

## DETERMINING THE IMPACT OF EMPLOYEE MINDFULNESS ON JOB PERFORMANCE

Yasmine Muhammad Javaid Iqbal\* &  
Dr. Muhammadi Sabra Nadeem\*\*

### Abstract

*Mindfulness is an active state of mind with cognitive presence in the present rather than being distracted by the past or future. This study aims to investigate the relationship (if any) between employee mindfulness and job performance in the Pakistani academia. The relationship's theoretical base is constructed with Objective Self - awareness (1972), Broaden and Build theory (2008) and Barnard and Teasdale model (1993). Research design is quantitative and cross sectional. Valid scales of five facet mindfulness and HEC evaluation performa have been used to measure employee mindfulness and employee performance respectively. Reliability, correlation and regression analysis have been conducted in SPSS. Findings illustrate that respondents with good performance evaluations also ranked high on the mindfulness scale. The results confirm that employee mindfulness is directly associated with high performance. The study puts forth an action plan to facilitate educators with mindfulness based exercises to sharpen their cognitive ability and improve job performance.*

**Keywords:** *Employee Mindfulness, Job Performance, Interacting Cognitive Subsystem*

### Introduction

**A** moment to moment presence in the present, awareness of one's thoughts as well as sensibility of the surrounding environment is described as mindfulness.<sup>1</sup> Mindfulness implies attention towards

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\* Yasmine Muhammad Javaid Iqbal is lecturer and Ph.D Scholar at the Department of Leadership & Management Studies, NDU Islamabad, Pakistan. She was a Ph.D Fellow at George Washington University, School of Business, Washington D.C, U.S.A.

\*\* Dr. Muhammadi Sabra Nadeem is Assistant Professor, Department of Management, COMSATS University Islamabad, Pakistan.

<sup>1</sup> John Kabat Zinn, "What is Mindfulness," *Journal of University of California, Berkley*, 67, no. 2 (2017)

the present environment in comparison to imagining the future or indulging in the past.<sup>2</sup> The role of mindfulness has been researched by the past researchers to gauge its impact on the individual's performance however, most of these researches focused on healthcare sector and related clinical/ psychological aspects. Due to the increasing realization of how stress, in a dynamic working environment, plays a role in distracting employees' attention and hampering performance, this concept of mindfulness crosses over from psychology into management sciences. Mindfulness based researches are the most relevant in organizational sciences right now. Evidence from recent researches confirms the significance of mindfulness for efficient human workplace behaviors in corporate sectors.<sup>3</sup> The discipline of medicine provides enriched analysis on mindfulness and its intervening role in human psychology and functioning<sup>4</sup>. Such interventions are applied by the corporate sectors to measure any variations in the job performances. Positive association between employee mindfulness and performance has been observed as now a days, corporations pay attention and create conducive environment facilitating mindfulness at work.<sup>5</sup> The penetration of mindfulness practices is not the same across all sectors and research has been conducted on the organisations that pursue mindfulness. This phenomenon needs to be translated and explored for all institutions, and mindfulness should be a streamlined strategy for better performance, especially at educational institutions.<sup>6</sup> The instances of job performance being related to mindful practices in Pakistan especially in educational institutes are few. The gap exists and needs to be filled by research, to evaluate the relation of mindfulness with job performance for academicians. This study aims to do so for academicians specifically from public sector universities of Pakistan. Evaluating mindfulness in academicians does not only have limited benefits for academic sector, but such investigation leads to transfer of knowledge, having a potential spillover impact on the students as well.

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<sup>2</sup> Ibid.

<sup>3</sup> Darren J. Good and Christopher J. Lyddy et al. (eds.), "Contemplating Mindfulness at Work: An Integrative Review," *Journal of Management* 42, no. 1 (January 2016): 114-142.

<sup>4</sup> Theresa M. Glomb, Michelle K. Duffy, Joyce E. Bono, and Tao, "Mindfulness at Work," *Personnel and Human Resources Management* 30, no. 1 (2011): 115-157.

<sup>5</sup> Bradley J. Brummel, and Erik Dane, "Examining Workplace Mindfulness and its Relations to Job Performance And Turnover Intention," *Sage Publishing* 67, no 1 (2014).

