

Mindfulness and its Relationship with Job Performance (Analytical Study)

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Abstract:

Mindfulness is described as a state of total awareness and focus on the present moment, seen essential for an individual to do their occupation well. This article aims to elucidate the importance of mindfulness and its relationship with job performance, while also evaluating the effects of mindfulness programs on workplace performance via a review and analysis of previous research and related concepts. These studies have shown that engaging in mindfulness may enhance attention, reduce stress, and elevate creativity and innovation, all of which positively influence job performance when practiced deliberately and in moderation. The study examines the challenges that may emerge during the implementation of mindfulness in the workplace, especially in relation to concepts from organisational theory. It offers strategies for surmounting these obstacles and realising the desired benefits, making mindfulness practice an effective instrument for enhancing job performance.

Keywords: mindfulness; mindfulness practice; job performance.

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1. INTRODUCTION

Over the past two decades, mental health professionals have discovered that mindfulness, in both its ancient and modern versions, holds considerable promise in alleviating diverse types of psychological distress, including routine anxiety and substance use disorders. Neuroscience research on mindfulness offers a contrasting perspective: attentiveness modulates and inhibits the sympathetic nervous system (stress response), activates the parasympathetic nervous system, and promotes a state of tranquility. Numerous practices, such as yoga and prayer, promote mindfulness by concentrating on bodily sensations or breath, thus augmenting internal awareness of experiences, emotions, and thoughts and facilitating improved self-perception. Enhanced self-awareness cultivates objectivity by concentrating on the now instead of past or future concerns. Mindfulness practices have become indispensable in contemporary workplaces marked by elevated stress and persistent expectations for optimal performance. Leadership and organizational development are essential strategies that improve job performance quality by increasing employee awareness and concentration (Good et al.,p2016). Research indicates that mindfulness can augment job performance by enhancing concentration, alleviating stress, and improving task management capabilities. For example, Kabat-Zinn showed that mindfulness programs help people reevaluate, which improves psychological performance and lets them use more adaptive and effective ways to deal with stress (Janssen et al., 2018,p20). Bauer (2003) discovered that mindfulness can assist in treating many ailments and improving job performance quality by



strengthening focus and minimizing errors. A study by Hülshager emphasized the significance of mindfulness programs in boosting performance by diminishing emotional weariness and enhancing job satisfaction (Hülshager et al., 2012, p320).

Nonetheless, the implementation of mindfulness in professional settings necessitates additional investigation. Although data indicates certain advantages, the correlation between mindfulness and job performance needs to be clarified. A study by Vaculik et al. (2016) indicated that mindfulness minimally impacts performance variance. Moreover, other factors can affect these variables, including job characteristics, employee stress exposure, and the influence of organizational leadership in fostering these habits. The existing information about the association between these two variables needs to be more conclusive, highlighting the pressing necessity for more investigation. Limited research exists on the influence of personal and organizational factors in facilitating or hindering the connection between mindfulness and job performance (Dane & Brummel, 2014,p108). This study seeks to investigate the association between mindfulness and job performance. In this regard, we intend to enhance the subsequent facets of this paper:

What is the definition of mindfulness?

What is job performance and its dimensions?

What is the nature of the relationship between mindfulness and job performance?

What mediators might increase or decrease this relationship?

What are the challenges of using mindfulness in the workplace?

Responding to these inquiries can improve understanding of mindfulness's function in contemporary workplaces and assist in determining effective tactics for its implementation across diverse settings.

Importance:

The importance lies in enhancing theoretical comprehension, acknowledging the scientific merit of the subject's philosophy, and its relevance to organizations in refining performance management tactics and cultivating the work environment. Furthermore, it seeks to address deficiencies in the current research by examining available evidence and offering novel insights into the significance of mindfulness as a mechanism for improving performance across many practical settings. Ultimately, it facilitates opportunities for future pertinent research and applications.

Objectives:

One of the primary objectives is to investigate the nature of the relationship between mindfulness and job performance. Additionally, the study aims to provide organisations with recommendations on how to effectively adopt mindfulness practices in their workplaces.

Methodology:

Methodology We adopted a descriptive library approach for this research, which involved a review of the literature and analysis of relevant previous studies to draw insights that enrich the topic and help answer the posed questions.

