

Leader Transparency and Self-Awareness Predict Employee State Mindfulness: A Literature Review

*Ketelusan Dan Kesedaran Peribadi Pemimpin Meramalkan Kesedaran Penuh Pekerja:
Kajian Literatur*

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ABSTRACT

Enhancing employee mindfulness in an organisation setting necessitates the presence of transparency and self-awareness. Through the transparency and self-awareness, it has the potential to be nurtured and refined through the passage of time, and they have significant importance in successfully inspiring and driving employees towards the objectives of the organisation. Furthermore, it is important to note that leaders can modify their leadership approach based on different situations and the unique characteristics of individuals. The versatility can significantly improve effectiveness in managing diverse teams and promoting employee mindfulness. The objective of this systematic literature review is to gather and condense numerous prior research papers, offering a thorough summary of the existing data regarding the impact of leaders' transparency and self-awareness on promoting employees mindfulness. The systematic literature review approach is employed to offer a complete and unbiased overview of the current body of research pertaining to a certain subject matter. The process of identifying, analysing, and synthesising prior works is beneficial in addressing a particular research inquiry. The results indicate a noteworthy beneficial relationship between the level of leaders' transparency and self-awareness and the extent of employees' mindfulness. The prioritisation of fostering mindfulness practises among employees is crucial. The integration of mindfulness approaches has promise for augmenting a capacity to concentrate, participate in rational decision-making and proficiently cope with stress, so enhancing overall efficacy of employees within a professional context.

Keywords: transparency; self-awareness; mindfulness; literature review; significant impact

ABSTRAK

Meningkatkan kesedaran pekerja dalam suasana organisasi memerlukan kehadiran ketelusan dan kesedaran diri. Melalui ketelusan dan kesedaran diri, ia berpotensi untuk dipupuk dan ditapis melalui peredaran masa, dan mereka mempunyai kepentingan yang signifikan dalam berjaya memberi inspirasi dan mendorong pekerja ke arah objektif organisasi. Selain itu, adalah penting untuk diperhatikan bahawa pemimpin dapat mengubah pendekatan kepimpinan mereka berdasarkan situasi yang berbeza dan ciri-ciri unik individu. Fleksibiliti ini dapat meningkatkan keberkesanan dalam menguruskan pelbagai pasukan dan mempromosikan kesedaran pekerja. Objektif kajian literatur sistematik ini adalah untuk mengumpulkan dan mengekang banyak kertas penyelidikan terdahulu, yang menawarkan ringkasan data yang sedia ada mengenai kesan ketelusan dan kesedaran diri para pemimpin untuk mempromosikan kesedaran pekerja. Pendekatan kajian literatur sistematik digunakan untuk menawarkan gambaran keseluruhan dan tidak berat sebelah mengenai badan penyelidikan semasa yang berkaitan dengan perkara tertentu. Proses mengenal pasti, menganalisis, dan mensintesis kerja-kerja terdahulu adalah bermanfaat dalam menangani siasatan penyelidikan tertentu. Hasilnya menunjukkan hubungan yang menguntungkan antara tahap ketelusan dan kesedaran diri pemimpin dan sejauh mana kesedaran pekerja. Keutamaan untuk memupuk amalan pemikiran di kalangan pekerja adalah penting. Penyepaduan pendekatan kesedaran telah berjanji untuk menambah keupayaan untuk menumpukan perhatian, mengambil bahagian dalam membuat keputusan yang rasional dan mahir mengatasi tekanan, sehingga meningkatkan keberkesanan keseluruhan pekerja dalam konteks profesional.

Kata kunci: ketelusan; kesedaran diri; kesedaran penuh; kajian literatur; kesan yang ketara

INTRODUCTION

Leadership is widely acknowledged by professionals and researchers as a crucial factor in the achievement of an organization's objectives. The field of leadership has been the subject of scholarly inquiry for close to a century. The organisations necessitate a firmly established organisation in Indonesia that places significant emphasis on the importance of excellent leadership. The organisation, working in the capacity of a service provider, functions within a contextual framework marked by the prevalence of technology, innovation, privatisation, and demographic changes. These several aspects collectively lead to the expeditious rate and profound influence of change. The matter at hand pertains to the dynamic nature of the human experience in everyday life, wherein individuals are compelled to consistently adjust their behaviour in response to evolving conditions.

Bass (1960) posits that the essence of leadership is in the capacity to exert influence over the actions and conduct of individuals. Leaders who demonstrate transparency and self-awareness could foster a state of mindfulness among their employees. The degree to which a leader exhibits transparency and self-awareness is dependent on their behaviours and how they are seen by others. The adoption and development of a leadership style that places emphasis on and nurtures the well-being of both leaders and employees is vital in aiding the attainment of an organization's mission. There is a noticeable lack of scientific research regarding the relationship between mindfulness and the level of transparency and self-awareness demonstrated by leaders. In the opinion of Good et al. (2016), the extent of study undertaken by scholars in the field of mindfulness on leadership is currently minimal, despite its acknowledged significance within the realm of management. The central focus does not primarily centre around the direct correlation and advantageous function between leaders and followers.

