

Organizational happiness: A perspective from Mindfulness and Coping in Bogota companies.

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Abstract

The implementation of Coping Strategies in an organization aims to promote resilience in the face of challenges and enhance team well-being. Similarly, Mindfulness fosters well-being, boosts performance, and improves efficiency through mindful presence in daily activities. Thus, these two variables contribute to building the ecosystem of organizational happiness. This article stems from an analysis of the integration of practices of both variables in Bogota companies. It is a quantitative study involving 128 employees. The results reveal a direct relationship between the two variables and identify areas for improvement in their practices to promote organizational happiness.

Keywords: Coping; Mindfulness; organizational happiness.

Introduction

The pursuit of a work environment that promotes happiness has become essential for the well-being of employees and the overall performance of organizations (Yopan et al., 2020; Liddy et al., 2021). Among the actions that contribute to organizational happiness is Mindfulness (MN), which in the business realm has been integrated as a tool to improve employees' health and well-being. Additionally, it is used to increase effectiveness and productivity at work, as well as to build happy work environments (Serrat, 2018; Taylor & Robina, 2016). Examining how organizations promote MN in order to reduce stress and enhance concentration provides an essential insight into practices that contribute to a healthy work environment (Rivera, 2018; Pattnaik & Jena, 2021). On the other hand, coping refers to the development and refinement of strategies that an organization adopts to face and manage challenging situations, crises, changes, or unexpected events. These skills aim to help organization employees adapt, recover, and, in some cases, grow from difficult experiences (Astorga et al., 2019; Reb et al., 2015).

The importance of a work environment focused on happiness, supported by the integration of practices such as MN, not only reflects a concern for the health and well-being of workers, but also a recognition of the connection between job satisfaction and organizational performance (Altman, 2019; Hervás et al., 2016). MN emerges as a valuable tool, not only to mitigate stress and improve concentration but also to foster a positive and productive work culture. By examining how organizations implement MN, practices that contribute to a healthy work environment are revealed, highlighting the importance of specific strategies in this area. Simultaneously, the development of strategies to manage challenges, as promoted by coping, contributes to the adaptability and resilience that organizations seek to instill in their employees (López-Martínez, 2021; Villalba, 2019). These business practices not only aim to improve day-to-day work but also to equip employees with the necessary tools to face difficult situations and grow from them, thus building an ecosystem conducive to organizational happiness.

This study offers a comprehensive perspective on how business happiness is built and sustained in day-to-day work since analyzing the incorporation of Mindfulness practices (MN) and Coping Strategies (CS) in the promotion of happiness in companies in Bogotá provides a mapping of areas for improvement and strengths in their organizational fabric. Therefore, the conclusions of this study not only shed light on happiness in organizations but also have important implications for organizational management and development.

This document presents the results of the evaluation of two variables that encompass MN and CS practices in the workplace of participating organizations. Each variable provides results on the effectiveness of current initiatives and offers guidance on the level at which these variables are found, their relationship with each other, as well as specific areas that require adjustments and

improvements in strategies related to the promotion of a healthier organizational culture centered on well-being and organizational happiness.

Methodology

The research is situated within a quantitative approach, specifically employing a descriptive and correlational design. According to Hernández and Fernandez (2014), the choice of the quantitative approach, particularly in a descriptive and correlational design, aims to understand the degree of association between two or more specific concepts, categories, or variables in a defined context. In this case, the variables of MN and CS in the workplace. The methodology involves the collection of numerical data using a standardized instrument, such as a questionnaire, where the experiences and perceptions of workers in organizations in Bogotá are statistically analyzed. With this approach, the objective was to provide an objective and structured view of the relationships between the two variables, allowing for the identification of patterns and trends in the sample used. Additionally, statistical analysis allowed for the exploration of causal relationships between these variables, offering a deeper understanding of how MN can influence CS in the workplace context.

The participant population consists of 128 companies that operate locally, nationally, and internationally and share the commonality of operating in the city of Bogotá. These companies provided a comprehensive view due to their diversity in terms of market longevity, size, type of company, according to their participation in capital, and scope of operation.