Sample:

For this research, we analyzed numerous scholarly publications from diverse sources, gathering studies illuminating the relationship between the factors. We included only research published over the past twenty years to ensure that the information was up-to-date. We additionally examined literature that addresses mindfulness and its use in professional settings.

Terminology:

In this research, mindfulness refers to an individual's ability to maintain full awareness and responsiveness to the present moment, resulting from practices such as relaxation, meditation, mindful listening, and conscious breathing and movement. Job performance, on the other hand, refers to an individual's ability to carry out work-related tasks and responsibilities efficiently and effectively.

II – Results and discussion:

This section of the research will address the answers to the research questions raised.

1-Concept of Mindfulness:

The concept of mindfulness is deeply rooted in spiritual and philosophical traditions, particularly in Buddhism and Hinduism, where mindfulness practices play a crucial role in spiritual meditation and consciousness training. Yoga, which aims to achieve inner calm and a deeper understanding of the self, also links to this concept (El said, 2018, p885). Recently, mindfulness has gained increased attention as an essential part of some Eastern spiritual traditions, especially Buddhism. It emphasizes meditation practices that enhance awareness of the relationship between the body, mind, emotions, and thoughts.

1-1-Definition of Mindfulness :

Several researchers have attempted to define mindfulness, revealing similarities and differences in these definitions. Some consider it a trait, defining mindfulness as the individual's continuous observation and acceptance of experiences without reacting or judging them (Baer et al., 2006, p28). Others view it as a state or approach, defining mindfulness as awareness of the present moment and acceptance without judgement (Teper et al., 2013,p449). Consequently, a singular definition of mindfulness does not exist. According to J. Kabat-Zinn, mindfulness is "the awareness that arises from paying attention, intentionally, in the present moment, and non-judgmentally, to the unfolding of experience moment by moment" (Kabat-Zinn, 2003,p145). Kabat-Zinn describes mindfulness as a mental state characterized by complete awareness and intense focus on the moment without judgment. Focusing on the task at hand, attentively watching events, and maintaining awareness of the now rather than the past or future are vital components. Emphasizing the present now is essential, not due to its superiority over past or future moments, but because it is the sole instant in reality (Christopher, 2018, p63). On the other hand, (Ghanim et al., 2020, p740), characterize mindfulness as the awareness and focus on present events, both internal and external, and the engagement with these experiences through curiosity, openness, and acceptance. This term underscores the need to be entirely present and confront whatever emerges without hesitation, thus augmenting comprehensive awareness and personal experience. This knowledge can alleviate stress and improve mental health by accepting reality and engaging with it positively and

purposefully. Brown and Ryan characterize mindfulness as a condition wherein an individual is cognisant and focused on the present moment, fully aware of their current experiences or immediate reality (Brown & Ryan, 2003, p822). This definition is comprehensive and precise, emphasizing the importance of complete focus on the present moment and lucid awareness of current sensations.. Neal emphasizes that mindfulness entails maintaining intentional mental presence, enhancing awareness through continuous observation of experiences, and sharpening the sense of experience through attention (Al-Hashlamoun, 2019, p13). This definition emphasizes the importance of deliberate mental presence and careful monitoring of the current experience as essential elements of mindfulness. These aspects help individuals enhance their awareness and improve their ability to engage deeply and clearly with their present moments. Langer, on the other hand, views mindfulness as the ability to maintain a flexible mind that creates and refines categories of understanding, remaining open to new ways of knowing, and developing multiple perspectives through continuous acquisition of new information. Therefore, the mindful person concentrates on reacting to the present reality, deliberately resisting the influence of preconceived beliefs (Deghnouche, 2020,p548). According to the above, mindfulness can be defined as the individual's ability to stay mentally present in the moment, allowing them to interact with events with focus and receive information clearly. This requires directing attention in a specific and unbiased manner, purposefully in the present. Simply put, it is a means of observing thoughts, physical sensations, and events.

Mindfulness can be distinguished from similar concepts such as work absorption, affiliation, and job loyalty by understanding the differences between these concepts in the context of work. While **mindfulness** is a state of full awareness and presence in the current moment, where the individual is completely focused on what they are experiencing at that moment, whether in interaction with colleagues or while performing a specific task. In this context, it is not about focusing on achieving a particular goal or committing to a specific organization, but rather the ability to listen attentively to thoughts and feelings, observing them without judgment or trying to change them. It is a state of complete awareness of the self and surroundings, enhancing the ability to respond calmly and realistically to different situations.

