

A Study of Effect of Mindfulness on the Job Performance of Employees in Educational Organizations of Mumbai

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Abstract

The Multidimensional perspectives of mindfulness in the work context is increasing as organizations constantly face challenges such as competition, high burn-outs, emotionally draining work roles, fake expressions, decision biases, emotional exhaustion, task and contextual performance, technological and informational changes, globalization and cultural diversity. This study is conducted to examine the effect of Mindfulness on the job performance of employees in Educational Organisations of Mumbai on selected variables. Mindfulness is simply being attentive and aware of what is happening right now without thinking if it would be different. The objective is to study the effect of mindfulness on job performance of employees in educational organisations of Mumbai. To achieve the objectives, data was collected probing the aspects of Mindfulness related to the job performance. The data was analysed through calculating Mean, SD, t-test, ANOVA. It was concluded that Salary, Marital status and Gender has significant effects on job performance of the employees in educational organisations of Mumbai. Overall comparisons reflected that Divorced employees are found to be more mindful than single and married employees.

KeyWords: *Mindfulness, JobPerformance, Educational Organisations, Demographic profiles.*

Background

Mindfulness in the workplace is an important innovation for a wide range of reasons but particularly in three key areas: Wellbeing,

Relationships

and Performance. When individuals and teams routinely engage with each other, mindfulness becomes a social norm and practices become

processes and routines that turn entire work places into mindful organizations to be able to perform more reliably than other comparable workplaces. Everyone is racing around at super speed and is afraid to slow down eventually living this way, we miss the actual life we are living. It is the opposite to being absent-minded or being overwhelmed by thoughts of what happened in past, what needs to be done, or what should have been done, feeling of anxiety, fright and like life is slipping away, has no meaning and is out of control. Many companies started to tutor their employees in mindfulness to meet corporate objectives and commercial profit. Mindfulness level becomes one of essential parameter while selecting the right candidate for the right position during recruiting process and in this way, make an immense difference in workplace related psychology.

Conceptual Framework of the Study

The word Mindfulness was used by Brahmans in the sense of memorizing the Vedic scriptures. Mindfulness is a way of paying attention that originated in Eastern meditation practice, the Buddhist Zen practices. It is nowadays used to describe a psychological trait or a practice of cultivating awareness about the surrounding environment. This term "mindfulness" is a translation of the Pali term "sati" that means memory or being thoughtful meaning constant presence of mind. It is a Sanskrit equivalent of sati, smrti, originally conveyed the meaning "to remember", "to recollect", "to bear in mind". The term mindfulness commonly refers to a psychological state of awareness—a moment to moment awareness of one's experience without judgment. **Mindfulness is the awareness that arises through "paying attention in a particular way: on purpose, in the present moment, and non judgmentally". (Kabat - Zinn, 1994, p.4).**

Components of Mindfulness: The terms *attention* and *awareness* are important components of Mindfulness that improves stability, control, and efficiency. It is a two-dimensional construct composed of awareness of one's experience and the concomitant acceptance of that experience. The four mindfulness skills were found as observing, describing, acting with awareness and accepting without judgment.

Review of Related Literature: A few pertinent studies conducted in the present decade have been reviewed here. Williams et al. (2007) conducted meta-analyses of multiple dimensions of compensation satisfaction. An examination of 213 samples from 182 studies yielded several interesting findings among four dimensions of compensation satisfaction (pay level, pay raises, benefit level, pay structure and administration satisfaction), and found that the three dimensions

related to direct pay are highly related to one another. The relationships between benefits and the three direct pay dimensions were modest.

Shao, R., & Skarlicki, D. P. (2009) examined whether mindfulness was related to performance among a group of MBA students (N = 149). The results show that mindfulness interacted with gender to predict performance. Specifically, the positive association between mindfulness and performance was stronger for women than for men. Implications and future directions are discussed.

Glomb et al. (2011) argue that mindfulness confers superior *self-regulation* of behavior that shapes workplace functioning. They suggested that being mindful helps employees in self-regulating their behavior to achieve better social relationships, enhanced well-being, and higher task performance.