The sample selection was based on a convenience sampling method, selecting participants non-randomly, but according to the accessibility and availability of the population of interest (Fidias, 2012). In this case, students working in Bogotá-based companies were considered, facilitating data collection given the accessibility to this specific group. This approach was chosen for its practicality and convenience in the study context; it is important to note that the results may not be fully generalizable to the broader population due to the lack of randomness in the sample selection (Bernal, 2016).

A questionnaire consisting of 14 items was employed, evenly distributed with five for each observed variable and four for characterization. The questionnaire design was based on a Likert scale, offering a range of responses that varies between a minimum and maximum value. In this scale, the value of one represents the minimum response, while the value of five reflects the maximum response.

The research process unfolded in four fundamental phases. Firstly, a comprehensive literature review was conducted to thoroughly understand the study problem and formulate the items that would comprise the instrument. Subsequently, progress was made with the design, application, and validation of the instrument, using Cronbach's Alpha for internal consistency (George & Mallery, 2003). The results of this test indicated an overall reliability value of 0.859, with specific values of 0.882 and 0.894 for the MN and CS variables, respectively.

The third phase involved the systematization of information. Statistical tools such as the SPSS package and Microsoft Office Excel were employed to obtain tables and graphs that facilitated the description and analysis of items and variables. The Chi-Square statistic and Pearson Correlation were used to determine the relationship between Mindfulness and Organizational Coping Strategies. Finally, the fourth phase encompassed the preparation of reports, among which the present article is included.

Literature Review

Mindfulness in the Workplace

Mindfulness (MN), as per Dane (2011), is defined as a state of awareness in which attention is focused on both external and internal stimuli. Olaya et al. (2023) describe it as a practice where individuals concentrate on events and experiences of the present moment, recognizing and accepting their thoughts, emotions, and physical sensations receptively, without bias and objectively. In other words, it involves paying attention to present events, regardless of the setting in which they occur, accepting them as they are, and responding to them with benevolence and sensitivity (Hanh, 2019; Garrote-Caparrós et al., 2021).

Accordingly, MN has been integrated into organizations' continuous training programs as it promotes the development of attitudes that contribute to establishing healthier interpersonal and intrapersonal relationships. According to research conducted by Goilean et al. (2020), elevated levels of mindfulness are beneficial in the workplace, as this practice facilitates self-awareness, emotional regulation, and fosters solidarity among employees. Therefore, various organizations and companies currently seek to implement MN programs with the aim of supporting their employees in stress management and promoting their resilience (Karlin, 2018; Germer, 2017), in order to promote well-being and emotional balance. This approach aims to improve emotional management, recognizing that proper emotion management generates a sense of well-being in the workplace.

It is crucial to highlight that emotional management exerts a significant influence on the development of daily activities, both personally and professionally. When an employee improves their ability to concentrate on their work tasks, this has a direct impact on their health and psychological well-being in the workplace (Donald et al., 2019). This aspect has a multiplier effect, as

higher job satisfaction and a positive work environment favor productivity and performance in the company (Goleman, 2018; Good et al., 2016). Evidence of this is the research by Hülshöger et al. (2013), where they found that, in work environments characterized by high levels of emotional demand, the practice of MN can significantly improve job satisfaction and serve as a preventive element against burnout, especially emotional burnout.

Thus, the implementation of MN in companies entails a series of benefits that encompass well-being, resilience, labor relations, leadership, decision-making, creativity, and innovation (García-Campayo & Demarzo, 2018; García del Junco et al., 2018; Khoury et al., 2018). All these qualities have a direct impact on the process of personal and labor empowerment, as they contribute to improving individuals' effectiveness in their work roles, which in turn increases their performance and stimulates their initiative and motivation (Ryan et al., 2021; Ballesteros, 2018). As noted by De Liu et al. (2020), the practice of MN, both individually and as a team, has a positive effect on work engagement.

In essence, fostering MN not only results in an improvement in employees' quality of work life by facilitating emotional management and promoting a sense of well-being in the workplace but also significantly contributes to the efficiency and success of the organization as a whole. This underscores the importance of mental health in work teams and highlights the need to promote practices that support emotional well-being in the workplace.

