

## **Withholding the Wandering Mind: Examining the Influence of Mindfulness on Employees' Life Satisfaction and Job Involvement**

**Priya Gupta and Seema Singh**

Amity University, Noida

There is a germinating interest on workplace mindfulness. In this study, we are examining workplace mindfulness of employees working in private sectors. It aims to see the influence of mindfulness on employees' life satisfaction and job involvement. Mindfulness was found to be significantly mediating the relationship between life satisfaction and job involvement.

**Keywords:** Mindfulness, Life Satisfaction and Job involvement.

Currently, mindfulness has witnessed a remarkable growth in clinical and counselling setups. Past few years have depicted some phenomenal researches on mindfulness in several fields such as personality, social, clinical and counselling psychology. Few researches done in the past state that mindfulness is positively correlated with life satisfaction and personal relationships and negatively correlated with stress, anxiety and depression. The importance of mindfulness for the well being and life satisfaction of employees was also studied. (Brown et al., 2007, Glomb et al., 2011). In addition, self-report research showed that mindfulness differs individually and also impact traits and skills (Hafenbrack, et al., 2014).

Although very limited empirical evidences have been collected from organizational sector in the area of mindfulness, but still some important key factors remain unanswered. Firstly, does mindfulness positively affect life satisfaction? If yes, then to what extent and degree is yet to be answered. Secondly, how mindfulness is related to employee's psychological mental health, well being, life satisfaction, and job involvement behaviour? Thirdly, is there any significant contribution of mindfulness in employee's lifestyle and life satisfaction? A small amount of work done in this area states that mindfulness is favourable in relation to behaviours, particularly wellbeing and life satisfaction (Allen and Kiburz, 2012; Hülshager et al., 2013; Leroy et al., 2013). Nonetheless, very finite work

has been presented on mindfulness in Indian corporate sectors. In today's world employees are experiencing an overload of work and pressure in maintaining their work-life balance. Kumari, Joshi and Pandey (2014) presented a paper which states that over the time private companies face stress and pressure during working hours. They mentioned that 98 out of 100 people feel stressed physically, mentally and emotionally in their daily lives.

Based on little empirical evidences, we are predicting that workplace mindfulness increases life satisfaction in employees. The present study also aims to study the effects of mindfulness in employees across different ages and between different genders. Studies on mindfulness among different age groups have not been acknowledged much on general population (McCracken, Gauntlett-Gillbert & Vowles, 2007; Shapiro, Brown & Biegel, 2007).

Mindfulness is an active state where one focuses on the present moment. Marlatt and Kristeller (1999) proposed that mindfulness is "bringing one's complete attention to the present experience on a moment-to-moment basis". A theory based research has been proposed which talks about the importance of mindfulness in occupational setups. Likewise, Brown and Ryan (2003) explained mindfulness as "an open, undivided observation of what is occurring both internally and externally". Wheeler, Arnkoff and Glass (2016) provide the importance of mindfulness classifying it into two

different parts. One is dispositional mindfulness also known as trait mindfulness and another one is deliberate mindfulness known as intentional mindfulness. In the present study, we intend to find out trait mindfulness and its correlation with life satisfaction and job involvement among employees.

**Trait and State Mindfulness:** Black (2011) studied mindfulness through dividing them into three major domains such as trait or dispositional mindfulness, state mindfulness and practice mindfulness. Trait mindfulness, also known as dispositional attribute has long lasting trait which exists in individual's personality. Whereas, state mindfulness is known as an immediate conscious awareness and being present in the moment. Researchers have developed constructs based on self-reporting to measure trait and state mindfulness in an individual. For example, Mindfulness Attention Awareness Scale (MAAS) measures trait mindfulness of an individual and the State Mindfulness Awareness Scale (SMS) measures state of the mind and body.

**Workplace mindfulness:** Studies have shown that the understanding and intensity of mindfulness differs between individuals, and some people are more mindful than others (Baer et al., 2006). Ocasio (2011) mentioned the performance engaged benefits of mindfulness in an organisation or workplace. He majorly reflected upon the positive effects of mindfulness on attention.

