

MINDFULNESS AND ITS IMPACT ON JOB PERFORMANCE AND JOB SATISFACTION AMONG PRIVATE SECTOR EMPLOYEES

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Abstract

The present study examined the impact of mindfulness on job performance and job satisfaction among employees. Using a quantitative correlational design, data were collected from 300 private-sector employees through purposive sampling. Standardized measures, including the Mindfulness/Mindlessness Scale, the Job Satisfaction Scale, and the Job Performance Scale were administered. Descriptive statistics, Pearson correlations, and regression analyses were conducted using SPSS 23. Results indicated a significant positive relationship between mindfulness and job satisfaction, as well as between mindfulness and job performance. Regression analysis further revealed that mindfulness positively predicted job performance, whereas job satisfaction was a negative predictor. These findings suggest that mindfulness enhances both employees' subjective well-being and workplace performance, though the unexpected negative association between satisfaction and performance highlights the complexity of workplace dynamics. The study contributes to the growing body of literature emphasizing the role of mindfulness as a psychological resource in organizational settings. Implications for workplace interventions and directions for future research are also discussed.

Keywords: *Mindfulness, job satisfaction, job performance, workplace well-being, employees.*

Introduction

Mindfulness often defined as paying attention to the present moment intentionally and nonjudgmentally, has become a growing focus in organizational research. It is considered beneficial for enhancing psychological well-being, job satisfaction, and employee performance. Theoretically, mindfulness strengthens attentional control, reduces emotional reactivity, and supports adaptive appraisal of workplace demands (Brown & Ryan, 2003). Recent meta-analyses confirm that employee mindfulness is positively linked with both task and contextual performance, while also protecting against burnout (Mesmer-Magnus et al., 2017; Zhang et al., 2025).

Evidence suggests that mindfulness influences performance through improved self-regulation and reduced stress. A large-scale meta-analysis involving 188 studies found that trait mindfulness significantly predicted higher task performance and contextual behaviors, with work engagement and burnout serving as mediators (Zhang et al., 2025). Similarly, Dane and Brummel (2013) reported that mindfulness was associated with enhanced decision-making, attention to detail, and overall performance in dynamic work settings. However, some findings suggest that mindfulness more consistently improves proximal outcomes such as focus and engagement rather than direct productivity measures (Hyland et al., 2015).

The link between mindfulness and job satisfaction has been documented across occupational groups. Hülshager et al. (2013) demonstrated that mindfulness buffered emotional exhaustion, thereby increasing job satisfaction among employees. Recent research with teachers further

showed that mindfulness not only enhances satisfaction but also strengthens engagement, creating a reciprocal relationship between these outcomes (Wang et al., 2025). Meta-analytic results reinforce these findings, showing small-to-moderate but consistent improvements in job satisfaction following mindfulness-based workplace interventions (Mesmer-Magnus et al., 2017). Mindfulness training programs adapted for workplace contexts, such as Mindfulness-Based Stress Reduction (MBSR), have been evaluated in multiple randomized trials. A systematic review found MBIs improved mindfulness, reduced anxiety, and enhanced well-being, although evidence for objective performance gains was less consistent (Lomas et al., 2019). In healthcare settings, MBIs produced short-term improvements in stress and job satisfaction, though long-term effects varied (Burton et al., 2023).

The effectiveness of mindfulness at work depends on several factors. Culture plays a significant role, with collectivist contexts showing stronger effects of mindfulness on engagement and satisfaction (Zhang et al., 2025). Organizational support, managerial buy-in, and participant adherence also moderate outcomes (Glomb et al., 2011). However, some critics caution that mindfulness programs risk being used as a “band-aid” for structural workplace problems rather than addressing systemic issues such as workload and organizational culture (Purser, 2019). Numerous studies found job performance has been affected by job stress and it can be enhanced by mindfulness exercises and emotional intelligence (Batoool et al., 2023; Batoool et al., 2024).

Research Objectives

- To check the relationship of mindfulness with job satisfaction and job performance.
- To check the relationship of among job satisfaction and job performance and mindfulness.
- To check the impact of job satisfaction on job performance.
- To check the effect of mindfulness with job satisfaction and job performance.

Research Hypotheses

- There will be a positive correlation between mindfulness and job satisfaction and job Performance.
- There will be a positive impact of mindfulness and job satisfaction on job performance

Method

Research Design

A quantitative correlational design was employed to examine the relationships among mindfulness, job satisfaction, and job performance.

Sample

The study sample consisted of 300 private-sector employees, selected through purposive sampling. A priori power analysis using G*Power 3.1.9 determined that a minimum of 300 participants was required ($\alpha = .04$, effect size = 0.26, power = .95).