Coping Strategies in the Workplace

Within the current work environment, characterized by dynamics that often demand increased attention and effort in the development of activities, it is common to encounter stressful situations where balancing work demands and personal resources becomes challenging, often resulting in workload, conflictual interpersonal relationships, or difficulty in coping within the professional environment (Noguera, 2021). It is important to note that these stressful situations can affect the worker's physical well-being and work relationships. Therefore, in these scenarios, individuals find themselves tasked with managing various factors that influence the impacts generated by stress, adapting according to circumstances and available resources (Donald & Atkins, 2016).

To counteract the feeling of work-related stress or fatigue derived from work activities, López and López (2015) suggest the use of Coping Strategies (CS) to face and resolve problems, regulate their emotions, or handle difficulties in order to minimize their effects. As indicated by Lazarus and Folkman (1984), CS are specific and concrete processes used according to individual cognitive and behavioral dispositions to manage both external and internal demands, adapting to the context and varying according to triggering conditions.

In stressful contexts, individuals resort to a variety of strategies to cope with the situation, which helps them reduce stress and find solutions such as taking responsibility, self-control, seeking social support, and positive reappraisal (Muñoz, 2018; Yañez, 2018; Miron & Colosi, 2018). However, not everyone possesses the ability to employ these strategies (Cruz & Puentes, 2017), as suggested by Solís and Vidal (2006), problem-solving management is influenced by the nature of work and relationships in the work environment and varies according to individual personality or experiences, as well as the characteristics of the situation (Laal & Aliramaie, 2010; Vásquez et al., 2000; Pérez & Rodríguez, 2011).

Therefore, examining how each individual handles stressful situations and analyzing the correlation between work-related stress and CS provides an understanding of how people react in the workplace to conflicts. According to Chipana (2017), CS can be divided into two main approaches: problem-focused, which are action-oriented, and emotion-focused, which are more passive. Carver and Connor-Smith (2010) suggest that these strategies can be categorized into approach and avoidance. The former involves directly addressing the stressor to diminish its impact (Penley et al., 2002; Patacio et al., 2012), which can foster greater well-being (Weinstein et al., 2009; Anderson, 2000; Marsollier & Aparicio, 2010); while the latter involves both avoiding direct contact with the stressor and regulating emotions triggered by that stressful phenomenon (Chen et al., 2020), which could result in deterioration of psychological well-being (Bergomi et al., 2013).

On the other hand, Vásquez et al. (2000) propose three types of strategies, acknowledging that each individual has a particular approach to coping with stressful situations. These strategies include: confrontation or avoidance focus, the use of catharsis, and the application of multiple strategies. Avoidance or confrontation strategies are usually suitable for short-duration and low-significance situations. However, for more challenging situations, the confrontational approach allows for a more adaptive and positive reaction to the situation (Camacho & Mayorga, 2017; Tuan, 2022). Regarding catharsis, it involves the expression of feelings and emotions to release tensions related to stressful situations that negatively impact quality of life. The third strategy refers to the use of tactics that enable the individual to effectively confront situations involving emotional, physical, and intellectual burden.

Therefore, CS aim to preserve the individual's well-being, counteracting the negative impacts of stressful situations (Jaegers, 2020; Acosta & Burguillos, 2014). Coping strategies offer a range of resources and skills that can be highly useful in contexts where work-related stress is frequent and intense since the peculiarities of the context will intervene in the choice of specific strategies (Di Colloredo et al., 2007; Sainz-Martínez, 2017).

Development

First, a description of the characterization of the organizations addressed to gather information is presented. Subsequently, the description and analysis of the results of workers' perceptions are performed, based on the statistics shown in Table 2. The first five items focused on investigating the application of MN practices in the work environment. The following five evaluated the Coping Strategies perceived by the employees in the studied organizations.

Characterization of Bogotá Organizations

Table 1 presents the characterization of the 128 companies that participated in the study according to their market longevity, the number of jobs generated, the type of company according to their participation in capital, and the scope of operation concerning whether they operate at the level of the city of Bogotá, with national or international coverage.