It is anticipated that the business environment will continue to demonstrate a persistent increasing trend in terms of its volatility, unpredictability, complexity, and ambiguity. The development of mindfulness skills holds significant implications for individuals, corporations, communities, and nations. Avolio and Gardner (2005) argue that achieving sustainable firm success requires the establishment of transparency and consistency between organisational ideals and operational actions. Leaders that demonstrate transparency and self-awareness possess the ability to foster a healthy organisational culture and promote trust among their team members. The phenomenon mentioned earlier has the potential to result in enhanced self-awareness and individual development for all parties concerned. Furthermore, it is imperative for organisations to promote the exploration of significance and interpersonal relationships among individuals through fostering a sense of heightened self-awareness. Moreover, it is crucial for organisations to create robust partnerships with all players involved.

The COVID-19 pandemic has presented distinct challenges for organisations, leading to greater managerial obligations and an amplified dependence of employees on leadership for support (Dirani et al. 2020). The impacts of these changes may have a more significant impact on those who are part of marginalised or disadvantaged groups. Amis and Janz (2020) claim that individuals occupying lower hierarchical positions often experience a sense of unease when faced with unknown situations. Considering the vulnerability of employees in times of hardship, it is essential for leaders to assume a pivotal role in recognising, mitigating, and overseeing crises to maintain organisational stability and safeguard the welfare of employees (Ali Awad & Al-anwer Ashour 2022). The importance of further inquiry into the behaviour of leaders, particularly

regarding transparency and self-awareness, has been underscored due to complex ethical decision-making and overloaded work systems in times of instability (Kreh et al. 2021).

The term "mindfulness" is being utilised as a multifaceted and comprehensive idea. In general, the practise involves employing specific procedures that involve directing one's attention towards both external and internal physical sensations or mental occurrences, while also adopting attitudes and pursuing specific objectives. The idea of mindfulness can be recognised as a complex phenomenon that includes various aspects, such as a cognitive process, a mental state, and an intrinsic characteristic of individuals (Rujigrok-Lupton, Crane, & Dorjee 2018). In addressing the matter at hand, it has been documented that the practise of mindfulness has been associated with enhancements in the transparency, self-awareness, and regulation of emotions and behaviours among both leaders and followers (Zhang et al., 2020; Khrisnan 2021). We present an introduction to the concept of mindfulness, explain its underlying mechanisms, and provide a concise overview of the existing literature on the relationship between leader's traits and mindfulness. Upon analysing the levels of transparency and self-awareness exhibited by leaders and its impact on fostering employees' mindfulness. The literature review is aims to address existing research gaps by pursuing two primary objectives.

The primary aim of this study is to conduct an in-depth investigation of transparency and self-awareness, two widely acknowledged attributes that are considered essential components of authentic leadership. Moreover, the principal objective of the research is to review the fundamental mechanisms that enable the connection between transparency, self-awareness, and employee mindfulness. The results provide empirical support for the positive correlation between leader transparency and self-awareness, as well as their influence on employees' mindfulness levels. A culture of transparency and self-awareness is crucial in fostering the development of leadership skills, with the aim of promoting employee mindfulness. To accomplish this purpose, the following research inquiries were formulated: are leaders' transparency and self-awareness considered as indicators of employee mindfulness; and are there any distinctive factors or concerns pertaining to this issue that are special to various continents, with a particular focus on Indonesia and other nations?

LITERATURE REVIEW

MINDFULNESS

Mindfulness has been posited as a fundamental mechanism in the field of psychotherapy. Psychological liberation is characterised by a condition of cognitive liberation wherein attention stays tranquil and adaptable, devoid of any inclination towards a particular perspective. The term "mindfulness" is currently employed as a comprehensive concept. Typically, it encompasses techniques that entail focused awareness on both exterior and interior bodily sensations or mental phenomena, accompanied by certain attitudes and objectives. Mindfulness can be conceptualised as a multifaceted phenomenon encompassing a process, a state of mind and an inherent quality (Rujigrok-Lupton, Crane & Dorjee 2018).

Moreover, mindfulness can be characterised as a cognitive process that involves the deliberate search for unbiased and exploratory observations. The definitions of mindfulness differ due to the diverse range of study conducted on this topic. According to Bishop et al. (2004), most mindfulness definitions may be categorised into two fundamental components, namely attention and acceptance. In relation to these essential components, mindfulness refers to the practise of

consciously and non-judgmentally attending to present-moment experiences, encompassing both internal (such as emotions and thoughts) and exterior inputs.

The phenomenon gives rise to a period during which patterns in significance, cognition, conduct, and affect are temporarily halted or reevaluated. According to Reb and Atkins (2015), mindfulness approaches have gained recognition for their capacity to bring about transformative effects in the workplace, influencing both leaders and followers. Further, Good et al. (2016) provided an explanation regarding the demonstrated effects of mindfulness on performance, relationships, and well-being within organisational contexts. There has been a significant focus on the significance of mindfulness in the context of leadership, as evidenced by scholarly works such as Stedham and Skaar (2019).

The effect of leadership on mindfulness seems probable, given that leaders are inclined to exhibit behaviours that foster the establishment of mindful connections with their subordinates. Mindfulness can be defined as a cognitive state characterised by an individual's intentional and non-judgmental awareness of both internal and external experiences (Kabat-Zinn 1982). There has been a growing global interest among leaders in the adoption of mindfulness and contemplative practises rooted in values (Levit-Binnun, Arbel & Dorjee 2021). Mindfulness is commonly understood as a state of non-judgmental awareness in the present moment (Kabat-Zinn 2003), and it has become a fundamental component of mindfulness training programmes.