<sup>6</sup> Ruodan Shao and Daniel P. Skarlicki, "The Role Of Mindfulness In Predicting Individual Performance," *Canadian Journal of Behavioural Science* 41, no. 4 (2009): 195-201.

Academicians of a renowned public educational institution of Pakistan have been taken as sample for the study. The responses have been collected from newly hired faculty members as they are less familiar with the organizational policies, systems of evaluation and categories of student intellect. Also the university evaluates faculty members for the first time on the basis of their performance without any past history of evaluation. This averted any chances of bias throughout the research process and data analysis. The data collected has been analyzed using SPSS 23. Reliability of the responses was verified using Chronbach alpha. To find out correlation among the variables of the study, Pearson correlation was used. To find out the degree of variation in the dependant variable due to the independent variables, regression analysis was conducted. The regression analysis was used to find out whether job performance results are the effect of degree of variation in cognitive mindfulness or not.

### Concept of Mindfulness

The psychological state of mind where one brings one's attention towards the events and occurring(s) in the present moment is known as mindfulness. The individuals engage their senses in the present rather than be distracted by the failures of the past or the approaching impediments of the unforeseen future.<sup>7</sup> Objective self – awareness theory explains how to focus attention on the present by managing one's conscious.<sup>8</sup> Duval & Wicklund (1972) explained objective self – awareness as a reflexive quality of one's consciousness.<sup>9</sup> The theory illustrates that just as the environment is a stimulus, so is self-consciousness. A person is an object rather than a subject. When an individual is an object of its own consciousness then the direction is set from inside of its conscious rather than the environment.<sup>10</sup> The concept of consciousness and self- awareness has been further explored in Broaden and Build theory by Fredrickson (2008).<sup>11</sup> The theory illustrates that positive emotions enhance the circle

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<sup>7</sup> David Creswell, "Mindfulness Interventions," *Annual Review of Psychology*, (2017): 68.

<sup>8</sup> Duval and Shelley (eds.), *A Theory of Objective Self Awareness*, (New York: Academic Press, 1972).

<sup>9</sup> Ibid.

<sup>10</sup> Paul J. Silvia and T. Shelley Duval, "Objective Self-Awareness Theory: Recent Progress And Enduring Problems," *Personality and Social Psychology Review* 5, no. 3 (2001): 230-241.

<sup>11</sup> Fredrickson and L. Barbara, "The Broaden-And-Build Theory of Positive Emotions," *Philosophical Transactions of the Royal Society B: Biological Sciences* 359, no. 1449 (2004): 1367.

of consciousness and encourage positive actions and vice versa.<sup>12</sup> A disturbance in the mindfulness of a person causes a disturbance in the performance of the employee simultaneously. In light of objective self – awareness as well as Broaden and Build theories, individuals can stay focused and avert any distraction with their self – awareness and consciousness. Maintaining this moment-to-moment presence in the present is mindfulness.

Cognitive mindfulness originated in the field of education and now established businesses are practicing mindfulness interventions and exercises in their operational activities to foster profitable results, in terms of human capital and financial balance sheets. Companies like Proctor and Gamble, Apple, General Electrics and even US army is regulating cognitive mindfulness interventions at workplace.<sup>13</sup> Mindfulness is inherited by default however, few studies have highlighted that it can also be adapted through rigorous sensitized trainings.<sup>14</sup> Researchers have proven that ambiguation and stress contribute towards a distracted mental state having an impact on activities performed. Mindfulness based interventions are helpful in reducing the repercussions of stress, anxiety and establishing mindfulness.<sup>15</sup>

### **Mindfulness and its Evidence from Psychology**

Philip Barnard and John Teasdale introduced the concept of Cognitive Mindfulness, the interactive cognitive subsystem of mind which has multiple modes. This system receives, processes and interprets new information both cognitively and emotionally. In conditions of anxiety and stress the individuals rely solely on one mode of mind while blocking the other modes which affects the tasks at hand, eventually hampering performance.<sup>16</sup>