It was observed that 29% of companies have a market longevity of 10 to 12 years, with these being the most predominant in the sample. It is noteworthy that companies with more than 12 years represent 45% of the sample, indicating their significant presence. Likewise, younger companies, with a longevity of 1 to 3 years, constitute 14%, while the rest are distributed between 4 and 9 years.

Table 1.
Characterization of organizations.

Market longevity	Number of jobs generated				Company Type			Operational Scope		
	Less than 10	From 11 to 50	From 51 to 250	More than 250	Private	Public	Mixed	Local	National	International
From 1 to 3 years	9%	3%	0%	2%	12%	2%	0%	7%	5%	2%
From 4 to 6 years	1%	4%	0%	0%	5%	0%	0%	3%	2%	0%
From 7 to 9 years	0%	1%	0%	6%	7%	1%	0%	0%	2%	5%
From 10 to 12 years	2%	5%	5%	17%	27%	2%	0%	9%	10%	10%
More than 12 years	3%	4%	9%	29%	37%	5%	2%	12%	23%	10%

Note. Own elaboration (2024), based on data from the applied instrument.

In the sample, it was found that the majority of companies with more than 10 years in the market are privately owned, representing 64% of the total, a proportion that remains on average at 73% within this category. Additionally, it was observed that 53% of these companies operate at the local and national levels, equivalent to 53% of organizations with more than 10 years of market longevity.

The characterization highlights that most companies have a track record of more than 7 years in the market. It is relevant to note that a significant proportion, close to half of the sample, has been active in the market for over 12 years. Furthermore, it is evident that job generation is mainly concentrated in larger-scale companies. These data offer a perspective on the diversity in the sample, crucial for understanding the various contexts in which CS and AP are explored in organizations.

Mindfulness Practices in the Workplace Environment in Organizations

Under this heading, the description and analysis of metrics representing respondents' perception of AP in organizations are provided. This variable consists of the first five items found in Table 2, and they will be described starting from R1 and ending with R5.

Table 2.
Statistics based on the results of the items.

	Mindfulness				Coping					
Level	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10
Strongly disagree	4%	2%	2%	2%	4%	2%	1%	0%	6%	2%
Disagree	12%	9%	9%	5%	12%	12%	13%	13%	17%	9%

Undecided	34%	28%	16%	23%	25%	25%	26%	27%	29%	28%
Agree	34%	41%	53%	47%	40%	47%	39%	38%	34%	41%
Strongly agree	16%	19%	20%	23%	19%	14%	21%	22%	13%	20%

Note. Own elaboration (2024), based on data from the applied instrument.

Regarding the assertion aimed at exploring whether the organization promotes the practice of mindfulness to reduce stress and improve concentration based on employees' perceptions, it was found that 50% agree with the existence of these practices in the work context. While 16% are in disagreement on average. Practically 34%, equivalent to a third of the surveyed population, reveal being undecided and needing more clarity about the existing initiatives and their benefits. As for whether there are spaces or programs that allow practicing mindfulness during working hours, 60% confirm the existence of these spaces and 11% do not acknowledge them, while more than a quarter of employees were undecided, neither fully agreeing nor disagreeing.

About the promotion of presence and awareness in daily work in the context of promoting organizational happiness, revelations such as 20% showed complete agreement, 53% agreed, 16% lacked information to decide, and on average 11% disagreed. Regarding whether they consider mindfulness important for decision-making and problem-solving in the organization, it was found that on average two-thirds of the surveyed workers agree. In fact, 23% are in complete agreement and 47% agree. The other third is composed of 23% who are undecided and 4% in disagreement, while 2% strongly disagree.

Statistics show, regarding employees' perceptions of whether the organization offers resources or training related to mindfulness, there is a significant group convinced that the organization offers resources and training related to mindfulness, accounting for 19%, and 40% agree, respectively. There is also a considerable group that lacks clarity regarding resources or training related to mindfulness, occupying 25% of the studied sample. On average, 16% disagree with the existence of these elements evaluated in the institution.

The results, based on the perceptions of the workers of the examined companies regarding mindfulness initiatives, reveal a diversity of opinions. These allow observing the strengths generated by the companies regarding this variable, as well as the challenges in terms of improvements, possibly related to communication. The existence of spaces and/or programs for mindfulness is predominantly positive.