LEADERS' TRANSPARENCY AND SELF-AWARENESS

The present study employs the two facets of authentic leadership, specifically transparency and self-awareness, as focal points for investigation. According to Avolio and Mhatre (2012), have been claimed that effective leadership requires transparency because it facilitates the development of trust, improves communication, encourages teamwork, and helps leaders and employees of an organisation overcome obstacles. To put it another way, transparency fosters a culture where everyone feels appreciated and included, which promotes involvement and feedback. Boyle (2024) clarified that, in the meantime, self-awareness might heighten sentiments of transparency that are focused on the process of taking the perspective itself, that is, the moment at which people must assess whether the way others see their actions will align with their own. Therefore, a self-awareness leader needs to be transparent.

Leadership should be demonstrated by engaging in the practise of mindfulness, serving as a visible example to employees and highlighting the significance of their role in shaping workplace culture. Offering materials and creating an environment that allows employees the necessary time and space to independently incorporate mindfulness practises can facilitate their integration. Inversely, it may be argued that the interaction of self-awareness, transparency, and mindfulness enables leaders to build trust, make ethical choices, and promote the well-being of employees. The utilisation of leads would facilitate increased engagement among team members, hence enhancing their productivity.

The existing body of literature on the advantages of transparency in leaders exhibits a notable gap. The importance of transparency in leadership has been well recognised by scholars in the field (Jiang & Shen 2023; Rego, Chunha & Giustiniano 2022). The study of transparency originated from the initial backing provided by Bavelas and Barrett's laboratory tests in 1951. In the meantime, transparency has been linked to increased levels of honesty, effective listening, trust, supportiveness, and frankness, as noted by Rogers in 1987. As stated by Avolio and Mhatre (2012), it has been argued that the presence of relational transparency leads to the establishment of

transparent connections, which are distinguished by a heightened level of trust among employees. However, the leader-centric perspective taken by several authors (Alvesson & Einola 2019; Sidani & Rowe 2018) fails to acknowledge the significance of the relational aspect of transparency.

The concept of transparency in leadership entails the practise of ensuring that employees are consistently informed and updated, regardless of whether the information is positive or negative. Additionally, it involves fostering an environment that encourages open and sincere feedback from team members. As articulated by leaders who have successfully implemented transparency, it is important to acknowledge that the process can elicit discomfort. Demonstrating a character to engage in open and transparent communication with one's colleagues, even in situations where one may experience a sense of vulnerability, is essential. When leaders demonstrate transparency in their actions and decision-making, they establish a benchmark for the entire organisation to adhere to. The significance of transparency in leadership becomes increasingly evident as it cultivates a workplace environment characterised by open communication and responsible conduct, benefiting both employees and leaders alike.

The other key traits examined in this study is self-awareness, which is associated with authentic leadership. Self-awareness refers to the cognitive state in which an individual possesses a conscious comprehension of their personal traits, actions, underlying intentions, and the subsequent influence these factors exert on their capacity for effective leadership. This approach entails an understanding of one's own strengths and shortcomings, as well as an awareness of how one is perceived by others and how one's actions can impact others. The crucial aspect lies in establishing self-awareness as a continuous endeavour by engaging in regular introspection, seeking feedback, and demonstrating a readiness to adapt and grow. Developing self-awareness is crucial for establishing strong leadership skills.

Self-awareness is a widely discussed concept in the field of management (Eurich 2018), and it is commonly emphasised in leadership development programmes (Lawrence, Dunn & Weisfeld-Spolter 2018; Svalgaard 2018). According to Steffens et al. (2021), there is a suggestion that high levels of self-awareness are associated with improved decision-making abilities and are also connected to the concept of authentic leadership. According to some scholars (Alvesson 2020; Pillay 2020; Shannon et al. 2020), there is a contention that individuals with higher levels of self-awareness have a higher probability of being promoted and exhibit greater effectiveness as leaders. The findings of Crook, Alakavuklar and Bathurst (2020) explained that there is a positive relationship between self-awareness and leadership performance and success. The assertion is supported by the results of conducted study by Bracht et al. (2021) among female employees, where self-awareness was identified as the most crucial characteristic for effective leadership.

The construct of leader self-awareness has been delineated by drawing upon prior conceptualizations of self-awareness, with a particular emphasis on how leaders perceive their own leadership of others (Walumbwa et al. 2008). Leader self-awareness can be defined as the ability of leaders to exhibit a comprehension of how individuals develop and interpret their understanding of the world, and how this process of meaning-making influences their self-perception and identity over a period. Hence, the concept of leader self-awareness can be examined through the identification of distinct behaviours displayed by individuals in leadership roles, such as actively seeking feedback to enhance their interpersonal relationships (Avolio et al. 2018). However, there is a lack of clarity regarding the precise definition and components of the concept of self-awareness.

To explain the relation between leader transparency, self-awareness and employee mindfulness, the present analysis draws upon social exchange theory as proposed by Cropanzano and Mitchell (2005). The social exchange theory is a comprehensive conceptual framework that encompasses various disciplines within the social sciences, including management, social psychology and anthropology. Although sometimes referred to as a single theory, it is more accurately conceptualised as a collection of related theoretical frameworks. The exchange of resources occurs through a mechanism called reciprocity, wherein one party typically reciprocates the positive or negative actions of another party. The quality of these interactions is occasionally impacted by the association between the actor and the target. From a social exchange standpoint, it is suggested that the process should be characterised by an open-ended nature, fostering increased levels of trust and flexibility among the involved participants.