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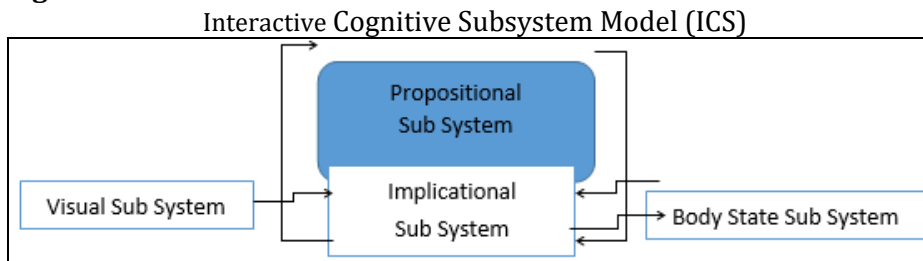
<sup>12</sup> Compton and C. William, *An Introduction to Positive Psychology* (Wadsworth Publishing, 2005) 23–40.

<sup>13</sup> Darren J. Good, and Christopher J. Lyddy (eds.), "Contemplating Mindfulness at Work: An Integrative Review," *Journal of Management* 42, no. 1 (January 2016): 114–142.

<sup>14</sup> Heleen A. Slagter, Richard J. Davidson, and Antoine Lutz, "Mental Training as a Tool in the Neuro-scientific Study of Brain and Cognitive Plasticity," *Frontiers in Human Neuroscience* (2011): 65-71.

<sup>15</sup> Ibid.

<sup>16</sup> Barnard et al, (eds.), "Interacting Cognitive Subsystems: A Systemic Approach to Cognitive-Affective Interaction and Change," 5, no. 1 (1993): 1-39

**Figure 1:****Teasdale and Barnard's (1993) ICS Framework**<sup>17</sup>

It is deduced that mindfulness is the psychometrics of an individual for a quality like self-awareness. The argument is empirically supported by research conducted in Argentina to identify the psychometrics of individuals using the valid scale of Mindfulness. Five facet mindfulness questionnaire was initially used to identify the psychometric properties of Spanish speaking population in Argentina. The questionnaire is designed based upon five dimensions of mindfulness: observing, describing, acting with awareness, non-judgement and non-reactivity. The dimension of observing measures the experience of sensing the internal and external stimuli, cognition and other senses of smell, touch, and hearing. The dimension of describing measures the observations sensed in the environment. The dimension of acting with awareness measures the actions of individuals with consideration, not abruptly or absent mindedly. Non-judgement measures refrainment of an individual from his/her own emotions and cognition. Lastly, Non-reactivity measures the individuals' ability to let go of the inner thoughts and not getting carried away. The theme of analysis is: higher the scoring, higher the degree of mindfulness in the individual. The lower the scoring, the lower the level of mindfulness. The study puts forward the notion for future researchers to align mindfulness with other variables in a working environment to check the impact of mindfulness on other job related matters, including multi-tasking and adhoc operational activities.<sup>18</sup>

## Work Place Stressors and Significance of Mindfulness for Job Performance

Dense workplace pressures and *ad-hoc* task functioning cause serious damages to the mental health of employees. Both the mental health and employee productivity are critical to an organization. Such

<sup>17</sup> John Teasdale, Philip Barnard, *Mindfulness Based Cognitive Therapy for Stress and Depression* (New York: Guilford Press 1993) 73.

<sup>18</sup> Anchorena, et al. (eds.), "Psychometric Properties of the Five Facet Mindfulness Questionnaire in an Argentine Sample," *American Board of Assessment Psychology* 7, no. 1 (2017): 29-41.

stressors are also casting shadows over employee productivity.<sup>19</sup> Organizations taking measures to cope up with this pay high medical costs.<sup>20</sup> Furthermore chronic stress is the root cause of major cardio, respiratory, immuno and neurotic illnesses.<sup>21</sup>

Stressors cause low productivity where mindfulness causes the exact opposite. A study conducted in US investigated cognitive mindfulness programs' role to revive productivity, vigor and resilience in employees at workplace. A sample of 89 respondents was selected from Dow Chemical company US. The sample was divided into 2 groups. One group was assigned with mindfulness intervention programs and the second group was put on waiting list. The employees on mindfulness based interventions completed Five facet mindfulness questionnaire, vigor scale, resiliency scale and perceived stress scale. A follow up of the employees was conducted after 6 months. The findings of the study illustrate that the group involved with mindfulness based programs showed significant decrease in work place anxiety, increased resilience towards perceived stress and amplified productivity compared to the second group. This finding helped assuring mindfulness as prescription for decreased stress and increased productivity supporting Broaden and Build, and Objective Self-Assessment theory.<sup>22</sup>

