

A review of research on the impact of employee mindfulness on in-role performance

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Abstract. With the booming development of economy, the increasingly fierce market competition, Chinese enterprises into a period of rapid development, "996", "007" become the working mode of many employees, investigate its fundamental, extend working hours can not effectively improve work efficiency, therefore, how to ensure that employees to complete their performance, break the "996", "007" work dilemma become an urgent need to solve the problem. Mindfulness is an important topic for long-term research in the field of psychology. In recent years, more and more scholars have begun to pay attention to the influence of mindfulness in the field of management. Empirical studies have found that mindfulness has a positive impact on workplace employees' happiness, work performance, and leadership level. This paper systematically sorts out the performance related literature of employees, deeply explores the influence mechanism, summarizes the existing research ideas, and puts forward corresponding suggestions and directions for future research.

Keywords: mindfulness, in-role performance, emotion, work engagement, employee well-being.

1. Introduction

Enterprise as an organization, to achieve its goal eventually need to rely on each employee performance to achieve, so how to develop and utilize enterprise human resources, together, fully arouse and stimulate the employees work enthusiasm and enthusiasm, make each employee to maximize their own for, maximize individual work performance, has gradually become the core of the enterprise to improve competitiveness, also more and more widely concerned by enterprise managers, many managers believe that improve employee performance is the key to enterprise competitiveness. In order to adapt to the development of the new situation, how to effectively improve the performance of their respective enterprises and then improve the performance of employees in the overall performance of enterprises has become one of the problems that contemporary enterprise managers try to think and urgently need to solve.

In recent years, the development of modern information technology has greatly changed people's work and lives. The ubiquitous information flow not only brings convenience to people, but also divides the work and life of modern people altogether. The accessibility and accessibility of external information tend to pull people out of the "present state", and excellent qualities such as concentration and dedication are more like luxuries of this era. People seem to be following social products such as wechat, Weibo and TikTok all the time, so as to work and feel life. Massive information sources greatly disperse people's time and focus in one thing. People seem to be in a "self-navigation" mode all the time, unable to focus on investment and deep thinking, so that employees can not achieve the work requirements on time and effectively, and reduce the effect of work completion. As the saying goes, "This is the best time and the worst time." With the rapid development of the Internet and big data, the era of information explosion has come, and enterprises have also entered the era of acceleration. At the same time, social, entertainment tools gradually work, to pay attention to the inner feeling, lack of motivation of "Buddha youth" people are growing, therefore, improve staff focus and maintain smooth attention, improve work efficiency, quality completion tasks, improve the employee performance become the focus of enterprise role.

It should be noted that focus is not an innate ability, although it is related to people's character, talent, etc., but it is a skill that requires constant practice to master. In order to solve the current problems, many management scholars began to seek answers from "mindfulness". Mindfulness comes from Oriental Buddhism and is a special conscious embodiment of concentration. It does not reject and reject the interference of massive information and complex data, but focuses on internal and

external stimuli at this moment, accepting but not judging. Mindfulness as an important method of mindfulness has been widely accepted and studied by western scholars and applied in management practice. At present, there are many studies confirmed that mindfulness will significantly improve employees' working status, work attitude and behavior, etc., help them perform better in the organization, and improve the overall performance of the organization, so further explore mindfulness how to improve the physiological and psychological state of individual organization, and produce positive work attitude and behavior to improve enterprise performance worth scholars and business operators attach great importance to.

In view of the above, this paper intends to the influence of the research results, and investigate the emotion, work input and other factors in the intermediary role, to explore the influence mechanism, summarize the existing research ideas and Suggestions and direction for future research, to enrich the individual in the field and its specific performance, will help the enterprise managers to broaden ideas, update ideas, use mindfulness to improve the role of employees, to further expand the relevant countermeasures and measures of enterprise management.

2. Overview of the related theories

2.1 The Concept of Mindfulness

The word "mindfulness" originated in Eastern Buddhism. During the evolution from the field of Eastern Buddhism to the field of contemporary science, its religious color has gradually faded, and it has now become a secularized concept. Scholar Kabat-Zinn (1982) introduced mindfulness into the field of psychology research, defining mindfulness as "mindness" as "purposeful, consciously concerned and aware of the present moment without making any judgment and reaction to the present moment"^[1]. The focus on the concept of mindfulness in management began at the end of the 20th century, with scholars Weick and Roberts (1993) introducing mindfulness into management research^[2], Baer (2003) defines mindfulness as "an thought process in which an individual observes an influential thing by itself or outside, but will not define the thing"^[3]. All of these definitions emphasize the objectivity of mindfulness. However, there are still few research results of mindfulness, and because there are many interdisciplinary disciplines, the definition of mindfulness in management has not been unified. The widely accepted definition in the management community is proposed by Brown (2007), that is, mindfulness is "an acceptable attention and perception of current events and experiences"^[4].