A call is made to those who show indecision or disagreement with these strategies, as they represent an important part to consider. Confronting these perceptions can be done through clearer and more effective communication about the existence and availability of such programs. Additionally, through this, it is important to highlight the benefits, which directly affect organizational happiness. Therefore, reinforcing these positive practices further consolidates the organizational culture related to happiness and well-being.

Coping Strategies in Organizations

The second part of Table 2 continues to describe and analyze the metrics representing respondents' perceptions of coping strategies in organizations. This variable consists of items R6 to R10.

When evaluating employees' perception of the support and guidance they receive to face difficult situations at work, it is observed that a significant percentage of employees do not agree with the assertion. Between strongly disagree and disagree, there is an average of 14%. On the other hand, a solid 61% agree, at least, with the practices and perceived effectiveness of the support provided. 25% of the sample is undecided; neither strongly agreeing nor disagreeing. It is worth noting that, when evaluating employees' perception of the existence of clear policies or protocols for managing conflicts or problems in the organization in the context of promoting organizational happiness, disagreement with the existence is, on average, 14%, and with doubts about its existence, 26% show indecision or doubt. Additionally, 60% or more, at least, agree. It is important to note that, of this total, 21% are firm in expressing complete agreement.

Regarding employees' perception of the promotion of constructive and proactive solutions to challenges in the context of promoting organizational happiness, there is a 13% disagreement among the surveyed population. In contrast, 27% report having doubts about the topic, while 38% and 22%, respectively, agree and strongly agree, affirming experiencing these practices in the organization.

Different perceptions were identified about employees' access to resources or tools to cope with stress within the framework of promoting organizational happiness. 6% declare that access is very low, 17% indicate having limited access, but not extremely low. 29% do not have a clear perception of the availability of these resources. 34% of respondents report having a high degree of access to resources to manage stress. Finally, 13% perceive exceptionally high access to resources or tools to cope with stress.

In relation to the assessment and recognition of efforts to overcome obstacles and difficulties, aligned with the promotion of organizational happiness, it is detected that at least 11% of employees disagree with this practice occurring in the organization.

28% are undecided, while 41% express agreement, suggesting that the majority feel that their effort is appreciated and recognized. On the other hand, 20% emphatically state that there is a positive work environment in terms of recognition.

Regarding the coping strategies variable in organizations, evaluated from employees' perceptions, a predominantly positive environment is revealed regarding support and guidance in difficult situations. However, a significant presence, equivalent to an average of 14%, shows disagreement, and 25% on average of the respondents are undecided. These results indicate areas that require attention and the need for specific strategies to strengthen support, thus contributing to a happier and healthier environment in the organization.

Despite the general perception of the majority about the existence of clear policies for managing conflicts, the importance of effective communication and continuous improvement of these policies is evident. Additionally, the implementation of additional strategies that reinforce conflict management policies is suggested, effectively contributing to the promotion of organizational happiness.

Analysis of the Relationship between Mindfulness and Coping Strategies in Organizations

The correspondence in the context of promoting organizational happiness between the mindfulness and coping strategies variables, based on the Pearson correlation coefficient, shows a high and positive correlation between the variables under study, with correlation coefficient values of 0.803. This indicates the undeniable and not accidental existence, confirmed by the bilateral significance of 0.000, confirming the significant association between mindfulness capacity and the implementation of effective coping strategies in the organizational setting.

Table 3.
Pearson Correlation for the variables: Mindfulness and Coping Strategies.

		Mindfulness	Coping Strategies
Mindfulness	Pearson Correlation	1	,803**
	Sig. (bilateral)		0,000
Coping Strategies	Pearson Correlation	,803**	1
	Sig. (bilateral)	0,000	

** . Correlation is significant at the 0.01 level (two-tailed).
Note. Own elaboration (2024), based on data from the applied instrument.

In this sense, those workers who practice mindfulness tend to use more effective coping strategies in stressful or challenging situations in the workplace, so it is important to promote mindfulness in the workplace as a tool to improve employees' ability to face and manage stress and difficulties practically: such as integrating mindfulness programs into organizational activities to contribute to the promotion of organizational happiness and the development of coping strategies among employees.