**Job involvement:** Initially job involvement was considered as an explanation of employees' determination towards work (Lawler, 1986). The term also justifies the foundation of cut-throat competition in business and possible benefits in market (Lawler, 1992; Pfeffer, 1994). Nugent (2013) says "Job Involvement is the degree to which a person psychologically identifies with his or her job." Kanugo (1979, 1982b) describes two states such as state of involvement and state of alienation, which is polar in nature.

### **Method**

The aim of the present study was to understand the influence of mindfulness on employees' life satisfaction and job involvement. It was investigated whether mindfulness

mediated the relationship of life satisfaction with job involvement. It was hypothesized that mindfulness would significantly mediate the relationship between employees' life satisfaction and job involvement.

### **Sample:**

The sample consisted of a total number of 150 employees, out of which, 86 were men and 64 were women. Participants were from private sector organization and residing in Delhi NCR.

### **Tools/ Measures**

**Job involvement:** This was assessed through 10-item Job involvement questionnaire developed by Kanungo in 1982. Statements were measured on a 5-point Likert rating scale ranging from (1) disagree to (5) agree. Sample items include "I live, eat and breath my job" and "Most of my personal life goals are job-oriented". The Cronbach's alpha value is 0.89, revealing reliability of the test.

**Mindfulness:** The core characteristic of mindfulness was assessed through a 15-item scale named as Mindfulness Attention Awareness Scale (MAAS), trait version developed by Brown & Ryan (2003). Scale measures trait mindfulness of an individual which is based on core characteristics of mindfulness such as attention and being aware about the present. Statements were measured on a 6-point scale ranging from (1) Almost Always to (6) Almost Never. Sample items include "I find myself preoccupied with the future or the past". The Cronbach's alpha value is varying from .80 to .90. MAAS signifies high test-retest reliability and criterion validity.

**Life satisfaction:** This was assessed through a 5-item scale named as Satisfaction With Life Scale (SWLS) developed by Diener (1985) to measure individual's life as a whole. The construct is solely based on a subjective well-being. Sample items include "I am satisfied with my life". The construct is based on two core components such as an emotional component and cognitive component. The Cronbach's alpha value is 0.87 and test-retest reliability is 0.54. Scale shows good convergent validity with other types of assessments related to subjective well-being.

**Procedure:**

A brief introduction was given about the study to the participants and their volunteer agreement was ensured. Participants were also assured about the confidentiality of the test results. Each participant was contacted personally. To undergo the process of the study, the data were collected from 150 working individuals. There was no time limit for the completion of tool. The tool was of paper pencil format.

**Results**

Analysis of association was measured between mindfulness scale and life satisfaction scale. Pearson’s correlation coefficient was calculated in order to examine the correlation between the employees’ level of mindfulness and life satisfaction. Results show that there is a significant correlation between the two of them (table 1). Findings depict that the level of mindfulness shows a significant influence on employees’ life satisfaction. The result is significant at 0.01 level and shows a moderate correlation between two variables.

**Table: 1: Correlation analysis between variables Mindfulness, Job Involvement and Life Satisfaction.**

Variables	Mindfulness	Job Involvement	Life Satisfaction
Mindfulness	-		
Job Involvement	.09	-	
Life Satisfaction	.34**	.22**	-

Note. N=150. \*\*. Correlation is significant at the 0.01 level (2-tailed).

Analysis of association between mindfulness and job involvement was calculated by using the Pearson’s correlation coefficient. For computing data, mindfulness (MAAS) and job involvement scale scores were calculated. Findings suggest that the mindfulness and job involvement are not significantly correlated with each other. There was no significant correlation depicted for validating the influence of mindfulness on job involvement (table 1). Analysis of association between employees’

job involvement and life satisfaction were calculated. For finding correlation between them the Pearson correlation coefficient was used to compute the results. Findings suggest that there is a significant and positive correlation between the two variables (table1).