By combing through previous studies, it is found that mindfulness can be roughly divided into four categories according to its different connotation: state mindfulness, trait mindfulness, skill mindfulness and process mindfulness.

(1) State mindfulness

State mindfulness emphasizes the concentration of current attention, and Collins et al. (2017) believe that mindfulness is a state of consciousness focusing on the present, under which individuals can consciously focus on current experiences and events, and actively maintain vigilance and sensitivity to internal and external^[5]. Dane (2011) believes that mindfulness encourages individuals to actively and purposefully focus their attention on present physical and mental feelings and external situations, without incorporating any subjective judgments^[6]. At the same time, the individual simply senses the physical and mental experience at the moment and sees all his perceived experience as an objective fact without making an impulsive response to it. Doherty and Carr (2015) believe that when mindfulness is regarded as a special state of consciousness, it has strong transient and variability, which will be significantly changed by various internal and external stimuli^[7]. Therefore, mindfulness can be obtained or promoted through related training.

(2) Trait mindfulness

Trait mindfulness refers to that mindfulness on the one hand is a flowing, continuous state of thinking on the one hand, on the other hand can also be solidified and become a trait of an individual, whose variability is relatively low. Mesmer-Magnusetal et al. (2017) believe that trait mindfulness

varies between individuals, that is, individual mindfulness characteristics are essentially different^[8]. Bishop et al (2004) clearly states that mindfulness contains two core elements, namely, self-regulation of attention and specific guidance to the present experience^[9]. However, it will still be changed to varying degrees by internal and external factors, such as a series of external interventions such as mindfulness training can improve the level of individual mindfulness. Lau et al (2006) define mindfulness as a trait of a state, namely a trait of enhanced individual attention and cognition about the current experience or real life^[10]. Therefore, individual mindfulness is systematically affected not only by innate factors but also by stimuli from all aspects of the acquired environment.

(3) Skills mindfulness

Baer et al (2004) noted that mindfulness includes four important skills, namely, concern, description, conscious activity, and acceptance without judgment^[11]. Baer (2006) describes mindfulness as a skill that can be acquired and promoted by individuals, arguing that skill mindfulness is a set of skills that can be acquired and developed through systematic mindfulness training^[12]. These special skills can enhance the individual's insight, wisdom, compassion, peace of mind, and keen awareness of things. Fresco et al (2007) see mindfulness as a skill that allows people to treat their thoughts and feelings as objective and temporary events, and that they do not consider whether they are actually so^[13]. Individuals can learn mindfulness skills and improve their mindfulness level through the now widely circulated mindfulness training method.

(4) Process mindfulness

Bishop et al (2004) believe that mindfulness is a cognitive process that regulates attention, in which people focus on and experience the present feelings in an inclusive and nonjudgmental way, so as to gain a deep insight into their own thoughts and adopt decentralized views^[9]. Langer et al. (2014) believe that mindfulness can be defined as a mode of active information processing, which enables individuals to maintain high attention, sensitivity and indiscriminate acceptance of the objects they experience^[14]. In conclusion, process mindfulness explains the nature of mindfulness from a dynamic point of view, and effectively identifies the elements within mindfulness and the individual cognitive processes of mindfulness.

Table 1 summarizes the definition of mindfulness by many scholars. From the literature review, it can be found that state mindfulness reflects a temporary mindfulness state, which is not easy to capture and very unstable. Trait mindfulness reflects a mindfulness-based ability, a more stable state associated with an individual's intrinsic traits. Therefore, the connotation of mindfulness in this paper focuses on using trait mindfulness to study the influence of employee mindfulness on job performance.