Erik Dane and Bradley Brummel (2013) surveyed 98 servers in restaurant chains in Southwest America to assess their level of mindfulness at work, measured their engagement, energy level, and dedication at work to rate the servers job performance. They found that Managers rated servers with higher mindfulness scores as having better job performance. Workplace mindfulness contributed to job performance independently of how engaged servers are in their work. While workplace engagement and mindfulness are similar concepts—both likely direct attention to work-related tasks—the researchers think that workplace engagement likely enhances positive feelings, while mindfulness boosts cognitive resources and breadth of attention to help people juggle many events at once.

Reb et al. (2014) measured the influence of leaders' mindfulness on employee well-being and performance. 96 supervisors and

their subordinates participated on a voluntary basis as part of a larger study involving additional measures. They found leaders' trait mindfulness was positively associated with employees' work-life balance, job satisfaction, citizenship behaviors, and job performance and negatively related to employee exhaustion and deviance; psychological need satisfaction mediated many of these associations. The results suggest a potentially important role of leading mindfully in organizations.

Need of the study: A review of related literature reveals that studies have been conducted highlighting mindfulness as an important variable in the work context such that the results could be transferred to the work area. The study was needed to carefully examine the role that mindfulness might play in the performance of individuals at work, importance of salary, marital status and gender factors in managing job performance were also examined.

Statement of the Problem: A study of Effect of Mindfulness on the Job Performance of Employees in Educational Organizations of Mumbai.”

Objectives of the Study: The study was undertaken with the following specific objectives:

1. To study the demographic profile of mindfulness of employees in educational organisations of Mumbai in terms of their gender, status and salary.
2. To study the effect of mindfulness on job performance of employees in educational organisations of Mumbai.

Hypothesis of the Study: Following hypotheses were formulated:

1. There is no significant effect of Mindfulness on the Job performance of male and female employees.
2. There is no significant effect of Mindfulness on the Job performance of high and low salaried employees.
3. There is no significant effect of Mindfulness on the Job performance

of single, married and divorced employees.

Operational Definition of the key terms

1. Mindfulness is indicated by total scores of professionals on the scale administered by the researcher.
2. Job performance is the expectation of quality and quantity to perform the particular job well determined by time, motivation, will and ability of the individual employee.

Methodology of the Study:

Descriptive Survey method was used for the present study to study the Mindfulness of employees on the job performance. Hypothesis testing was also conducted to predict its effect on selected variables. The study variables are neither controlled nor manipulated. The data was collected from survey conducted through the tool which was distributed manually to respondents.

Sample for the Study: The present study was conducted on total sample of 200 Male and Female working

professionals of colleges of western regions in Mumbai. For the purpose of the study, the participants were divided into two groups, top and lower management levels. Data is collected from respondents across all age, sex, status and income groups to gain insights into their work preferences.

Scope and Delimitations of the Study: The present study was delimited to 200 professionals of western Mumbai and there was a time constraint to this project as it has to be completed within 1 and a half months.

Tools used for the present study: Mindfulness was measured using 15 item **Mindful Attention and Awareness Scale (MAAS)**, trait version to gather information regarding levels of mindfulness developed by Brown and Ryan

(2003). MAAS consists of questions which are answered on 6-point Likert-type scale coded 1 = 'almost always' and 6 = 'almost never'. Items were scored such that higher values indicate higher mindfulness. The Cronbach for this scale was .95. Higher scores reflect higher levels of dispositional mindfulness. Those scoring higher in mindfulness have higher levels of pleasant affect, higher self-esteem, optimism, self-actualization and lower levels of neuroticism, anxiety, depression, and unpleasant affect.

DATA ANALYSIS: In the present study, the researcher carried out the descriptive analysis. A total of 200 valid responses were obtained from the distribution of questionnaire, giving the total percentage of responses rate of 100.0%.

Table 1: Demographic Profiles of the Respondents

Demographic Variables	Categories	Frequency (200 Respondents)	Percentage (%)
Gender	Male	55	27.5

	Female	145	72.5
Marital Status	Single	65	32.5
	Married	126	63
	Divorced	09	4.5
Salary	25000 and below	77	38.5
	25001 and above	123	61.5

The respondents comprised mainly of females, 145 respondents (72.5%) and 55 males 27.5%. As for respondents marital status, 63% or 126 respondents were married, while 32.5% or 65 respondents were single and 9 respondent (4.5%) were divorced. In term of salary, 38.5% earned salary 25000 and below, 61.5% earned 25001 and above.