On the other hand, **work absorption** refers to deep engagement with daily tasks in a way that consumes time and mental energy entirely. A person absorbed in their work is highly focused on achieving goals and accomplishments, and may lose awareness of what is happening internally in terms of emotions or thoughts while being absorbed in their tasks. In this case, the focus is on achievement and professional progress, far removed from being fully aware of the present moment as in mindfulness.

Affiliation, on the other hand, is related to the emotional connection to a team or organization, where the individual feels part of a larger group and shares goals and values with others. Affiliation creates a strong bond between the person and the place where they work, enhancing their commitment to the group or organization.

While **job loyalty** is reflected in the employee's commitment to staying in the same organization for long periods, based on their emotional or professional attachment to that institution. While affiliation and loyalty require a long-term attachment to work or the organization, mindfulness is about being fully present in the current moment regardless of affiliations or long-term goals.

Thus, mindfulness focuses on internal awareness and the present moment, while work absorption emphasizes productivity and deep interaction with tasks. Affiliation and job loyalty are connected to long-term emotional relationships with the organization or team, whereas mindfulness does not require any ongoing attachment or distant goal, but rather is simply a state of full presence and conscious interaction with everything happening in the present moment.

1-2-Components of Mindfulness:

Langer identified four essential components of mindfulness: seeking new aspects, connecting with the present moment, offering new experiences, and being flexible in dealing with situations (Bousena & Bargad, 2021,p18). **Bishop**, on the other hand, proposed a model consisting of two components, with the first component involving self-attention organization to maintain direct experience. In contrast, the second component includes an attitude of curiosity, openness, and acceptance (Bishop et al., 2004,p232). **Baer et al.** pinpointed five key aspects of mindfulness: observation, description, active listening, avoiding early judgement, and not reacting to internal experiences (Al-Rabee, 2019,p80). When practiced consistently, these components can transform our perception and experience of the world. They collectively aim to enhance full awareness of the

present moment objectively and non-judgmentally, contributing to a more calm and balanced experience. Summarizing the components of mindfulness, we can identify several essential elements that aid in achieving the desired mental state. These elements include: awareness: it is the ability to observe emotions, thoughts, and physical experiences without merging with them or allowing them to control our behavior. Attention means deliberately and continuously directing focus and interest towards a specific point. An individual cannot perceive any stimulus in their surrounding environment until they pay attention to it. Acceptance: Acceptance is the mental stance that requires us to engage with our thoughts and feelings without judging them or trying to change them. Awareness and attention work together to enhance the comprehensive knowledge of the present experience. Awareness facilitates a profound understanding of experiences, whereas attention improves the ability to concentrate on such experiences efficiently. After awareness and concentration, acceptance follows as a further phase. When humans become cognisant and attentive to their experiences, acceptance enables them to interact with those experiences devoid of opposition or judgement, fostering inner tranquility and satisfaction.

1-3-Mindfulness Practices:

These include programs or training to develop and enhance mindfulness through systematic practices and guided activities. Mindfulness training can be short-term or long-term, and it may include Mindfulness-Based Stress Reduction (MBSR) or other training programs. A teacher supervises the training, whether

through individual or group sessions. We use a variety of methods and techniques to practice mindfulness, and here are some common ones:

relaxation: It completely ceases all muscle contractions and tensions associated with stress. It is particularly beneficial in treating anxiety, as it requires organized training to practice. It is a technique that connects physical movement with mental activity and establishes a balance between the two.

The meditation technique consists of short meditation sessions practiced throughout the day to instill relaxation in the body, usually lasting between 5 and 15 minutes. These sessions can be individual or group-based. It is an example of managing psychological stress (Hamida, 2019, p289).

Breathing and movement training: Individuals can practice mindful breathing while sitting, standing, or lying down. Their observation of airflow and abdominal movement will teach them that each breath affects every cell in the body (Hamida, 2019, p292). Mindful breathing leads to harmony between the voluntary and involuntary nervous systems.

