human needs for psychological health. This aligns with the prevailing assumption that workplace happiness is not solely determined by financial compensation, but also by internal and relational dynamics. This may be because modern employees increasingly value mental well-being, purpose, and emotional balance. As the research of Khoury et al. (2015) and Bartlett et al. (2020) supports, mindfulness and workplace design both influence job satisfaction and reduce stress. Therefore, identifying these multi-dimensional factors confirms and reinforces existing psychological frameworks in workplace studies.

As for mindfulness practice promoting the key factors of happiness (Objective 2), it was found that mindfulness enhances emotional regulation, fosters compassion, improves focus, and reduces stress, factors that are consistent with the theory of Mindfulness-Based Stress Reduction (MBSR) by Kabat-Zinn (2003). It also aligns with the Flow Theory of Csikszentmihalyi (1990), indicating that mindfulness enables individuals to achieve deep focus and engagement, ultimately leading to greater happiness. This aligns with the prevailing assumption that mindfulness is a key mechanism for enhancing workplace happiness. This may be because mindfulness shifts awareness inward, enabling individuals to respond more effectively to stressors. As research by Aikens et al. (2014) and Quaglia et al. (2016) supports, mindfulness not only reduces anxiety but also enhances positive affect and resilience. Therefore, mindfulness can serve as both a therapeutic and preventive tool for improving workplace mental well-being.

For the mindfulness intervention model (Objective 3), it was found that the structured process, including daily practice, reflection, compassion training, and organizational support, corresponds with the theory of Jon Kabat-Zinn (2003) and aligns with Buddhist teachings on mindfulness (*Satipatthana Sutta* and *Anapanasati Sutta*). It also relates to the organizational mindfulness framework presented in the research of Good et al. (2015). This corresponds with the assumption that a culturally grounded, structured intervention can be practically applied in diverse workplace settings. This may be because combining traditional spiritual insights with modern psychological tools makes the model more relatable and sustainable for working people. As Pinck & Sonnentag (2018) and Kersemaekers et al. (2018) found in their research, integrating mindfulness into organizational culture supports both individual growth and institutional well-being. Therefore, the proposed model provides a valuable and adaptable approach for enhancing happiness in professional environments.

This discussion highlights the theoretical relevance, empirical consistency, and practical contribution of mindfulness as a pathway to enhance workplace happiness, particularly for individuals facing high stress and emotional demands in their careers.

## **Knowledge from Research**

This research integrates classical Buddhist mindfulness (*Satipatthāna* and *Ānāpānasati* suttas) with contemporary well-being frameworks (PERMA, flow theory, and emotional intelligence) to produce a coherent, practice-oriented model for enhancing happiness among working adults. The interdisciplinary synthesis foregrounds both ethical-contemplative and empirical psychological dimensions, offering a culturally grounded yet evidence-aligned approach to workplace well-being.

Core findings identify five interdependent determinants of workplace happiness: emotional regulation, meaningful work, supportive leadership, work–life balance, and an organizational culture that supports mindfulness. Empirical and textual evidence indicate that mindfulness interventions address these determinants by strengthening self-awareness, attentional control, emotional resilience, and compassionate responsiveness—capacities that reduce stress and improve performance and interpersonal functioning.

From documentary review and in-depth interviews, the study proposes a brief, four-part daily intervention tailored for time-constrained professionals. Each component is intentionally simple and mutually reinforcing:

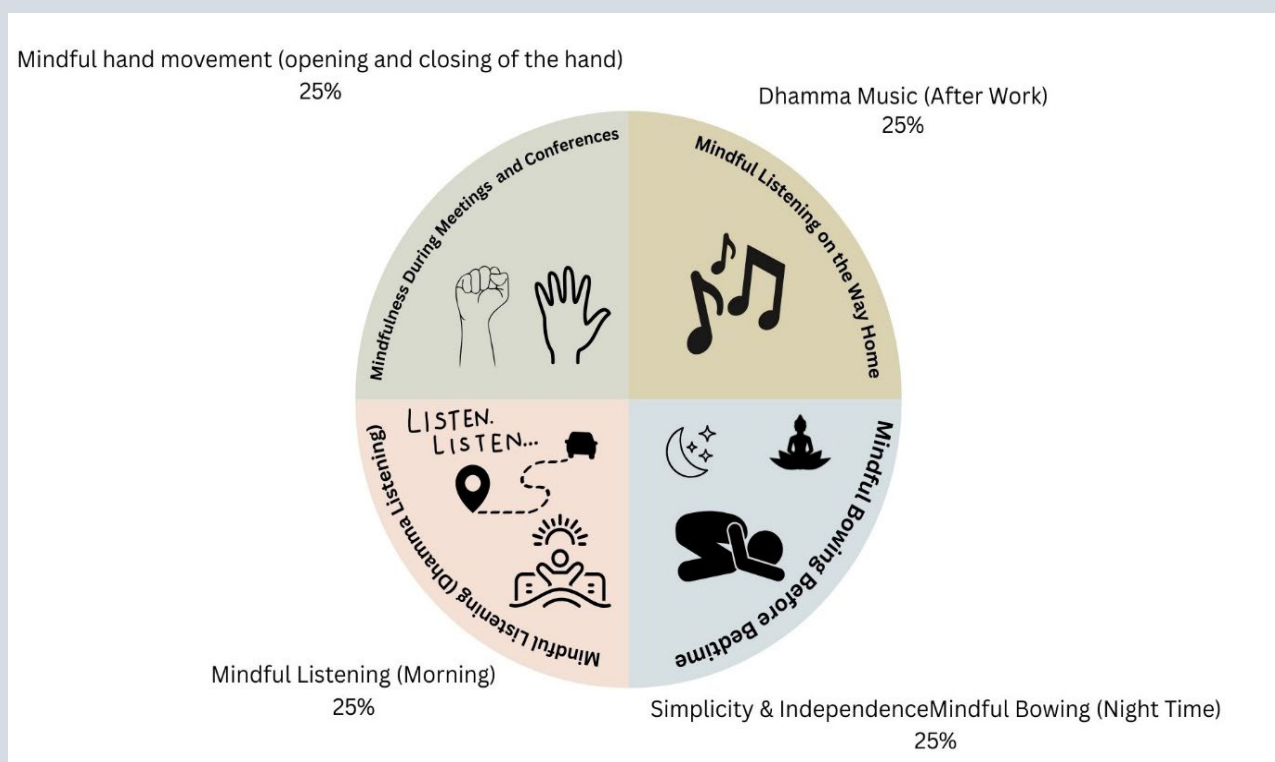
- Morning mindful listening (5–10 minutes): brief audio reflections or calming sounds to set intention and emotional equilibrium at the start of the day.
- Mindful hand movement during meetings: subtle, slow hand gestures to anchor attention and reduce cognitive drift while maintaining professional engagement.
- Listening to Dhamma during commute: auditory reflection to facilitate emotional decompression and clear demarcation between work and personal time.
- Mindful bowing before bed: a short ritual of reflection and gratitude to promote psychological closure and better sleep.