Table 1. The Definition of mindfulness

scholar	meaning
Nyanaponika (1972)	Have a clear, independent, and distinct perception of what happens to the individual
Hanh (1976)	Can detect what is happening, and stay there
Langer (1989)	Continuous innovation, highly open to new information (things), to view information (things) and initiative
Kabat-Zinn (1994)	Yes, at this moment, give no judgment, a special way to focus on attention
M.Espstein (1995)	Focus wholeheartedly on happening and develop the ability to tell things change
Thondup (1996)	Eliminate concerns about the past and the past and focus all attention at this moment
Marlatt&Kristeller (1999)	Focus attention at this moment, accept it kindly, and keep it
Harvey (2000)	Observe the psychological and physiological phenomena of the surrounding area (oneself)

Salzberg&Goldstein (2001)	Whole-hearted attention is happening, a conscious state
Kabat-Zinn (2003)	In a state of consciousness generated by pointing attention to the goal at this moment, without judging the ongoing matters and various experiences
Brantley (2003)	Some friendly, unrated, judging consciousness
Baer (2003)	Wait to observe the current internal and external events, the psychological process of stimulation, and add no judgment
Lau et al. (2006)	A model to cultivate quality: an open, unassessed, unoriented attitude towards matters
Weick&Sutcliffe (2006)	The ability to focus on something, to remember the current attention with stable thoughts, appropriate understanding, and focused understanding
Brown et al. (2007)	"All", "accept" attention and observation of what is happening
Rosch (2007)	At this moment, we have a firm, sober, targeted attention and understanding of what happens
Herndon (2008)	Sense of what is currently happening at this moment

2.2 The Concept of in-role performance

Role theory holds that everyone's social role is determined according to the objective expectations of the society, and not everyone is born with it. Therefore, roles are the behavioral patterns manifested by individuals during adaptation to objective situations on the basis of self-cognition. Therefore, this behavior pattern is influenced by the individual subjective cognition, but also by the external objective environment. Based on role theory, performance can be divided into in-role performance and extra-role performance. Podsakoff et al (2000) suggested that intra- and extra-role performance constitutes the work performance of employees^[15]. In-role performance, similar to task performance, refers to the task within the scope of employee responsibilities; instead, the connotation of in-role performance is similar to peripheral performance, emphasizing the dedication of some employees outside the scope of the job specification, which can greatly improve the efficiency of the organization.

Katz and Kahn (1970) proposed the definition of in-role performance, namely "the required or desired behavior of the position is the basis of routine, continuous work performance", focusing on the work content contained in the work role, and is the organization's normal work requirements for members^[16]. Williams and Anderson (1991) believe that performance within roles is a task that an employee is forced to perform and evaluates whether an employee is competent. Quality evaluation, grade evaluation, quantitative standards and document data can be used to measure employee within-role performance^[17]. Vigoda (2000) defines role performance as behavior closely related to the employee role and is the job responsibility specified in the job description^[18]. It is one of the most recognized definitions by scholars on the performance within the role. Yang Xiao et al. (2015) believe that from the functional point of view, the realization of performance within the role is based on the various knowledge and abilities of the individual, which in a certain sense reflects the individual to complete the job tasks or job responsibilities specified by the post^[19].

Table 2 summarizes the definition of performance within the role. This paper summarizes the research results of scholars. This paper believes that the performance within the role is the behavior closely related to the work role of employees, the job responsibilities stipulated in the organization job description, the behavior required or expected by the position, and the basis of routine and continuous work performance.

Table 2. The Definition of In-role performance

Williams & Anderson (1991)	The work task that an employee is forced to complete is the standard for evaluating whether the employee is competent
Vigoda (2000)	The behavior closely related to the work role of employees is the job responsibility stipulated in the organization job description
Podsakoff (2001)	Jobs within the scope of employee responsibilities
Rotundo & Sackett (2002)	The work tasks and responsibilities related to the employee's position are clearly specified in the position description of the organization
Janssen & Van Yperen (2004)	The daily work behavior of employees in the organization clearly stipulates the rules and procedures for employees to complete their own work, so that the organization can successfully achieve the established goals

3. Overview of the related studies

3.1 Relevant studies of mindfulness

As the mainstream research field of mindfulness, there has been considerable results in the psychology and clinical fields. At the same time, in the field of management research, mindfulness was found to significantly affect job satisfaction, job input, creativity, job performance and many other variables. The most important thing is that mindfulness appears as an antecedents variable, which can have different degrees of positive impact from the individual to the tissue level. At the same time, mindfulness will also appear as a regulatory variable and outcome variable. However, such studies are relatively few, and related results are not rich.

3.1.1 Mindfulness served as the antecedents variable

According to the research summary of Zheng Xiaoming et al. (2018), the influence of mindfulness mainly occurs in three levels, respectively: mental and health status, cognitive attitude, and behavioral output^[20].