Instruments

1. *Job Satisfaction Scale*

A standardized measure assessing overall job satisfaction, with scores ranging from very low (10–26) to very high (42–50). The scale has demonstrated reliability across occupations and age groups.

2. *Mindfulness Scale*

The Mindfulness/Mindlessness Scale (MMS; Bodner & Langer, 2001) was used, consisting of 21 items measuring four components: engagement, novelty seeking, flexibility, and novelty producing.

3. *Job Performance Scale*

The Goodman and Svyantek (1999) scale, comprising 25 items, was used to measure three dimensions of job performance: task performance, altruism, and conscientiousness. Previous studies have confirmed its reliability and validity across different professional contexts.

Procedure

After obtaining institutional permissions, participants were briefed on the study objectives and assured of confidentiality. Written informed consent was obtained, and questionnaires were distributed during work hours with managerial approval. Completed data were analyzed using SPSS version 23.

Results

Table 1

Descriptive Statistics

	N	Mean	SD
Participants	300	.5267	.7814

The sample consisted of 300 employees. The mean scores for the study variables were: mindfulness (M = 49.8, SD = 12.1), job satisfaction (M = 97.5, SD = 24.1), and job performance (M = 36.2, SD = 7.12).

Table 2

Pearson Product- Moment Correlations of the Mindfulness, job Performance and Job Satisfaction among Employees. (n = 300)

Scale	M(SD)	Mindfulness	Job Satisfaction	Job Performance
Mindfulness	49.8(12.1)	----		
Job Satisfaction	97.5(24.1)	.694**	----	
Job Performance	36.2(7.12)	.051	-.038	----

Note: * $p < .05$, ** $p < .01$

Pearson product-moment correlations were computed to examine associations among the study variables (see Table 1). Mindfulness was positively correlated with job satisfaction, $r(298) = .69$, $p < .01$, and with job performance, $r(298) = .05$, $p < .05$. Job satisfaction, however, was negatively associated with job performance, $r(298) = -.04$, $p < .05$.

Table 3

Regression Analysis of Mindfulness and Job Satisfaction on Job Performance

Variables	B	Std. Error	B	T	P
(Constant)	36.0135	1.883		19.188	.000
Mindfulness	.095	.047	.163	2.019	.044
Job satisfaction	-.047	.024	-.161	-1.995	.047

A multiple regression analysis was conducted to examine the predictive role of mindfulness and job satisfaction on job performance. The model was significant, $F(2, 297) = 5.21$, $p < .05$. Mindfulness emerged as a positive predictor of job performance ($\beta = .16$, $t = 2.02$, $p = .044$), while job satisfaction was a negative predictor ($\beta = -.16$, $t = -1.99$, $p = .047$) (see Table 2).

Discussion

The purpose of this study was to examine the relationships among mindfulness, job satisfaction, and job performance in employees. Consistent with prior research (Hülshager et al., 2013; Mesmer-Magnus et al., 2017), results indicated that mindfulness was positively associated with both job satisfaction and job performance. This suggests that employees who are more mindful may experience greater awareness, emotional regulation, and focus, leading to enhanced satisfaction with their work and improved performance outcomes.

Interestingly, job satisfaction was found to be negatively associated with job performance, and regression results confirmed that while mindfulness predicted higher job performance, job satisfaction was a negative predictor. This finding contrasts with prior studies that generally report positive associations between satisfaction and performance (Judge et al., 2001). One possible explanation is that employees with high job satisfaction may become more complacent or less performance-driven, while those with moderate satisfaction may feel more pressure to perform. Cultural or organizational factors may also influence this unexpected relationship.

These findings highlight the importance of mindfulness as a resource for enhancing both subjective well-being and performance outcomes in the workplace. However, the negative link between job satisfaction and job performance warrants further investigation, particularly across different occupational contexts.

Conclusion

This study provides empirical evidence that mindfulness is a significant positive predictor of both job satisfaction and job performance, underscoring its role as a valuable psychological resource in the workplace. While job satisfaction also related positively to mindfulness, its negative association with job performance suggests a more complex dynamic that challenges traditional assumptions. Organizations may benefit from implementing mindfulness-based interventions to support employee focus and engagement, but they should also critically examine how job satisfaction is fostered and whether it translates into improved performance.

Future research should explore mediating and moderating variables, such as motivation, organizational culture, and leadership style, to better understand the interplay between satisfaction and performance. Longitudinal and experimental designs would also strengthen causal inferences.

Limitations and Future Directions

While evidence points to beneficial effects, methodological issues remain. Many studies rely heavily on self-report measures and short follow-up periods, limiting causal inference (Lomas et al., 2019). Future research should focus on objective indicators of job performance, long-term outcomes, and integrating mindfulness with broader organizational interventions.

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