The model emphasizes cultural resonance (drawing on Buddhist praxis and gratitude traditions) alongside empirical plausibility, making it particularly suited to Thai and broader Asian contexts while remaining adaptable to secular workplaces.

Practical and scholarly applications are direct: the model can inform curricula in psychology and organizational studies, be adopted in HR wellness programs and community workshops, and guide corporate retreat design. At a societal level, scaled implementation may reduce absenteeism and turnover while enhancing productivity. Policy implications include integrating mindfulness modules into employee assistance programs, public mental-health campaigns, and professional development for educators and public servants.

In conclusion, the intervention offers a low-burden, culturally sensitive, and evidence-informed pathway to sustain workplace happiness and resilience, warranting further evaluation through controlled and longitudinal studies.





**Figure 3:** Daily Mindfulness Practice Model for Working People

## Conclusion

This study set out to identify the principal determinants of workplace happiness, to examine how mindfulness supports those determinants, and to articulate a structured mindfulness intervention tailored for working people. Findings indicate that workplace happiness is multifactorial and interdependent, centering on emotional regulation, meaningful work, supportive leadership, positive organizational culture, and work–life balance. These elements align with extant theoretical frameworks, such as PERMA, emotional intelligence, and flow theory, thereby situating the present results within established well-being scholarship.

Mechanistically, mindfulness practice emerged as a robust facilitator of these factors. Through improvements in self-awareness, attentional control, stress reduction, and compassionate responsiveness, mindfulness practices appear to enhance emotional resilience, concentration, and job satisfaction, conditions conducive to both individual flourishing and constructive workplace dynamics. Drawing on documentary analysis and practitioner accounts, the study synthesised traditional Buddhist teachings with contemporary psychological theory to underpin these mechanisms.

The principal practical output is a concise, four-part daily intervention model designed to promote sustained, low-burden mindfulness across the workday: (1) morning mindful listening to set intentionality, (2) brief mindful hand movements during meetings to anchor attention, (3) listening to Dhamma or reflective audio during the commute to consolidate perspective, and (4) mindful bowing before sleep to foster emotional closure. Each element was selected for its simplicity, cultural resonance, and potential for integration into diverse professional contexts.

Academically, the research contributes a culturally informed bridge between Buddhist contemplative practices and workplace well-being science. Practically, it offers an accessible, scalable template for organizations seeking low-cost strategies to enhance employee happiness and resilience. Given the study's qualitative scope and modest sample, future research should evaluate the model's effectiveness using larger, controlled, and longitudinal designs, examine organizational implementation pathways, and explore cultural adaptations across industries. Overall, the proposed intervention presents a promising, evidence-informed approach for cultivating sustained well-being among working populations.

## **Suggestions**

As a preventive intervention, it has the potential to strengthen emotional regulation, reduce burnout risk, and enhance job satisfaction and workplace engagement.

For practitioners and stakeholders, recommended actions include:

- (1) Pilot adoption within Human Resources and employee-assistance programs to assess feasibility and acceptability.
- (2) Incorporation into leadership and teacher training to promote empathetic supervision and classroom resilience.
- (3) Deployment through community health and NGO initiatives targeting working adults. Policy makers and organizational leaders should consider embedding micro-mindfulness modules in professional development portfolios and occupational health guidelines to support population-level well-being.

Future research should rigorously evaluate the model's effectiveness and generalizability. Priority studies include randomized controlled trials and longitudinal or mixed-methods designs across varied age cohorts, occupational sectors, and cultural contexts to establish causal impact and durability of effects.

Measurement should span psychological outcomes (happiness, emotional regulation, burnout), organizational indicators (absenteeism, performance, retention), and process metrics (adherence, acceptability). Finally, investigating digital delivery, mobile apps, podcasts, and blended e-learning would clarify how technology can increase accessibility, support sustained practice, and enhance scalability while preserving the model's cultural integrity. Collectively, these steps will determine the model's utility as a practical, evidence-informed approach to fostering sustained well-being among working populations.

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