(1) Mindfulness affects an individual's mental and health status

Many studies have found significant effects of mindfulness on mood, well-being, and stress. For example, Brown and Ryan (2003) found that mindfulness makes individuals more self-disciplined, produces positive emotional states, and has a significant effect on relieving psychological stress in cancer patients^[21]; Fung et al. (2016) on college students found that mindfulness can significantly reduce their loneliness and is an excellent tool for emotion management^[22]. Roche et al. (2014) showed that individual mindfulness has an impact on psychological well-being through psychological capital^[23]. Bajaj et al (2016) found that mindfulness was positively associated with self-esteem, positive mood and psychological well-being and negatively associated with negative mood^[24].

(2) Mindfulness affects cognitive attitudes, such as job satisfaction, job burnout, etc

Hulsheger et al (2015) found that mindfulness intervention trials significantly reduced emotional exhaustion and increased subjects' job satisfaction, and that this relationship was achieved through surface acting^[25]; Malinowski et al. (2015) believe that mindfulness enables individuals to quickly capture information, emotional perception and reduce wrong behaviors, improve emotional perception and control, and trigger more positive emotions^[26]; Leory et al. (2013) found that mindfulness not only reduces job stress, but also improves employee engagement^[27].

(3) Mindfulness affects the behavioral output

The influence of mindfulness on behavior output is mainly reflected in the following types of output: task performance, external role behavior, work bias, and creativity. Dane (2011) suggests that mindfulness promotes task performance improvements that can occur in dynamic task environments and with staff proficiency^[28]; Zhao Yadong and Lu Qiang (2018) found that employee mindfulness has a significant positive impact on their in-role performance, and that employee happiness plays an important intermediary role^[29]; Reb et al. (2019) pointed out that employees' work performance improves with the enhancement of their trait mindfulness, and the reduction of their psychological fatigue plays a certain role in mediating the results^[30].

3.1.2 Mindfulness served as a regulatory variable

Studies have found that mindfulness can emerge as a regulatory variable. Liu Xiaoqin (2018) found that mindfulness can negatively adjust the relationship between employees' hostile atmosphere perception and non-ethical behavior, which can make employees more comfortable in a hostile atmosphere^[31]; Schultz et al. (2015) shows that the working atmosphere of organization support can positively affect individual happiness, and mindfulness plays a regulatory role in it. In the working atmosphere of organization support, employees with low mindfulness support are more depressed and lost^[32]; Krishnakumar et al. (2015) found that mindfulness can mediate conflicting or impolite behavior in the workplace, which can affect employees' sense of belonging and security, while the unjudged state represented by mindfulness can attenuate this adverse effect^[33].

3.1.3 Mindfulness served as the outcome variable

From the existing results, mindfulness, appearing as an outcome variable, can be divided into individuals and organization.

(1) Individual level

Baas et al (2014) suggest that mindfulness helps mindfulness improvement through meditation and mindfulness-related interventions. Related mindfulness interventions include cognitive therapy (MBCT), mindfulness stress reduction programs (MBSR), and mindfulness awareness exercises (MAP), which can improve individual stress reduction. In addition, the influence of the Big Five Personality (OCEAN) on mindfulness is also examined^[34].

(2) Organizational level

The organizational context also has an important impact on mindfulness. Reb et al. (2015) showed that the organizational physical environment and organizational feedback are predictive of employee mindfulness, where organizational constraints negatively predicts employee mindfulness and organizational support positively predicts employee mindfulness^[35]; Zhang Jing et al. (2017) believe that the simple and beautiful design style of the workplace is conducive to reducing interference factors affecting mindfulness, thus improving employee mindfulness^[36].

3.2 Research on the performance within the role

At present, the research on in-role performance mainly takes it as an outcome variable to explore the influence of antecedents variables. It can be mainly divided into individual level, leadership level and organizational level.

3.2.1 Individual level

Individual perception, emotional experience, and attitude are all used as leading factor variables to influence performance within the role. Zhong Lifeng (2013) shows that employee perceived competence can positively predict employee performance; attitude variables such as job satisfaction, mood, job input, job pressure, and organizational identity also influence on employee performance^[37]. Tu Xingyong et al. (2018) also found the driving effect of emotional intelligence on performance within roles^[38].

3.2.2 Leadership level

Different leadership behaviors have different predictive effects on performance within employee roles. Joo (2012) concluded that the quality of leadership members' exchange was significantly and

positively associated with performance within the employee role^[39]; Yin Kui et al. (2018) found that authorized leaders have a positive predictor on the performance of employees^[40]; Chiniara et al. (2017) found that service-oriented leaders positively predicted employee performance within their roles^[41].