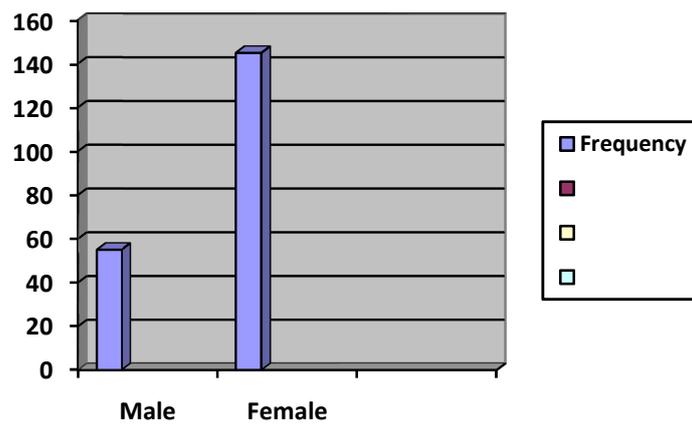


Figure1: Gender of Respondents

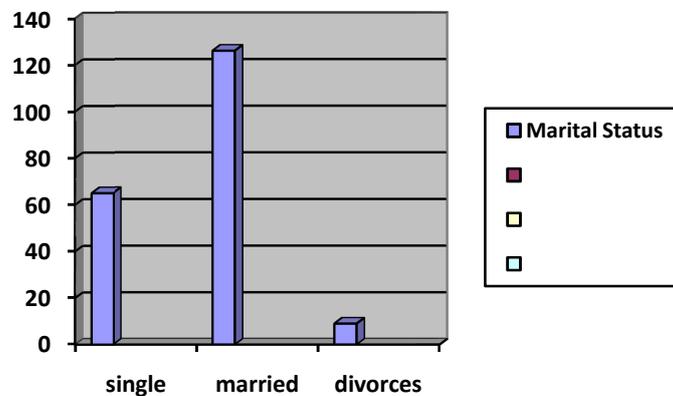


Figure2: Marital status of Respondents

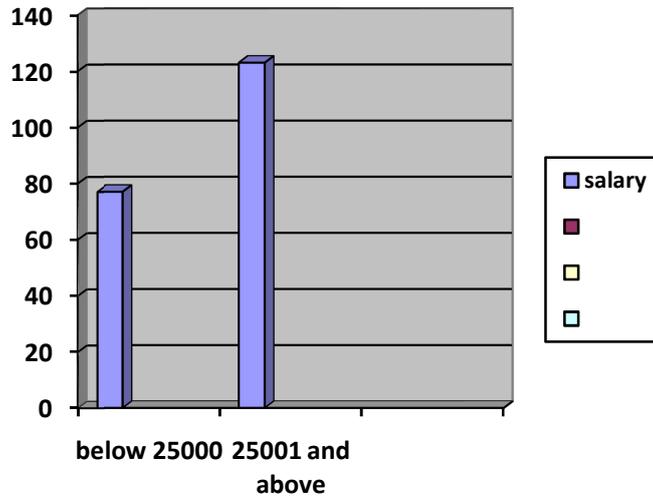


Figure 3: Net salary of Respondents

Verification of Hypotheses 1: The hypotheses reads: There is no significant effect of Mindfulness on the Job performance of male and female employees. The technique used to test this hypotheses is t-test. The table 3.4 shows the relevant statistics:

Table 2: Significance of t-value of Mindfulness Scores of male and female employees

Variable	Group	N	df*	Mean	SD	t ratio	Table Value		LOS**
							.05	.01	
Mindfulness	Male	55	198	84.40	14.14	5.83**	1.97	2.50	S at 0.01 level
	Female	145		98.40					

df* - degrees of freedom; LOS** - Level of significance; S= Significant; NS= Not Significant.

Interpretation: From the table, it could be observed that the calculated t= 5.83 is greater than the table value of 2.50 at 0.01 level. Hence the null hypothesis is rejected.

Finding – There is significant difference in the scores of male and female students. Hence, it can be inferred that the female professionals possessed significantly more Mindfulness as compared to their male counterparts.

Verification of Hypotheses 2: The hypotheses reads: There is no significant effect of Mindfulness on the Job performance of high and low salaried employees. The technique used to test this hypothesis is t-test. The table 4.3 shows the relevant statistics.