Mindful Listening: Complete and conscious listening to others during meetings and conversations. Through full awareness, we learn how to truly listen to others without judging them and without preparing a response (Christopher 2018, p14). Full focus on the person speaking while minimizing distractions and paying attention to the content of the message and body language enhances understanding and effective interaction.

1-4-Benefits of Mindfulness:

The practice of mindfulness encompasses a variety of benefits, including positive self-evaluation, increased awareness of reality, focus on the present moment, modification of unhealthy thoughts and habits, and the development of positive aspects such as personal achievement, job satisfaction, quality of life, interactions with others, improvement in work quality, and reduction of stress and anxiety. It also leads to a sense of balance and inner peace, an increased desire for knowledge, openness to new experiences, and the ability to manage one's surrounding environment for a better reality. Thus, he has a greater ability to express thoughts and feelings in a positive manner (Al-Dhabib & Al-Bahdal, 2024,p77). From the above, it is clear that mindfulness is an effective tool for improving individuals' quality of life by enhancing awareness of the present moment and alleviating stress. This improves personal and professional performance.

1-5-Measuring Mindfulness:

The research literature uses two main approaches to assess mindfulness: self-report questionnaires and participation in mindfulness practices. The first approach includes self-report scales that individuals fill out to evaluate their level of mindfulness, which is part of an individual's personality. It is a continuous trait that reflects the individual's ability to maintain full awareness and responsiveness to the present moment in their daily life, and it is associated with a range of genetic and environmental factors. These include trait measures that assess mindfulness as a stable characteristic (such as the Five Facet Mindfulness Questionnaire, which measures attentive awareness)

and state measures that assess mindfulness as a temporary condition (such as some scales that focus on the present moment) (Brown & Ryan, 2003). The second approach includes mindfulness training, which refers to programs or practices designed to develop and enhance mindfulness through systematic practices and guided activities. This includes programs such as the Mindfulness-Based Stress Reduction (MBSR) or other training programs (Good et al., 2016, p118).

2. Job performance:

is defined as an individual's ability to complete the tasks and responsibilities assigned to them efficiently and effectively. Job performance is considered an essential element contributing to achieving the organization's goals and increasing its productivity. This performance reflects the level of skills, knowledge, and experience the employee possesses, in addition to their commitment and dedication to their work. Researchers agree that performance is a multidimensional concept.

2-1: Job Performance Dimensions:

These dimensions refer to the unique aspects that facilitate the evaluation of workplace performance. These factors provide a framework for understanding and assessing individual performance in their roles. Job performance characteristics can be defined as the employee's ability to execute assigned activities with excellence and punctuality (Darawsha, 2017, p15), the degree to which it fulfils its activities' objectives and anticipated results, commitment to executing its responsibilities, and compliance with the institution's policies and procedures. His aspiration to perpetually enhance his skills and knowledge by engaging in training and development programs and pursuing

opportunities for performance improvement illustrates the individual's capacity to propose novel ideas and innovative solutions to challenges while refining existing processes. He must work efficiently within a team, collaborate with colleagues to attain shared objectives, settle issues constructively, and possess the capacity to communicate information, engage with others, and comprehend their requirements. Ultimately, he must exhibit problem-solving abilities and make timely, judicious decisions, identifying effective answers to his obstacles. (Kafi and Moulay, 2021, pp520-521).

3. The Relationship between mindfulness and job performance:

Although many studies have explored the general benefits of mindfulness, few studies have focused on the specific performance consequences it produces in the workplace. Scientific research has expanded in recent decades, substantiating the benefits of mindfulness. Hospitals, schools, and organisations have incorporated its practices into their therapeutic programs, using them in a variety of contexts, including improving job performance. Various theories and models suggest that mindfulness can affect performance in multiple ways. The resource conservation theory is a prominent framework linking mindfulness and task performance, based on the principle that individuals strive to conserve, protect, and augment their resources (Hobfoll et al., 2015, p176). Mindfulness helps individuals improve their ability to cope with stress. When employees are alert, they can better maintain their psychological resources, such as focus and attention, which