3.2.3 Organizational level

The study by Tu Xingyong et al. (2017) found that the trust atmosphere in organizations can positively affect the internal role performance of employees, and this path is affected by the intermediary effect of insider identity recognition^[42]. In general, many factors affecting task performance will also play a certain role. For example, Cao Xia and Qu Jiaojiao (2016) specialize in the staff of state-owned enterprises, which shows that organizational political awareness is negatively related to the role performance of employees^[43].

4. The relationship between mindfulness and in-role performance

4.1 Direct relationship

Foreign scholars have carried out mindfulness research on work behavior in different workplaces, and there are still few similar studies in China. "mindfulness" has become a management trend in the West, with tech companies, including Google, taking mindfulness courses. With the continuous development of enterprise management practice, more and more studies show that mindfulness training has played a positive role in improving employees' attention and cognition, which can significantly improve the individual performance of employees.

Su Zhongxing (2010) proposed that in the process of organizational development and operation, employee performance plays a more basic role. Within-role performance can not only be used as a standard to measure the work effect of employees, but also have a direct impact on the future expectations of the organization^[44]. Yang Xiao et al. (2015) believe that generally speaking, the performance of employees is directly related to their own ability and technical proficiency, which is mainly reflected in the quality and quantity of work stipulated by employees to complete the job responsibilities^[19]. Zhang Tao (2016) proposed that mindful thinking has a positive impact on employees' self-efficiency and creativity. Therefore, in the workplace, when the employee's level of mindfulness is high, it will inevitably improve their performance within their role^[45].

In addition, Griffiths et al. (2016) found that managers with mindfulness training experience had significantly improved their performance compared with their peers^[46]; Dane et al. (2014), through a survey of restaurant service staff, showed that trait mindfulness can predict the performance of waiters and supervisors^[47]. The study by Reb et al. (2019) also further confirmed that employee mindfulness promotes employee task performance^[30]. To sum up, in-role performance emphasizes the quality and quantity of work specified by the job responsibilities in the work field, which as the basic behavior of work performance is affected by mindfulness.

4.2 Study of intermediary mechanism

At present, scholars' research on the influence of mindfulness on in-role performance mainly takes emotion, work input, and employee happiness as intermediary variables.

4.2.1 The intermediary mechanism of emotion

Reb (2015) believes that mindfulness has a positive impact on an individual's psychological state and individual behavior, and that individual mindfulness acts on individual behavior is not achieved overnight^[35]. Among them, individual psychological experience is the bridge of conscious behavior, that is, consciousness needs to be indirectly transmitted to individual behavior through psychological experience and cognitive state. Zhang Tao (2016) found that mindfulness can significantly improve employees' self-efficacy, then strengthen their work creativity, and ultimately improve their work performance^[45]. Schultz et al. (2015) believe that "positive emotions are the bridge between positive psychology and psychotherapy. Positive emotions can construct lasting resources for individuals by

expanding immediate thinking and psychological experience, and thus promote individual growth". Mindfulness emphasizes that the acceptance of current perception and without judgment is conducive to the objective observation and absorption of negative emotions, and then transformed into positive emotions, positive emotions help to enhance focus and vitality, improve staff performance, and then improve their performance within the role^[32].

4.2.2 The intermediary mechanism of work engagement

Smallwood et al. (2015) believe that mindfulness can keep their attention fluid and avoid thinking deviation. On the one hand, mindfulness can effectively control attention, flexible choice for internal and external stimuli, effectively reduce the thought in work activities, activities, can improve the effectiveness of work input, on the other hand, through mindfulness construct positive mood, can help employees to accept the current situation, get higher quality work experience, enhance the work input, high investment can promote employees more focused, dedicated to the work itself, to complete the work, and improve work performance. Mindfulness and work input are actually a process of cycle and continuous improvement^[48]. This virtuous circle of employees in the work situation can greatly improve work activities and performance within the roles.