Workplace stressors are not only intrinsic but extrinsic as well. The 21<sup>st</sup> century has massively digitalized the workplace ecosystem. Work practices have moved from real world into a virtual world. Corporate offices are now structured to allow maximum flexibility using technology to facilitate productivity.<sup>23</sup> The digital practices where comprehend flexibility, also cast health hazards. Corporations are now moving forward to incorporate healthy working patterns within the office parameters to encourage mindfulness within their employees. Employee well-being is now a major strategic agenda item for leaders which directly backs venture success.<sup>24</sup> Digitalization is overcoming socialization. Business

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<sup>19</sup> Micah Allen, et al. (eds.), "Work Stress and Health Risk Behaviour," *Scand J Work Environ Health* 32 (2006): 473-481.

<sup>20</sup> Constance Hammen, "Stress and Depression," *Annual Review Clinical Psychology*, 1 (2005): 293-319.

<sup>21</sup> Debra Umberson, "Stress and Health Behaviour over the Life Course," *Adv Life Course Res.* 13 (2008): 19-44.

<sup>22</sup> A. Kimberly et al. (eds.), "Mindfulness Goes to Work Impact of an Online Workplace Intervention," *Journal of Occupational and Environmental Medicine* 56, no. 7 (July 2014): 721-31.

<sup>23</sup> Thomson and Peter (eds.), "Wellbeing and the Workplace," *Conquering Digital Overload*, (2018): 117-126.

<sup>24</sup> Maryanna Klatt, Steinberg, and Duchemin, "Mindfulness in Motion (MIM): An Onsite Mindfulness Based Intervention (MBI) for Chronically High Stress

leaders need to overcome this addictive habit and amalgamate mindfulness intervention programs within the daily workplace practices.<sup>25</sup>

Another research was conducted in the service industry to find evidence of a relationship between employee mindfulness, job performance and employee turnover. It aimed to inquire the degree of mindfulness of employees at workplace and their intention to either stay loyal to their organization or switch. The findings illustrate a negative relationship between employee mindfulness and employee turnover. Hence when an employee is satisfied it reflects in performance, in terms of satisfaction with his job and decreased turnover for the organisation.<sup>26</sup>

Positive implications of mindfulness on a person's psychological health and job performance are of great interest to managers as well to initiate mindfulness based interventions within their setups to evaluate any change in cognitive and behavioral patterns. Empirical support is provided from study conducted in Spanish public hospital on mindfulness and its fruit on job performance. Results of the exercise produce significant high levels of work engagement, happiness and productivity in job performance of staff members. Pre and post evaluation confirms mindfulness exercises as a successful preliminary steps for implementing mindfulness as a long term sustainable practice for engaged and productive workforce.

## Building a New Perspective

This study provides turnkey solutions to Millennials in the education sector for the conception of mindfulness interventions at secondary and graduate levels. The reason for doing so is to build critical thinking, problem solving techniques and passion for education in students by minimizing stress and anxiety. Mastery of mindfulness in educators brings an automatic trickle-down effect. The implications are not limited to academic institutions but affect the society as well, when the mindful students function as responsible citizens.<sup>27</sup>

The major portion of empirical evidence is found in the corporate sectors. Since most of the studies are conducted on the profitable private sector, the public sector remained unattended except for the education sector. Hence this study aims to determine the relationship of employee mindfulness and employee job performance in the education sector,

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Work Environments to Increase Resiliency and Work Engagement," (2017): 101-113. doi: 10.3791/52359.

<sup>25</sup> Ibid.

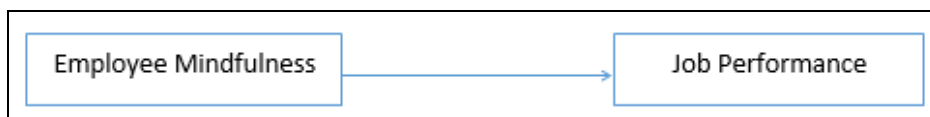
<sup>26</sup> Erik Dane, and Bradley J Brummel, "Examining Workplace Mindfulness and its Relations to Turnover Intention," *Sage Journals* 67, no. 1 (2014).