There are numerous variations of the social exchange model, and the most current models in the field of organisational behaviour exhibit certain shared characteristics. The investigation explores three key components: (1) the initial behaviour of an actor towards a specific individual, (2) the subsequent attitudinal and behavioural responses of the targeted individual, and (3) the subsequent development of a connection between the two parties. The initiation of the process occurs when a leader engages in a favourable manner towards a certain individual. Positive initiating acts encompass several activities, such as the promotion of transparency and fostering of self-awareness.

In considering the first action, the employees being targeted may subsequently decide to respond by reciprocating such treatment through either positive or negative behaviour. Mindfulness behaviours are commonly referred to as reciprocating responses in a collective manner. According to social exchange theory, it is anticipated that individuals, upon receiving favourable acts from others, will likely respond by repaying with more positive behaviours. The establishment of a sequence of mutually beneficial exchanges has the potential to elevate a relationship to a state of high-quality social exchange.

Expanding upon these fundamental concepts, it is posited that social exchange theory encompasses a comprehensive theoretical framework that has demonstrated its efficacy in elucidating nearly all plausible empirical observations, albeit primarily in a retrospective manner. The importance of transparency and self-awareness in leaders is asserted as essential for effective leadership, particularly within the context of contemporary hybrid work contexts. The capability facilitates leaders in gaining a deeper understanding of themselves and others, enabling them to make well-considered and morally sound choices, establish trust and credibility and encourage an inclusive and supportive professional atmosphere.

METHODOLOGY

The review was conducted in accordance with the Preferred Reporting Items for Systematic Reviews (PRISMA) standards. Systematic reviews frequently exhibit a deficiency in acknowledging the existence of standardised rules that ensure their replicability and scientific rigour. The PRISMA framework offers a widely established and standardised approach that incorporates a guideline checklist. In adherence to this methodology, the present study has diligently followed the checklist to ensure the quality assurance of the revision process and enhance the replicability of the findings. A review process was established to outline the criteria

for selecting articles, the strategy for conducting searches, the procedures for extracting data, and the methods for analysing the collected data.

A systematic literature review was employed to uncover research that documented various types of management and leadership attributes within a specific timeframe. The process of data collecting involved doing a thorough search and selection of publications from pertinent electronic resources, following the complete guidelines provided by Fink (2019). After conducting a thorough evaluation and performing preliminary inquiries, the subsequent electronic databases were chosen Scopus and Web of Science. The search duration encompassed a five-year timeframe (2019-2023) due to the notable proliferation of literature pertaining to the competence-based approach in the field of management and leadership throughout this period. Over the course of the previous decade, there have been ample possibilities to conduct comparative research and delve into discernible patterns and trajectories pertaining to management and leadership attributes.

DATA RESOURCES AND SEARCH STRATEGIES

A comprehensive search for literature was performed using electronic databases such as Scopus and Web of Science (WoS). The primary database employed in the review is Scopus. The database in question is a substantial repository of abstracts and citations, boasting a considerable number of active peer-reviewed journals from a diverse range of 7000 publishers. Scopus encompasses a wide range of academic disciplines, including the physical sciences, social sciences, health sciences, and biological sciences. The Scopus analytics tools facilitate the visualisation, comparison, and exportation of data. The second database employed in the review is Web of Science (WoS). The WoS database encompasses a total of 33,000 periodicals, spanning across more than 256 disciplines. These disciplines encompass a wide range of subjects, including but not limited to environmental studies, multidisciplinary social sciences, social concerns, and development and planning. The dataset encompasses a span of more than a century, consisting of extensive historical records and citation information, which has been curated and validated by Clarivate Analytics. The rankings are determined based on three distinct metrics: citations, number of papers, and citations per paper.

The literature was covering the period from 2019 to 2023. The previously listed databases hold significant relevance within the English scientific system, particularly in terms of evaluation and funding. It is precisely why we opted to utilise them in our work. We have identified peer-reviewed research that consist of publications authored in the English language. The databases were independently searched by two researchers, namely J.M. and R.A. To maximise the identification of relevant research, we expanded the scope of our search terms and tactics. The search phrases were altered in conjunction with the field of informatics and integrated with Boolean operators in the following manner.

The keywords `TS=(*leaders AND transparency*) AND (*leaders AND self-awareness*) AND (*employee AND mindfulness*)` are suggested for the topic in the Web of Science (WoS) database. These keywords should be used to search for relevant articles, including the article title, abstract, and keywords `TITLE-ABS-KEY(=*leaders AND transparency*) AND (*leaders AND self-awareness*) AND (*employee AND mindfulness*)` in the Scopus database. In addition to the automated search, the reference lists of the eligible publications were manually examined.

SELECTION OF STUDIES

The titles and abstracts were independently assessed by two researchers (J.M. and R.A.) using the previously mentioned requirements to establish the suitability of papers for inclusion in the study. The complete texts of studies that were potentially relevant were carefully reviewed before being included in the final analysis. Consensus was reached among one of the researchers (H.A., J.M., R.A., or R.C.) to settle all differences.

DATA EXTRACTION, PROCESS AND QUALITY ASSESSMENT

The process of data extraction and the evaluation of article quality was conducted by three researchers in a manner that ensured independence. The data obtained from each study were documented in a table of evidence. Data from primary studies were obtained by the three authors of the paper, namely H.A., J.M., R.A., and R.C. Any inconsistencies were resolved through an agreement reached by the reviewers.