4.2.3 The intermediary mechanism of employee well-being

As a positive emotion of employees, employee happiness has an important influence on their work attitude and work behavior. Wright et al. (2007) showed that employee happiness can effectively improve employee job satisfaction, thus having a positive impact on their work performance^[49]. Casciaro et al (1999) believe that because employees with strong happiness tend to have more positive emotions, positive and optimistic employees are more likely to be accepted and welcomed by colleagues and other surrounding groups, which will strengthen employees' perception of insider identity in the organization^[50]. Huang Liang et al. (2015) believe that a higher degree of happiness indicates that employees have high-quality network relationships in the organization. Insider identity perception and high-quality network relationships will enable employees to view the organization as a community of shared future, thus strengthening their sense of responsibility in the organization, and enabling them to show more positive work behavior and improve work performance within their roles^[51]. In addition, Su Tao et al. (2018) believe that employee happiness can also improve employees' organizational self-esteem. Strong organizational self-esteem will strengthen employees' self-realization behavior, make them more willing to contribute to the organization, improve work efficiency and quality, so as to better complete the job responsibilities and tasks^[52]. To sum up, employee mindfulness can actively affect employee well-being, which can effectively improve the performance within the role.

5. Research summary

As an emerging research construct, employee mindfulness has gradually gained attention from scholars in the field of organizational behavior in recent years. This paper systematically summarizes the research results of employee mindfulness on work performance. On the one hand, in the Internet age, people are faced with a huge amount of fragmented information, which puts forward higher requirements for the information management ability of managers and employees. Due to the improvement of attention efficiency in the future workplace, as management research and practice pay attention to employees' health and happiness and work engagement, mindfulness as a related variable will inevitably cause more discussion and interest.

In addition, with the gradual prevalence of occupational health psychology, in-role performance, as an important indicator to measure employee value, is not only favored by organizational management, but also received strong attention from psychology. If enterprises want to obtain and maintain competitive advantages in the increasingly fierce market competition, they can not only meet the market demand by improving their own visibility and influence. In order to implement the tasks and goals of the enterprise to every employee in the enterprise, we must constantly improve

their personal work enthusiasm, collective consciousness. In other words, it is to improve the role performance of employees, so as to improve the performance of the whole enterprise and organization.

6. Research Prospects

Based on the above research review, I made the following thoughts on future research on mindfulness and possible performance within the role of employees.

(1) Constructing cross-level research. The current research mainly analyzes the relationship between mindfulness and performance within the role of employees from the individual level. On the one hand, employees' emotions, attitudes and behaviors are affected by their own conscious perception; on the other hand, their emotions and behaviors will be affected by the influence of leaders, groups and even the interaction between the two. Therefore, we can broaden the research perspective, explore the impact of mindfulness on the organization from the organizational level, incorporate mindfulness into the organization management, and verify the influence mechanism of team mindfulness and organizational mindfulness on team performance and organizational performance.

(2) Thoroughly study the mechanism of action of mindfulness. Although mindfulness training has been widely used and recognized, it is not clear how mindfulness training actually brings positive results to employees and organizations in the work situation. In addition to existing emotions, well-being, self-efficacy, etc., individual cognitive flexibility, individual learning or performance goals setting may be the mechanisms of mindfulness. Future studies are needed to explore the mechanisms of mindfulness training on mindfulness and how mindfulness produces powerful effects. In addition, in the process of company operation, in-role performance is the fundamental factor to promote the development of the company. However, the performance research on work often tends to be extra-role performance or organizational civic behavior, and little research focuses on in-role performance. Finally, in terms of the relationship between mindfulness and in-role performance, the action path of most studies is that "individual consciousness" affects "individual psychological perception" and "psychological state" affects "individual behavior". Very few studies link the whole mechanism, and then explore the complete action path of "consciousness-psychological experience-behavior output".

(3) Increase the negative effects and boundary conditions. Currently, most studies show that mindfulness has positive effects on businesses and their employees. However, things always have two sides, and in certain cases, mindfulness can also have some negative effects. In this regard, it is also necessary to examine the possible boundary conditions of mindfulness. Although mindfulness helps employees behave in their own values and interests, these behaviors may violate the interests and values of the organization, thus weakening the positive effect of mindfulness. In addition, intra-individual differences, the degree of situational ambiguity, uncertainty, cultural differences, and so on may all affect the main effect of mindfulness. Based on this, scholars need to dialectically look at the effect of mindfulness, not limited to the potential benefits of mindfulness, but to fully consider the differentiated impact of mindfulness on employees in different industries, organizational settings and working environments. Only by fully defining the boundary conditions of mindfulness can we better understand when and how mindfulness produces positive or negative effects.

(4) Systematic research from the perspective of management. At present, there are few mindfulness studies from the perspective of management and have not been systematic. For example, mindfulness research is widely studied in psychology and clinical fields, and mindfulness intervention therapy and decompression therapy have been gradually applied to medical practice. Although management has also introduced mindfulness, there is no systematic mindfulness management theory. It is urgent to combine mindfulness with the classical theory of management and establish relevant theoretical branches.

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