<sup>27</sup> Oren Ergas and Sharon Todd, " Exploring Intersections between Educational and Contemplative Practices (Wiley-Blackwell, 2016).

specifically in a public sector university of Pakistan. With the theoretical base of Objective self-awareness theory (1972), Broaden and Build theory (2008) and Philip Barnard and John Teasdale model of interactive cognitive sub-systems, the following theoretical framework and hypothesis is formulated.

## Structural Model

Figure 2:



In line with the structural theme and objective of study as mentioned above, the hypothesis has been designed so that after data analysis a significant result indicates that the hypothesis is accepted and a non-significant result declares that the hypothesis is rejected.

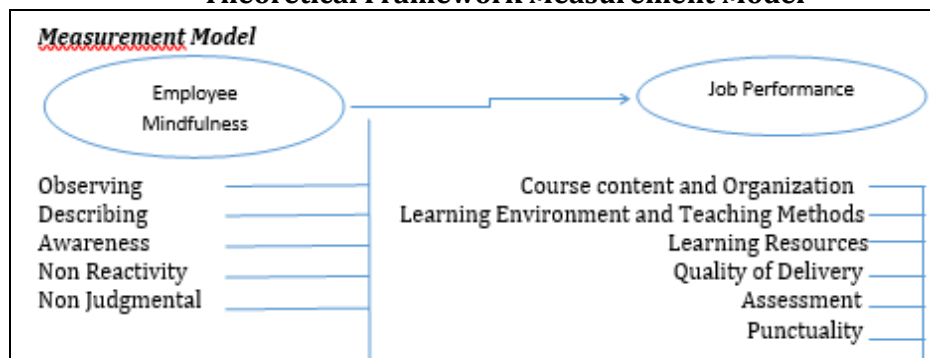
H1: Employee mindfulness has a positive Impact on Job performance of academicians in a public sector university of Pakistan.

An accepted hypothesis illustrates that employee mindfulness has a positive impact on job performance of academicians where as a rejected hypothesis illustrates that employee mindfulness does not have a positive impact on the given variable.

## Measurement Model

Figure 2:

### Theoretical Framework Measurement Model



The above model represents the measurement scheme of the study. The two variables of study have been measured through the dimensions depicted above. The state of mindfulness of the academicians

in the university has been measured by using Baer et.al scale of Five Facet Questionnaire on Mindfulness (FFQM). FFQM measures the state of mindfulness in five dimensions given in the model above. Similarly, the job performance of the employees is measured using scores from the evaluation proforma designed by the Higher Education Commission of Pakistan. This is a standard proforma used by all public and private universities affiliated with HEC for the evaluation of teachers' performance. The proforma includes: the course content and organization, learning environment and teaching methods, learning resources, quality of delivery, assessments, and punctuality.

### **Population Selection for Data Collection and Analysis**

Academicians have been taken as sample for the study from reknowned public-sector universities of Pakistan. The responses were collected from newly hired faculty members for the reasons mentioned above.

Evaluation sheets of newly hired faculty members have been collected in coordination with the quality assured department of the institute. This department works with the human resource department to collect the performances of the faculty members, evaluate it critically on the criteria as designed by the HEC Pakistan, and publish relevant scores of performance for each candidate.