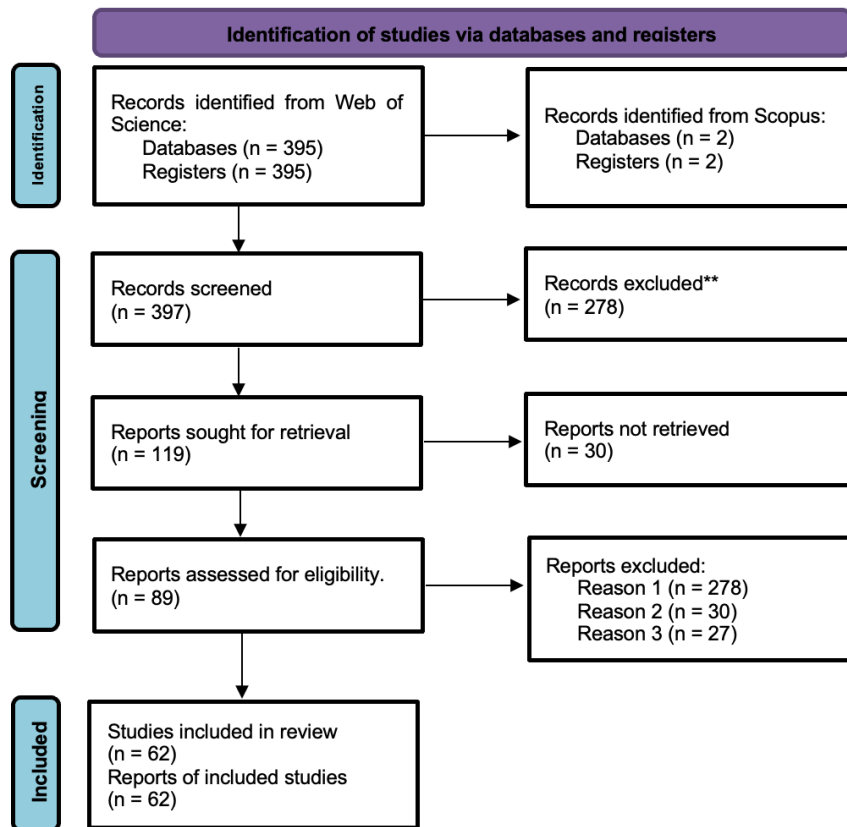
ELIGIBILITY CRITERIA

The process of selecting the articles for review was carried out in three successive rounds. The initial stage of analysis entailed the evaluation of the title and abstract, with the participation of three reviewers. In the subsequent phase, the articles were subjected to scrutiny by five individual reviewers. The establishment of the selection criteria was based on the study topic, and the subsequent findings were systematically arranged in a tabular format. Studies without full text available were excluded from our analysis. During the third round, a solitary reviewer comprehensively examined and consolidated all findings into a unified document. The articles selected for this round were retrieved to undergo a thorough analysis to determine their suitability for inclusion in our study. To address our specific inquiries, we systematically rejected any scholarly articles that did not pertain to research investigating the process and consequences associated with transparency, self-awareness, and mindfulness.

CONSTITUTION OF THE ANALYSIS CORPUS

The studies included were arranged chronologically based on their year of publication and alphabetically according to the first author's surname. The papers were assigned numerical codes. The analysis of the articles' content was conducted using the methodologies and procedures established by Page et al. (2020).

FIGURE 1. PRISMA 2020 flow diagram for new systematic reviews which included searches of databases, registers and sources



*Consider, if feasible to do so, reporting the number of records identified from each database or register searched (rather than the total number across all databases/registers).

**If automation tools were used, indicate how many records were excluded by a human and how many were excluded by automation tools.

The remaining articles underwent assessment and analysis. The focus was directed towards conducting targeted investigations that addressed the formulated research inquiries. The process of data extraction involved initially reviewing the abstracts, followed by a comprehensive examination of the complete articles, to ascertain relevant topics and sub-themes. Whittemore and Knafl (2005) propose that the most effective approach for synthesising and analysing integrative data involves the utilisation of qualitative or mixed-method techniques. These techniques allow researchers to do continuous comparisons across the primary data sources.

A comprehensive analysis has been conducted on all 62 publications, with particular emphasis on the abstract, findings, and discussion parts. The process of data abstraction was carried out in accordance with the research questions. It involved extracting relevant data from the reviewed studies that may provide answers to the research questions, which were then organised and presented in a tabular format. The researcher conducted a thematic analysis in which themes and sub-themes were identified by the systematic examination of patterns, clustering, numbering, identifying similarities and exploring relationships within the abstracted data (Clarke & Braun 2017).

The initial stage of thematic analysis involves the generation of themes. It is crucial to discern the patterns that have arisen from the abstracted data of all the papers that were reviewed in this procedure. Similar or comparable abstracted data were aggregated into a collective, resulting in

the formation of three distinct primary groups. The last step entailed a thorough evaluation of the precision of these themes. During this phase, the authors conducted a comprehensive reassessment of both the primary and secondary themes that were developed, with the aim of guaranteeing their use and faithful depiction of the collected data. Subsequently, the writers advanced to the subsequent phase by designating the themes corresponding to each group and their respective subgroup. The writers initially assigned names to the themes pertaining to the primary group, followed by assigning names to the topics associated with the subgroup.