Mediation analyses were done in order to assess the mediating role of mindfulness in the relationship between life satisfaction and job involvement. All the three preconditions identified by Baron and Kenny (1986) were met. First, life satisfaction (predictor variable) significantly predicted mindfulness (i.e. the mediator variable). Second, life satisfaction (predictor variable) significantly predicted job involvement (criterion variable). Finally, mindfulness (mediator variable) significantly predicted job involvement (criterion variable); and the effect of life satisfaction (predictor variable) on job involvement (criterion variable) was less, i.e.  $\beta = .25$  as compared to the earlier  $\beta = .28$ , when both life satisfaction (predictor variable) and mindfulness (mediator variable) are put in the regression equation. This indicated that mindfulness significantly mediated the relationship between life satisfaction and job involvement as the prediction power of life satisfaction for job involvement was reduced when both mindfulness and life satisfaction were together considered as predictors of job involvement.

To analyse gender difference on mindfulness t-test was used to calculate the results (table 3). The Mean score and standard deviation of men and women was calculated for mindfulness construct. For men, the mean score on mindfulness scale was found out to be 61.03 whereas, for women the mean score was found out to be 63.05.

To compute significant difference between genders on mindfulness, Independent sample t-test was utilized to understand if there is any difference between men and women. Findings suggest that there was no significant difference between the males and females on mindfulness construct (table 3).

**Discussion**

The present study examined the influence of mindfulness on employees’ job involvement and their life satisfaction. The first objective of this study was to assess if there is any positive

**Table 2: Mediation analyses for Mindfulness: Predicting Job Involvement with Life Satisfaction**

Predictors	F	beta	t
Dependent Variable: Mindfulness			
Life Satisfaction	19.23***	.76	4.39***
Dependent Variable: Job Involvement			
Life Satisfaction	7.82**	.28	2.79**
Dependent Variable: Job Involvement			
Life Satisfaction & Mindfulness	3.91*	Life Satisfaction 0.25 Mindfulness 0.01	2.55** 0.22

Note: \*p< 0.05; \*\*p<0.01; \*\*\*p<0.001

**Table 3: Independent sample t-test for gender differences in mindfulness**

	Gender	N	M	SD	t	df	sig
Mindfulness	Males	86	61.03	14.11	-0.91	148	0.366
	Females	64	63.05	12.50			

Note: N =150

correlation between mindfulness, life satisfaction and job involvement among employees. The results suggest that there is a significantly, positive correlation between the two variables (see table 1). It determines that employees responding with high level of mindfulness indicate high level of life satisfaction in their lives. Kong et al., (2014) states that there is a positive association between mindfulness and life satisfaction which also mediates the core self-evaluations. Since life satisfaction is strongly based on subjective well-being theory thus, such findings predict that mindfulness plays an important role in an individual's life which helps one in building life satisfaction at higher levels. However, no significant correlation was found between employees' mindfulness and job involvement in the results (see table 1) which depicts that there is no relationship between the two constructs. Present research also studies if there is any correlation between employees' life satisfaction and job involvement. Findings from the analysis suggest that the construct of job involvement and life satisfaction shows a significant and positive correlation.

Lawler (1970) mentioned that job involvement attitudes affect individual's life satisfaction in order to gain higher goals and achievement. He mentioned that there are

distinct kinds of attitudes one has towards his/her job. Such attitudes reflect on performance thus achieving higher satisfaction from life. As life satisfaction and job involvement have been found to be correlated in previous researches, and mindfulness is correlated with life satisfaction, it was hypothesized whether mindfulness mediates the influence of life satisfaction on job involvement (see table 2). The results show a significant mediating role of mindfulness on the influence of life satisfaction on job involvement. Researches have predicted that trait mindfulness which is well known as individual's mindful tendency to reflect in daily life has been seen as promoting psychological well-being and life satisfaction (Brown and Ryan 2003; Cash and Whittingham 2010; Keng et al., 2011; Rasmussen and Pidgeon 2011). There was no significant difference found between males and females with respect to mindfulness. Sturgess (2012) states that there were very low significant differences depicted in males and females on mindfulness. Katz and Toner (2013) presented a review analysis on gender differences in terms of mindfulness. They mentioned that there were papers which fail to show any significant difference between gender and their effectiveness in explaining or influencing mindfulness. Adding on, Kong et al., (2014) states that there was no significant



gender difference between males and females in mindfulness and life satisfaction.