Table 3:Significance of t-value of Mindfulness Scores of high and low salaried employees

Variable	Group	N	df*	Mean	SD	t ratio	Table Value		LOS**
							.05	.01	
Mindfulness	High salaried	77	198	92.90	19.89	2.85**	1.97	2.50	S at 0.01 level
	Low salaried	123		85.20	18.29				

df* - degrees of freedom; LOS** - Level of significance; S= Significant; NS= Not Significant.

Interpretation:From the table, it could be observed that the calculated $t = 2.85$ is greater than the table value of 2.50 at 0.01 level. Hence the null hypothesis is rejected.

Finding – There is significant difference in the scores of students with high salaried and low salaried. Hence, it can be inferred that the professionals with high salaried possessed significantly more mindfulness as compared to low salaried.

Verification of Hypotheses 3: There is no significant effect of Mindfulness on the Job performance of single, married and divorced employees. The technique used to test this hypotheses is ANOVA. The table 4.5 shows the relevant statistics:

Table 4: ANOVA Summary of Mindfulness Scores of the Professionals

Variable	Source of Variation	SS	df	MSS	F RATIO	P- Value
Mindfulness	Among Means	3230.55881	3	1075.8895	7.21	0.000129
	Within Groups	29280.9112	195	149.3924		
	Total	32511.58	199			

SS- Sum of squares; df - degrees of freedom; MSS-Mean sum of squares

(The table value at 0.05 level=2.58; at 0.01 level is 3.95).

Interpretation - The calculated F value is 7.21 which is found to be very high than both the table values at .01 and .05 levels. Hence the null hypothesis is rejected that there is no significant difference in the means.

Finding - Here we find that there is a statistical significant difference in the mean Mindfulness score among the three groups considered.

RESULT AND DISCUSSION

The aim of this research was to study the effect of Mindfulness on Job performance of employees. Research suggests following:

1) Mindfulness and Gender:

Representation of each group can be seen in Table 2. Women are represented by 145 responses and men by 55 responses. The tests for normality of distribution and homogeneity of variance for both samples were confirmed. The variable gender has only two categories, hence t-test for

independent samples can be applied. The t-test for independent samples revealed statistically significant differences between male and female gender. In the sample, women scored significantly higher in mindfulness than men; women ($M = 98.4$, $SD = 19.42$) and men ($M = 84.4$, $SD = 14.14$), $t(df=198) = 5.83$, $p < 0.01$. Although, what are the reasons of women being more with mindfulness than men, even a first look at such findings suggests, that women and men differ in the level of mindfulness. Not only the samples vary in which female

gender scores higher in mindfulness, moreover, the samples differ statistically. To conclude such findings, the role of gender significantly varies among individual groups. The results indicated that group with more mindfulness was associated with fewer Post Traumatic Stress Disorders, depressive symptoms, physical symptoms, and alcohol problems.

2) Mindfulness and Salary: From the demographics, in the original version of the questionnaire the respondents were allowed to choose from 2 different levels of salaried according to what was the lowest and highest one. The options were chosen in aim to fit both categories and therefore the responses were easy to match. Subsequently, these groups were reduced to 2 salaried category, as High and Low. High Group is represented by 77 responses and Low group by 123 responses. Normality of distribution was confirmed, as well as

homogeneity of variance for both samples, t-test tested the effect of level of mindfulness in the general sample. The relationship of salaried and mindfulness was positive and statistically significant, in the sample, High salaried ($M = 92.9$, $SD = 19.89$) and Low Salaried ($M = 85.2$, $SD = 18.29$), $t(df=198) = 2.85$, $p < 0.01$. The effect of mindfulness on the job performance of high and low salaried employees was significantly different. Salary was found to have positive relationship with job performance as examined by Williams and McDaniel in their meta-analysis in 2007. So it is expected that an individual pay difference causes the significant effect on their job performance. It was seen that employees who are more satisfied with their pay rated higher in job performance than did those who were less satisfied with their pay. The higher the employees believe that their co-workers are being paid, the less satisfied they will be with their on pay. Employees develop personal standards of

comparison that are based on the minimum salary they consider acceptable, the pay they believe their job deserves and on the amount they think co-workers are being paid. Thus, Job performance with pay is determined by the discrepancy between standards and actual salary and an important factor in pay satisfaction is its perceived equity and relationship to job performance. This result indicates that being more mindful lowers the anxious and depressed symptoms caused by daily stressors. Mindfulness might be considered a protective factor.