RESULTS

GENERAL FINDINGS AND REVIEW STUDIES BACKGROUND

The review successfully acquired a total of 62 papers that were selected for analysis. The thematic analysis identified three distinct themes: leadership, consisting of five sub-themes; leadership attributes, consisting of two sub-themes; and employee mindfulness. Upon conducting a more comprehensive examination of the underlying themes, it has been determined that there are a total of seven distinct sub-themes. The study is conducted in a specific geographical place, which is characterised and delineated in the following manner.

TABLE 1. The theme and sub-themes

Authors	Year	Country	Leadership				Leadership attributes		EMF
			AL	EL	SL	CRL	HOL	TR	
Akuffo and Kivipold	2019	Ghana	/					/	
Aldrin and Merdiaty	2019	Indonesia						/	
Gunasekara and Zheng	2019	Australia and Sri Lanka						/	
Kempster, Iszatt-White and Brown	2019	United Kingdom					/		
Muntz, Dormann and Kronenwett	2019	Germany					/		
Parviainen and Kortelainen	2019	North America						/	
Slutsky et al.	2019	United States of America						/	
Tarraf, McLamon and Finegan	2019	United States of America						/	
Cheung et al.	2020	East China						/	
Forjan, Tuckey and Li	2020	Australia United						/	
Hafenbrack et al.	2020	States of America						/	
Haun, Nübold and Rigotti	2020	Germany						/	
Kinnunen et al.	2020	Finland						/	
Lin, Liu and He	2020	China						/	
Reineboth et al.	2020	Germany	/						
Sahin, Ozcan and Babal	2020	Turkey United						/	
Thoroughgood, Sawyer and Webster	2020	States of America						/	

Walsh and Arnold	2020	United States of America						/
Beiranvand et al.	2021	Tehran	/	/		/	/	
Bracht et al.	2021	United Kingdom			/		/	
Frömmer et al.	2021	Germany	/					
Hülshager, van Gils and Walkowiak	2021	Germany						/
Jha	2021	India						/
Johnson et al.	2021	United States of America						/
Lyddy et al.	2021	United States of America						/
Nair, Prasad and Nair	2021	India	/					
Ni, Liu and Zheng	2021	China						/
Lu et al.	2021	Australia, India, Indonesia, New Zealand and United States of America						/
Steffens et al.	2021	United States of America					/	
Al-Hammouri, Rababah and Alfurjani	2022	Jordania						/
Alkandari and Irtaimah	2022	Kuwait	/					
Durrah et al.	2022	Australia	/			/	/	
Emamdin, Singh and Hussain	2022	Africa – Mauritius						/
Feng	2022	China						/
Gip et. Al	2022	Phillipines, Turkey and United States of America						/
Jamieson et al.	2022	Australia						/
Khan and Abbas	2022	Pakistan						/
Khan and Ghayas	2022	India	/					
Kuang, Hu and Lu	2022	China						/
Mehmood, Hamstra and Guzman	2022	Pakistan						/
Mandiyasa, Riana, Dewi and Surya	2022	Indonesia			/		/	
McPherson et al.	2022	United States of America	/					
Petrou	2022	Netherlands						/
Robinson and Krishnakumar	2022	United States of America						/
Shaffakat et al.	2022	India						/
Tulucu, Anasori and Madanoglu	2022	North Cyprus						/
Wan et al.	2022	China						/
Wang, Huang and Deng	2022	China						/
Wihler et al.	2022	Mexico						/

Yang, Tan and Lin	2022	Taiwan	/
Zeshan et al.	2022	Pakistan	/
Zhang et al.	2022	China	/
Abbas, Ekowati and Anwar	2023	Pakistan	/
Fitzhugh et al.	2023	United Kingdom	/
Hur, Shin and Kim	2023	South Korea	/
Kim and Park	2023	Korea	/
Mahmoud, Mustamil and Seng	2023	Kingdom of Bahrain	/
Mubarak et al.	2023	Pakistan	/
van Seggelen-Damen, Peeters and Jacobs	2023	Dutch and Flemish	/
Thi and Duong	2023	Vietnam	/
Yagil, Medler-Liraz and Bichachi	2023	Israel	/
Yang and Xu	2023	United States of America	/
Yu, Xu and Li	2023	China	/
Leadership		Leadership attributes	EMF-employee mindfulness
AL-authentic leadership			
EL-ethical leadership		TR-transparency	
SL-self-leadership		SA-self-awareness	
CRL-critical leadership			
HOL-health oriented leadership			

Among the 62 articles that were selected for analysis, it was found that fourteen studies were conducted in the United States of America, nine studies were conducted in China, and five studies were conducted in Australia, Germany, and India. Additionally, four studies were conducted in Pakistan, three studies were conducted in Indonesia and the United Kingdom, two studies were conducted in Korea and Turkey while one studies were conducted in Africa, Bahrain, Dutch, Finland, Ghana, Israel, Jordanian, Kuwait, Mexico. Netherlands, New Zealand, North Cyprus, Philippines, Pakistan, Sri Lanka, Taiwan, Turkey, Tehran and Vietnam.

The annual publication count of papers has been explained as follows. Among the 62 articles that were selected for analysis, a total of eight articles were published in the year 2019, ten papers were published in 2020, eleven articles were published in 2021, twenty-two articles were published in 2012, and eleven articles were published in 2023. Most of the chosen articles focus on the topics of leadership, transparency, self-awareness, and mindfulness practises inside businesses.