The advantage of present investigation is that it examined the dispositional mindfulness and provided insight within its influence on life satisfaction among employees and job involvement. Previous researches have provided consistent support to prove the constructed hypotheses and results.

The centrality of job atmosphere and job condition among people's lives has been re-examined where in mindfulness has had a mediating effect with respect to life satisfaction of men and women employed in private multinational organizations. Workplace has become a part of personal space for many as they spend most of their time besides family at their respective workplaces. Practicing mindfulness in employees' daily life helps them to improve their decision making and psychological well-being. Researchers have mentioned that many corporations incorporate mindfulness practice in their organizations-namely, Apple, Mayo Clinic, General Mills, and U.S. Army practice mediation and mindfulness coaching to enhance workplace functioning (Good et.al., 2015; Schultz et.al., 2014). Employee centric approaches have been taken up by many organizations in the recent past which are in alignment with the results of this study. Mindfulness is also being integrated into many workplaces as it helps in enhancing workplace relationships, job engagement and in general life satisfaction.

In today's world, employees are suffering with overloaded work and pressure of maintaining work-life balance. From past few years, the concept of workplace mindfulness has evolved, and it manifests individual's aspects in workplace settings. Researches on mindfulness at workplace is in its early stages of development, adding more researches to the literature which help in understanding the nature of mindfulness and how it can be examined and cultivated.

### References

- Allen, T. D., & Kiburz, K. M. (2012). Trait mindfulness and work-family balance among working parents: The mediating effects of vitality and sleep quality. *Journal of Vocational Behavior, 80*(2), 372–379.
- Baer, R. A., Smith, G. T., Hopkins, J., Krietemeyer, J., & Toney, L. (2006). Using self-report assessment methods to explore facets of mindfulness. *Assessment 13*(1), 27–45.
- Black, David S. (2011), A Brief Definition of Mindfulness.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*, 1173-1182
- Brown, K. W., & Ryan, R. M. (2003). The benefits of being present: Mindfulness and its role in psychological well-being. *Journal of Personality and Social Psychology, 84*(4), 822–848.
- Brown, K. W., Ryan, R. M., & Creswell, J. D. (2007). Mindfulness: Theoretical Foundations and Evidence for its Salutary Effects. *Psychological Inquiry, 18*, 211-237.
- Cash, M., & Whittingham, K. (2010). What facets of mindfulness contribute to psychological well-being and depressive, anxious, and stress-related symptomatology? *Mindfulness, 1*, 177–182. doi:10.1007/s12671-010-0023-4.
- Diener, E. (1984). Subjective well-being. *Psychological Bulletin, 95*, 542-575.
- Diener, E., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The Satisfaction with Life Scale. *Journal of Personality Assessment, 49*, 71-75.
- Glomb, T. M., Duffy, M. K., Bono, J. E., & Yang, T. (2011). Mindfulness at work. *Research in Personnel and Human Resources Management, 30*, 115-157.
- Good, D. J., Lyddy, C. J., Glomb, T. M., Bono, J. E., Brown, K. W., Duffy, M. K., Baer, R. A., Brewer, J. A., Lazar, S. W. (2015). "Contemplating Mindfulness at Work". *Journal of Management, 42*(1), 114-42.
- Hafenbrack, A. C., Kinias, Z., & Barsade, S. G. (2014). De-biasing the mind through meditation: Mindfulness and the suck cost bias. *Psychology Science, 25*, 369-376.
- Hülshager, U. R., Alberts, H. J. E. M., Feinholdt, A., & Lang, J. W. B. (2013). Benefits of mindfulness at work: The role of mindfulness in emotion regulation, emotional exhaustion, and job satisfaction. *Journal of Applied Psychology, 98*(2), 310–325.
- Katz, D. & Toner, B. (2013). A Systematic Review of Gender Differences in the Effectiveness of Mindfulness-Based Treatments for Substance Use Disorders. *Mindfulness, 4*, 318-331.