The information derived from the chi-square test, focused on the relationship between the variables of mindfulness and coping strategies according to the data in Table 4, conclusively illustrates a statistically significant association between both.

Table 4.
Chi-Square Test for the variables: Mindfulness and Coping Strategies

	Value	Df	Asymptotic Significance (2-tailed)
Pearson Chi-Square	105,334 ^a	4	0,000
Likelihood Ratio	81,750	4	0,000
Linear Association	64,169	1	0,000
Valid Cases	128		

a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is 1.25. Note. Own elaboration (2024), based on data from the applied instrument.

This finding indicates that the observed frequency distribution in the two variables differs from what would be expected if they were independent. Additionally, the linear association with one degree of freedom provides another level of understanding, demonstrating a significant linear relationship between both variables. This result suggests that as mindfulness experiences variations, the same occurs with coping strategies, and vice versa, offering a deeper insight into the dynamic interconnection between these two elements. Thus, the hypothesis can be posited that organizational coping is directly proportional to organizational mindfulness.

In the analysis of the presence of the variables, it is highlighted that mindfulness and coping strategies are mostly concentrated at the medium and high levels, as seen in Table 5.

Table 5.
Level of Presence of the variables: Mindfulness and Coping Strategies

Level	Mindfulness	Coping Strategies	General
Low	8%	13%	8%
Medium	70%	66%	45%
High	22%	21%	47%

Note. Own elaboration (2024), based on data from the applied instrument.

The participation of surveyed workers is located at 70% at the medium level of mindfulness, while 66% at the medium level of coping strategies. At the high level, both mindfulness and coping strategies present a proportional yet lower presence than the previous, but significant, at 22% and 21% respectively. On the other hand, the low percentage identifies areas for improvement, both in mindfulness and coping strategies, which are at a low level at 8% and 13% respectively. This latter finding calls for specific strategies to strengthen the improvement of work-life quality and, ultimately, promote organizational happiness.

Conclusions

The evaluation, based on employees' perception, of mindfulness in the workplace reflects a solid consensus of acceptance of existing practices in this regard and, at the same time, the existence of areas of indecision and lack of clarity about the resources offered, especially in the companies studied in this research. The relevance attributed to mindfulness in decision-making is supported by the majority, although there is also a significant percentage that reports being in disagreement and lacking clarity. Regarding organizational coping, employees surveyed show a solid acceptance in difficult situations and in the existence of policies to handle conflicts, highlighting strengths in recognizing efforts. Thus, the results offer a generalized view, indicating areas to consolidate and improve mindfulness practices, as well as significant strengths and areas for improvement actions in organizational coping.

Overall, the organizations under analysis present, according to the perception of their employees, outstanding examples of good practices in strategies that promote organizational happiness, particularly in terms of organizational mindfulness and coping strategies. This recognition of good practices serves as a model to follow, as the direct perception of employees, who act as observers and connoisseurs of their work environment, reveal the identification of positive strategies in organizational mindfulness and coping strategies. These findings point towards the effectiveness of these practices in cultivating a conducive environment for happiness in these specific organizations in Bogotá. However, it is important to consider that necessary improvement actions face challenges, possibly related to communication, especially to address the gap of the undecided, which on average represent 25%, suggesting a possible lack of effective communication. Additionally, it is crucial to engage with those who do not perceive the existence of mindfulness and coping strategies practices, a group that on average reaches 14%.

The strong association found between mindfulness and coping strategies, according to the results of the chi-square tests, supports the idea that companies' ability to promote mindfulness and apply effective coping strategies significantly contributes to creating a positive work environment, driving happiness in the organizational realm. This finding underscores that mindfulness practices at work have a direct and significant impact on managing challenging situations, crises, changes, or unexpected events. Likewise, there is a clear directly proportional relationship between organizational coping and mindfulness in the organization.

Both mindfulness and coping strategies can play a crucial role in how employees manage stress and face challenges in the workplace. Studying these strategies and how they can be improved is vital to understand and enhance the well-being and productivity of employees in organizations. However, more research is required to explore their potential in different contexts and to develop more effective interventions tailored to the needs of organizations and individuals.

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