MAIN FINDINGS

The following section focuses on three primary subjects: leadership, leadership attributes as a predictor and the promotion of employee mindfulness within businesses.

LEADERSHIP

Despite the demonstrated positive effects of authentic leadership in the workplace, there has been limited scholarly focus on defining the specific dimensions of authentic leadership as human antecedents and effective strategies for its enhancement. Drawing upon robust theoretical foundations and preliminary empirical findings, this study investigates the role of transparency and self-awareness as potential predictors of mindfulness. There has been a significant increase in interest regarding mindfulness, as indicated by the study conducted by Good et al. in 2016.

It is noteworthy to mention that the topic of authentic leadership was examined in a single article in 2019, another article in 2020, three articles in 2021, and four articles in 2023. The present study examines many forms of leadership within the given context. Specifically, it focuses on ethical leadership, self-leadership, creative leadership, and healthy-oriented leadership. Each of these leadership styles is explored through a separate article published in the years 2020, 2021, 2022 and 2023 respectively.

LEADERSHIP ATTRIBUTES (TRANSPARENCY AND SELF- AWARENESS) MINDFULNESS

Based on a previous study conducted by Akuffo and Kivipold (2019), it was discovered that certain internal competences of leaders had an impact on nepotism within organisational operations. Specifically, the results indicated that self-awareness exhibited a strong negative influence on the occurrence of nepotism. In respect to the leader's external competencies, it is worth noting that relational transparency exhibited a notable favourable impact on the occurrence of favouritism and nepotism.

Furthermore, Sahraei Beiranvand, Beiranvand and Mohammadipour (2021) assert that the presence of ethical and authentic leadership is necessary to effectively enhance the psychological empowerment of nursing personnel. The enhancement of self-awareness among nurses and the recognition of how their decisions and behaviours influence them are crucial factors in promoting justice within the workplace. Also, the practise of balanced information processing, adherence to ethical principles, fostering transparency in communication, and promoting the sharing of information and power all contribute to the overall impact on justice in the workplace.

The present study endeavours to comprehensively examine the extant body of literature pertaining to the relationship between leaders' transparency and self-awareness and their potential as predictors of employee mindfulness within organisational contexts. At present, the findings of our literature investigation indicate that the level of transparency and self-awareness exhibited by leaders has a substantial and noteworthy influence on fostering mindfulness among employees. The results are consistent with the study conducted by Kelly (2023) in his book, which indicates that leader self-awareness and self-consistency are important factors that contribute to authenticity and therefore influence employee state mindfulness. Moreover, it was emphasised that the use of mindfulness has the capacity to enhance self-awareness and promote the congruence of values in leaders who exemplify authenticity. The main differentiation from previous scholarly investigations is in the outcomes of this literature research, which suggest that leaders who demonstrate transparency and possess an elevated level of self-awareness have a substantial impact on the level of mindfulness observed among their subordinates.

A comprehensive review, drawing from two databases, resulted in a total of 62 scholarly publications pertaining to the subjects of leadership, transparency among leaders, self-awareness of leaders, and employee mindfulness. The findings of the present investigation are organised into

three primary domains, which are derived from the material gathered from relevant literature sources. The data collection process involved gathering all available material, followed by the categorization of various techniques. Specifically, the categorization encompassed 62 scholarly publications that examined leadership, with a particular focus on leadership traits such as transparency and self-awareness, as well as employee mindfulness. The research offered several significant contributions in relation to the study's requirements. Firstly, it demonstrates a significant focus on examining the impact of leadership practises and traits on promoting employee mindfulness. Furthermore, the research reveals transparency and self-awareness as significant determinants of employee mindfulness. Thirdly, the findings of the study provide a basis for future theoretical and practical frameworks.

The findings indicate that organisational leaders have successfully applied transparency and self-awareness as strategies for encouraging employees' mindfulness. In the context of this review, research has demonstrated that the level of transparency and self-awareness exhibited by a leader has a significant impact on the mindfulness of their employees. The influence of the relationship was also demonstrated through basic analysis procedures in SPSS Version 29. The data obtained suggests that transparency has a significant impact of 52.2% on employee mindfulness. Furthermore, the data indicates that self-awareness exhibits a marginally more pronounced impact, with a magnitude of 52.4%. According to Lawrence, Dunn, and Weisfeld-Spolter (2018), self-awareness is a significant construct that may be enhanced by intentional instruction and diligent practise. The development of the concept was designed as a systematic approach with the goal of creating a framework that enables the fostering of a productive kind of analytical reasoning. The cognitive approach serves as a crucial underpinning for the development and progression of authentic leadership (Eriksen, 2009). The concept of self-awareness might be understood as a type of existential inquiry. Uncertainty can manifest either in the present moment of decision-making or upon after contemplation.

According to a recent study conducted by Carden, Jones, and Passmore (2022), the presence of self-awareness allows individuals to acquire a deeper understanding of their own identities, interpersonal dynamics, and involvement within the social realm. The previously mentioned capability empowers individuals to exert agency in shaping their identity, behaviour, and patterns of communication. Through the practise of critical reflection, individuals are motivated to actively evaluate the influence of their beliefs and assumptions on their interpersonal relationships in their everyday lives. Hence, self-awareness pertains to the condition of owning conscious understanding of one's own being, which includes concepts, assumptions, organising principles, and the emotional framework, along with the subsequent influence on day-to-day lived encounters.