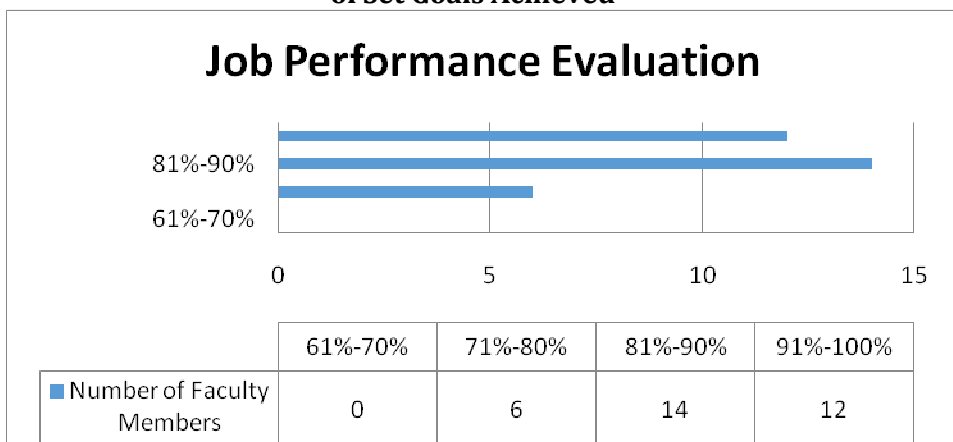
The faculty members with remarkably higher evaluations and similarly, faculty members with less confident results were contacted to be part of an academic research as sample for data collection. Upon their agreeableness to share their responses to measure the respective levels of mindfulness, a FFMQ was circulated to them. This research instrument was a 24 item Five Facet Mindfulness Questionnaire designed by Bohlmeijer & Klooster, et al. (2011). A total of 32 questionnaires were floated. The response rate was 100 percent. The data was collected via delphi technique where the questionnaires are shared via emails to all respondents and the respondents are not aware who else is contacted for data collection. This technique maintains confidentiality and upholds anonymity.

### **Job Performance Evaluation**

The job performance of newly hired faculty members is measured using a teacher's evaluation that is conducted by the students at the end of every semester. It is a performance indicator designed by the HEC. The criteria on which the students evaluate the teachers' performance include: knowledge of the subject (course content and organization), knowledge delivery (learning environment and teaching method), quality of delivery, punctuality, fairness in marking/assessments and practicality of teaching material. The evaluation sheets are designed in a scale manner with 1

being the lowest score and 5 being the highest score. The total sample size of the study is 32 faculty members, newly hired. All the faculty members are new and not well aware of the evaluation criteria compared to existing staff members. This assures the non-biasness of responses to be evaluated. The evaluations are then converted into percentages. 100 percent shows a complete achievement of defined criteria. The table below represents the different level evaluations of all 32 respondents in the form of a bar chart.

**Table 1:**  
**Faculty Job Performance Evaluation Based on the Level of Set Goals Achieved**



The main findings from the evaluation sheets are:

- The bar chart illustrates that all the 32 faculty members had their scores above 70%. They scored 70% out of 100 in the evaluation criteria set by HEC.
- The statistics were confident and the job performance of faculty members was positive. No faculty member was at average or below average in their performances.
- A total of 6 faculty members had job performance scores between 71-80%.
- 14 of the faculty members had job performance scores between 81-90%.
- The remaining 12 of the faculty members in the sample size have their job performance calculated to be in the range of 91-100%.

The above descriptions are for the job performance status of the sample size. The next step is to measure the level of mindfulness of the same sample and compare whether the individuals ranked high in their performance are also ranked high in their mental state of mindfulness or

not. To study this theme the data collected from five facet mindfulness questionnaires (FFMQ) was analysed by using SPSS 23.

## Cronbach Alpha, Pearson Correlation and Regression Analysis

The reliability of the responses from the sample was measured through Cronbach alpha. This is necessary in order to gauge the consistency of responses among the respondents. To find out any association of job performance with employee mindfulness, Pearson correlation tests were conducted. The findings of the study are as follows.

### Reliability

Cronbach alpha test is used to measure the reliability, internal consistency. The reliability of the statistics of mindfulness is calculated below:

**Table 2:**

**Model Reliability Statistics**

Reliability Statistics	
Cronbach's Alpha	No of Items
.701	24

The acceptable value of reliability scores must be greater than 0.6. A value above this threshold is considered good, indicating a reliable data for analysis. A value below this threshold is considered poor indicating that the collected data is not reliable for further analysis.<sup>28</sup> The value of reliability statistics is 0.701. The value is positive which assures the reliability of data and consistency of the scale. The value is greater than the threshold of 0.50 indicating the data to be reliable and fit for further analysis. In order to further confirm the reliability, each dimension of the variable is measured individually. The Reliability of statistics of each dimension of employee mindfulness is reflected below:

**Table 3:**

**Reliability Statistics of Mindfulness Constructs with Job Performance**

Reliability Statistics	Observe (OB)	Describe (DS)	Act Aware (AA)	Non-Reactivity (NR)	Non-Judgement (NJ)
Employee Mindfulness	0.745	0.801	0.918	0.641	0.717

<sup>28</sup> Darren George and Paul Mallery, *SPSS for Windows step by step: A simple guide and reference. 11.0 update* (Boston: Allyn & Bacon, 2003).