3) Mindfulness and Marital status:

Another assessed demographical attribute was marital status. The original answers of participants were re-grouped to three groups, as follows:

i) Single ii) Married iii) Divorced

The biggest group is created by 126 individuals who are married. Single group is represented by 65 individuals, and divorced group consist of 9 responses seen in Table

3. The distribution was confirmed as normal and homogeneity was not violated. To examine the effect of various marital statuses on the level of mindfulness, analysis of variance was conducted. The analysis revealed statistically significant difference between groups with different marital status $F(199) = 7.21, p < 0.001$.

In the general sample, those who identified their marital status as “divorced” scored significantly ($p < 0.01$) higher in mindfulness, than all other groups. Differences between the group of singles and other groups were not statistically significant, however, the group of singles scored lower than all other groups. Not being in a relationship is a predictor of lower level of mindfulness, compared to individuals who are married or divorced. Surprising result appeared for the group of divorced individuals, who scored significantly higher in mindfulness in comparison to other groups. Such result can be explained in the way, that encounter

of difficult situations through lifespan leads an individual towards deeper revision and contemplating about their action and thoughts. The analysis of variance, examining the effect of different marital statuses on the level of mindfulness, revealed statistically significant difference between measured groups. The results that divorced being more mindful indicated the less stress he/she perceived in his/her daily life and the less use he/she made of emotion regulation strategies such as rumination and catastrophizing. Above results suggests positive relationship between mindfulness and job performance (Dane & Brummel, 2013; Reb et al, 2015).

Main Findings of the Study

1. The female professionals possessed significantly more Mindfulness as compared to their male counterparts.
2. The professionals with high salaried possessed significantly more mindfulness as compared to low salaried.
3. There is a statistical significant difference in the mean Mindfulness

score among the three groups considered i.e. Single, married and divorced.

Educational Implications of the Study:

This study contributes to emerging body of research focusing on the effect between mindfulness and job performance. Nowadays job performance has become a major problem for employers as well as employees especially for those who are working in big organizations and companies. There are many factors or issues, which causes employees to perform poorly at their job. Job performance is the main influence to variations in employee's commitment, absenteeism and turnover levels. The working environment also can affect employee performance such as stress, salary, workload, and immediate supervisor support and career advancement opportunities. So, the implication of these studies is to help the employees to match between their characteristics of the job and their individual needs to be

satisfied with their job. This could also help the management to understand the employees needs better and the organizations will have lesser problems in absenteeism, less turnover; employees would give their best job performance and would show more loyalty. The importance of stress, salary, workload and work environment factors in managing job performance were proven based on the data analysis. The investigation of mindfulness could now be integrated in the process of personnel selection. Furthermore, organizations should support regular mindfulness practice at the work place and should moreover offer regular mindfulness trainings. By investing in trainings, organizations foster the cultivation of mindfulness as a quality of consciousness that is positively associated with contextual performance and well-being at work.

Suggestions for Improvement: The role of mindfulness in decreasing negativity and enhancing positive outcomes in many essential domains

of life includes mental health, physical health, behavioural regulation and interpersonal relationships. For further research a study would be recommended with a long-term experimental design to investigate the effect of mindfulness on performance related variables using various objective and subjective criteria. It would be meaningful to simultaneously use self-reports of job performance and objective performance criteria and analyze how they are differently impacted by mindfulness. The present study brings in to limelight several issues in which further research can be undertaken.

Conclusion

Organizations and Institutions have started to pay more attention to mindfulness in research in the past 10-15 years. By having knowledge and understanding on this research study, it could help many educators, counselors, and psychologist to design and develop proper intervention program to reduce psychological problems among

professionals who could benefit from the study. Information and ideas gained from this research could help them to face, manage, and handle the psychological issues on various variables.

To conclude it, is to say that mindfulness is not a universal panacea but it is a powerful intervention. Rather than worrying about what has happened or might happen, mindfulness trains us to respond skillfully to whatever is actually happening right now, be that good or bad. This includes paying close attention to inner states such as thoughts, emotions and physical sensations, as well as to what is happening in the outside world. Paying attention to your own thoughts and feelings, and to the world around you—can improve one's mental wellbeing.

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