In addition, the nurturing of transparency by organisational leaders plays a pivotal role in fostering employee attention and optimising the efficacy of communication. According to Yue, Men, and Ferguson (2019), the findings suggest that leaders demonstrate a genuine dedication to maintaining or enhancing relationships with their employees. Transparency comprises three fundamental elements, namely informational transparency, participatory transparency, and accountability transparency. These three components work together, however contain distinct analytical features. The notion of informational transparency encompasses the responsibility of leaders to effectively communicate accurate, substantial, and valuable information to their employees. Participatory transparency involves the active involvement of leaders in identifying and addressing the most relevant and significant information to meet the informational needs of employees. Without actively seeking input and feedback, leaders may have challenges in

effectively communicating the significant and relevant information that employees demand and need.

Transparency encompasses the promotion of active involvement by individuals who receive information in the activities of acquiring, sharing, and producing knowledge (Molina Rodríguez-Navas, Medranda Morales & Muñoz Lalinde 2021). The accountability component of transparency encompasses the inclusion of both positive and negative information. It is essential for leaders to effectively communicate a full perspective of the circumstances at hand, so mitigating the possibility of manipulating employees' perceptions and interpretations of the leader's actions. When communicating information regarding a change initiative, it is crucial to integrate the idea of accountability, which involves presenting both the benefits and any hazards linked with the proposed alteration. The failure to communicate the negative outcomes of the change initiative would lead to the spread of rumours, misinterpretations, and misunderstandings, as well as a decline in trust. Consequently, this would intensify employee uncertainty, unease, and anxiety (Neill & Bowen, 2021).

MANAGERIAL IMPLICATION

Urrila (2022) described that to foster employee mindfulness, organisational leaders can effectively promote self-awareness and transparency by prioritising the implementation of the following methods aimed at demonstrating authenticity. The establishment of honest interaction promotes the development of trust, improves the level of transparency, and increases employees' understanding of a particular situation (Jiang & Shen 2023). Leadership entails the imperative of creating trust among subordinates and demonstrating altruism. Leaders that exhibit unselfish service towards their employees and foster trust possess the capacity to establish a workplace culture that promotes the recognition of accomplishments, boosts self-esteem, and supports the overall welfare of all individuals within the workforce. Moreover, it is imperative for leaders to consistently offer encouragement, empowerment, and inspiration to their subordinates in a continuous manner. Leaders who demonstrate the capacity to motivate, empower, and inspire fellow employees hold the potential to establish a work environment that prioritises open communication, ongoing learning, and individual growth. As a result, these generates a sense of self-motivation and active engagement among the members of the team.

Heiss (2023) declared that it is important for leaders to demonstrate the qualities of self-awareness and transparency. Leaders could exhibit their openness to receiving feedback, their readiness to take responsibility for their mistakes, and their want to gain knowledge from others to their workforce. Furthermore, it is possible for employees to effectively convey their individual strengths and shortcomings, develop clear objectives and strategic plans, and actively participate in reflective practises and collaborative learning opportunities alongside their peers. The leaders effectively extend support and furnish essential resources. Leaders can offer coaching, mentoring, or training programmes that support the development of employees' emotional intelligence, communication skills, and leadership strategies. Moreover, they possess the capability to offer suggestions for literature, podcasts, or scholarly publications that foster the development of knowledge among employees in the realms of self-awareness and personal comprehension.

However, it is crucial to actively support and foster the adoption of mindfulness practises among employees. The utilisation of mindfulness practises, such as engaging in mindfulness meditation, holds promise in augmenting an individual's capacity to concentrate, engage in rational

decision-making, and effectively cope with stress, so enhancing their overall efficacy within the professional context (Rebon 2024). Using these strategies, executives within businesses can nurture a corporate culture that fosters mindfulness, self-awareness, and transparency. As a result, the adoption and execution of the above strategy possess the capacity to engender heightened degrees of employee contentment, augmented efficiency, and overall enhanced results for the organisation.

CONCLUSION

The integrative review is a distinct methodology employed to synthesise prior empirical or theoretical material, so facilitating a more comprehensive comprehension of a specific topic. The primary aim of this review is to provide an initial evaluation of the degree to which transparency and self-awareness among leaders contribute to the promotion of employee mindfulness. The results suggest that the level of transparency and self-awareness demonstrated by a leader has a notable influence on the development of staff mindfulness. During the Joko Widodo era in Indonesia (2014-2024), the government has demonstrated pragmatic civilian control. This refers to a type of civilian control over the military that prioritises the military's professionalism and efficiency in carrying out assigned duties at a reasonable expense (Taufik, Nadzri & Hamil, 2024).

The approach is juxtaposed with transparency and self-awareness. They play a crucial role in establishing effective civilian oversight of the military, guaranteeing responsibility, credibility, and expertise (Gunashvili 2021). The concepts of transparency, self-awareness, and mindfulness are interconnected and offer substantial benefits for individual development, effective leadership, and overall welfare. In summary, cultivating transparency, self-awareness, and mindfulness has the capacity to enhance various aspects of individuals' personal and professional lives. These practises promote authenticity, improve decision-making processes, enhance overall well-being, and generate stronger interpersonal relationships. These practises have the capacity to contribute to an individual's heightened sense of fulfilment, balance, and productivity in life.

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