The table above shows the reliability statistics of each dimension of employee mindfulness. It is noted that all scores are above the acceptable threshold of 0.6. The maximum value is of 0.918 for awareness; Describe ranks second with 0.801 score; Observe ranks third with 0.745 score, followed by non-judgement and non-reactivity with 0.717 and 0.641 respectively. All scores lie within the good acceptable range - hence proved the data to be reliable.

## Correlation

The next step is to measure the existence of any relationship between employee mindfulness and job performance. Pearson correlation test is used to gauge the relationship between the two variables of the study. A perfectly positive relationship between the two variables is equal to 1. However, it is assumed that if two variables have a perfect correlation with score 1, both variables are merely the same and there exists multicollinearity. Therefore the acceptable threshold value must be less than 1.0 and greater than 0.50.<sup>29</sup> In order to find out any impact of employee mindfulness on job performance first it is necessary to identify any relationship among the two variables. Correlation analysis is conducted to gauge any relationship between two variables. The direction and strength of these two variables is identified using Pearson correlation test. The test statistics are as follows:

**Table 4:**  
**Pearson Correlation between Cognitive Mindfulness  
and Job Performance**

Correlations			
		JP	CM
JP	Pearson Correlation	1	.813
	Sig. (2-tailed)		.000
	N	32	32
CM	Pearson Correlation	.813	1
	Sig. (2-tailed)	.000	
	N	32	32

The value of correlation coefficient is calculated to be 0.813, which lies within the acceptable range as discussed above. The results show a positive direction of relationship and the strength of relationship is calculated to be strong among the variables of the study. The next step is to measure the impact of employee mindfulness on job performance and

<sup>29</sup> David Lane, "Data Analysis *Pearson Correlation*," *University of West of England*. (2018).

the degree of variation regression analysis is applied. The test results are tabulated as follows;

### Regression Analysis

Regression analysis of the study variables shows that 79 % of variance in job performance is explained by employee mindfulness which explains that employee mindfulness is not only positively correlated with job performance rather it is significant in casting its impact of job performance as well.

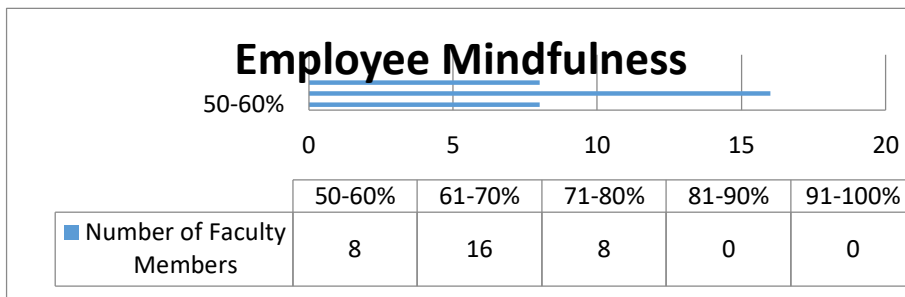
**Table 5:**

#### Model Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.790 <sup>a</sup>	.624	.623	.349		
a. Predictors: (Constant), Job Performance						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.548	.083		18.739	.000
	Job Performance	.563	.024	.790	23.769	.000
a. Dependent Variable: Employee Mindfulness						
The f- statistics and t- statistics are also calculated to be strong with significance level of 0.000. In light of the results calculated from reliability, correlation and regression analysis it is confirmed that employee mindfulness strongly impact on job performance with a variance and 79%. The results are significant which provides the empirical evidence for the acceptance of the hypotheses. The study confirms that cognitive mindfulness has positive impact on job performance.						