- Kanungo, R. N. (1979). The concepts of alienation and involvement revisited. *Psychological Bulletin*, 86, 119-138.
- Kanungo, R. N. (1981). Work alienation and involvement: Problems and prospects. *International Review of Applied Psychology*, 30.
- Kanungo, R. N. (1982b). *Work alienation: An integrative approach*. New York: Praeger.
- Kanungo, R. N. (1982). Measurement of job and work involvement. *Journal of Applied Psychology*, 67, 341-349.
- Keng, S.-L., Smoski, M. J., & Robins, C. J. (2011). Effects of mindfulness on psychological health: a review of empirical studies. *Clinical Psychology Review*, 31, 1041-1056.
- Kiken, L. G., Garland, E. L., Bluth, K., Palsson, O. S., & Gaylord, S. A. (2015). From a state to a trait: Trajectories of state mindfulness in meditation during intervention predict changes in trait mindfulness. *Personality and Individual Differences*, 81, 41-46.
- Kong, F., & Zhao, J. (2013). Affective mediators of the relationship between trait emotional intelligence and life satisfaction in young adults. *Personality and Individual Differences*, 54, 197-201.
- Kumari, G; Joshi, G; & Pandey, K. M. (2014). Job Stress in Software Companies: A Case Study of HCL Bangalore, India. *Global Journal of Computer Science and Technology: C Software & Data Engineering*, Volume 14, Issue 7 Version 1.0. Type: Double Blind Peer Reviewed International Research Journal Publisher: Global Journals Inc. (USA).
- Lawler, E. E., III. (1986). *High-involvement management: Participative strategies for improving organizational performance*. San Francisco: Jossey-Bass.
- Lawler, E. E., III. (1992). *The ultimate advantage: Creating the high involvement organization*. San Francisco: Jossey-Bass.
- Leroy, H., Anseel, F., Dimitrova, N. G., & Sels, L. (2013). Mindfulness, authentic functioning, and work engagement: A growth modeling approach. *Journal of Vocational Behavior* 82(3), 238-247.
- Marlatt, G. A., & Kristeller, J. L. (1999). Mindfulness and meditation. In W. R. Miller (Ed.), *Integrating spirituality into treatment* (pp. 67-84).
- McCracken, Lance M; Gauntlett-Gilbert, Jeremy; Vowles, Kevin E (2007). "The role of mindfulness in a contextual cognitive-behavioral analysis of chronic pain-related suffering and disability". *Pain*. 131(1-2), 63-9.
- Ocasio, W. (2011). Attention to attention. *Organization Science* 22(5), 1286-1296.
- Pavot, W. G., & Diener, E. (1993). Review of the Satisfaction with Life Scale. *Psychological Assessment*, 5, 164-172.
- Pfeffer, J. (1994). *Competitive advantage through people: Unleashing the power of the workforce*. Boston: Harvard Business School Press.
- Rasmussen, M. K., & Pidgeon, A. M. (2011). The direct and indirect benefits of dispositional mindfulness on self-esteem and social anxiety. *Anxiety, Stress & Coping*, 24(2), 227-233.
- Shapiro, S., Oman, D., Thoresen, C., Plante, T., & Flinders, T. (2008). Cultivating mindfulness: Effects on well-being. *Journal of Clinical Psychology*, 64, 840-862.
- Shin, D., & Johnson, D. (1978). Avowed happiness as an overall assessment of the quality of life. *Social Indicators Research*, 5(1), 475-492.
- Schultz, P. P., Ryan, R. M., Niemiec, C. P., Nicole, W, G, C. (2014). "Mindfulness, Work Climate, and Psychological Need Satisfaction in Employee Well-being". *Mindfulness*. 6(5), 971.
- Van Gordon, W., Shonin, E., Zangeneh, M., & Griffiths, M.D. (2014). Can mindfulness really improve work-related mental health and job performance? *International Journal of Mental Health and Addiction*, 12, 129-137.
- Wheeler, M. S., Arnkoff, D. B. & Glass, C. R. (2016). What is being studied as mindfulness meditation? *Nat. Rev. Neuroscience*.

**Priya Gupta**, AIPS, Amity University, Noida. Email: priyagupta1095@gmail.com

**Seema Singh**, AIPS, Amity University, Noida. Email: ssingh1@amity.edu