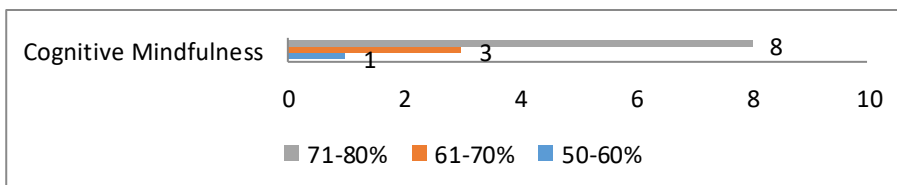
The study further explains the levels of employee mindfulness of academicians and its relation with their respective job performances. The statistics is calculated using 5 facet mindfulness questionnaire. The results are represented in form of a bar chart as follows:

**Table 6:**  
**Mindfulness Percentages of Faculty Members Calculated from FFMQ**



The bar chart explains that out of a total of 32 respondents, 8 possess mindfulness levels between 50-60 percent. 16 of them have mindfulness levels between 61-70 percent and the remaining 8 possess the mindfulness levels between 71-80 percent. No faculty member had cognitive mindfulness levels below 50 percent. To confirm the study agenda another analysis was conducted by calculating the level of mindfulness in the faculty members showing the highest levels of achievement.

**Table 7:**  
**The Level of Cognitive Mindfulness in Faculty Members with the Highest Levels of Job Performance**



The faculty members with the highest performance percentages calculated from teachers' evaluation forms were counted to be 12 in number out of 32. When the cognitive mindfulness of these 12 faculty members was measured, the statistics showed that out of 12, 8 faculty members showed higher levels of mindfulness, 3 showed moderate levels and only one faculty member showed lowest levels of cognitive mindfulness. Hence, it is proved that the faculty members with highest scores of job performance also showed highest levels of cognitive mindfulness.

## **Employee Mindfulness and its Implications on Job Performance**

The study addresses the problem statement and confirms the existence of a strong relationship between employee mindfulness and job performance. The results of the research support the theoretical base of Objective Self-Assessment, and Broaden and Build theory. The relationship is confirmed empirically with the evidence that the faculty members having greatest job performance also had highest levels of cognitive mindfulness. Similarly, the faculty members whose job performance was measured to be relatively low compared to the top performers, possessed lower levels of cognitive mindfulness. Hence, it assures that mindfulness plays a pivotal role in an employees' performance. Faculty members, who are certain of their sensory responses, observe the environment and remain controlled in their actions, are calculated to give higher scores in their duties and job performances and vice versa.

It is thus recommended for academicians to invest in cognitive mindfulness exercises to sharpen their minds and reflexes, and act in critical situations in a controlled manner. Also the cognitive mindfulness activities will help in depicting a complete picture of employees' mental mindfulness layout, showing as to which dimensions are strong in them and which need consideration. This is a cost free prescription that not only facilitates the facilitators in the enhancement of their job performances, rather also boasts their mental and physical strength.

### **Limitations**

Where the study provides an empirical evidence for the positive relationship between employee mindfulness and job performance, it also possesses some limitations. The sample size of the study is small as the numbers of recently inducted faculty members is low in the selected institute of the study. Researchers are recommended to widen the sample size net. Futures researches can move a step ahead to conduct a longitudinal study to observe the effect of mindfulness based activities and trainings on employees who are observed to have low percentage of productivity and performance.

### **Implications**

The study proposes the leaders and top management officials to harness mindfulness interventions for amplifying employee performance and the performance of the organization as a whole. Job performance is affected by non-monetary factors as well as the employee's state of mind. Secondly, empirical evidence suggests that higher the cognitive mindfulness in an employee, higher the job performance. Cognitive mindfulness is an effective cost-free prescription in comparison to costly job-performance-intervention standpoints.

## **Recommendations**

Future researches are recommended to conduct research on the degree of influence of employees' cognitive mindfulness on job performance. Furthermore, it is suggested to apply a similar model on private educational institutes of Pakistan as well for generalization of results.

Academicians must pay special attention towards the strength of their cognitive mindfulness as it plays a pivotal role in achieving high ranks of job performance. Rich minds with dense cognitive mindfulness levels transfer knowledge and wisdom in an efficient manner in students, who are the most important stake-holders. Quality assurance departments, training-and-development departments, along with other training platforms are encouraged to introduce mindfulness-based trainings for capacity building of the faculty member.