enhances their performance in organisational tasks and reduces burnout and stress. Conversely, the theory of cognitive activation of stress views the stress response as an ideal, positive, and desirable alarm response that mobilizes physiological resources to initiate and improve performance. Mindfulness provides the necessary tool to quickly reset priorities, as stable psychological mechanisms take control and restore balance to the system (Ursin & Eriksen, 2004). By promoting non-judgmental awareness, mindfulness helps individuals assess their situations more positively, reducing stress and improving functional performance. The mindfulness and conscious leadership model posits that focussing on self-awareness, being present in the moment, empathy, and integrity creates aware leaders capable of fostering a positive work environment centered on achieving goals, which helps individuals and organisations grow and thrive (Anil, 2023). This model confirms that leaders who practice mindfulness are more capable of guiding and motivating their teams, which reduces conflicts and enhances communication and collaboration, ultimately leading to better performance. According to A. According to Bandura's self-organization theory, self-regulation is an individual's ability to manage their behaviors according to the expected outcomes of their actions (Al-Zuwaini, 2018,p60). Mindfulness helps improve self-organization by enhancing awareness of the present moment and reducing distraction and stress, leading to more efficient and effective organisational performance. In contrast, the mindfulness and psychological well-being model suggests that well-being is a mediating variable between mindfulness and job performance. Ryff presented a multidimensional model of psychological well-being, and numerous studies have shown an

impact of mindfulness on psychological well-being (Al-Sarairah, 2022, p688), which in turn affects job performance. Mindfulness improves well-being by reducing stress, enhancing creativity and positively influencing job performance. The main idea of the behavioral activation model is that individuals can intentionally engage in certain behaviors to generate a positive emotional state. The individual's attempts to implement an activity schedule based on enjoyable events they have experienced, which hold meaning, value, and are interesting, increase their motivation for achievement, remove obstacles in their way, and enhance the taking of appropriate actions to achieve their goals (Abdel Fattah, 2022,p711), ultimately leading to a higher level of professional performance (Mickey, 2024). Mindfulness enhances self-awareness and allows for better control over emotional and behavioral responses, improving functional performance. Based on the evidence reviewed earlier regarding the impact of mindfulness on human functions, we agree with the assumptions of the theories and models we discussed. The value of mindfulness largely depends on attention characteristics, which provide alternative expectations about how it positively impacts job performance. Through effective control and stability in attention to task-related information, mindfulness demonstrates higher attentional efficiency, allowing for a more stable level of control and focus and reducing errors by minimizing attentional gaps. Previous research has demonstrated that mindfulness training can improve job performance by improving focus and reducing stress. It was discovered that mindfulness employees perform better daily tasks, and their interactions with colleagues are more effective. (Good et al. 2016). According to a study

(Dane & Brummel, 2014), mindfulness has a positive impact on job performance and a negative impact on intention to quit. This suggests that more mindful employees are less likely to leave the organization and are more efficient in performing their tasks. However, the study by Hülshager et al. (2013) showed that mindfulness helps reduce emotional exhaustion, which enhances job performance. On the other hand, Research conducted by Glomb et al. (2011) demonstrated that mindfulness can improve self-regulation and increase employee resilience in confronting adversities, resulting in enhanced performance. Hunter & McCormick (2008) conducted research that found mindfulness training programs enhance individuals' awareness of their work environment, leading to greater acceptance of their work circumstances, improved adaptability and composure in challenging situations, and fostering more positive interpersonal relationships at work. This leads to improved performance and increased job commitment. However, Brown & Ryan's (2003) study demonstrated that mindfulness practices can enhance psychological well-being and positively impact workplace performance. However, the study by (Hyland et al. 2015 ,p593) emphasized that vigilant supervisors positively impact their employees' well-being and performance. It is clear from the above that previous studies have found a significant link between mindfulness and job performance. Conversely, numerous corporations like Google, Intel, Aetna, General Mills, Nike, professional sports teams, and the U.S. The Army has implemented mindfulness programs for their employees, revealing a positive impact on stress management and work performance. Numerous companies, including the U.S. Army has implemented mindfulness programs for their employees, and

the participants have reported a positive change in stress management and work performance. Google is considered one of the leading companies in implementing mindfulness programs, as employees have had the opportunity to participate in the "Search Inside Yourself" program since 2007. This free training course focused on developing mindfulness and emotional intelligence among employees. This program helped employees improve their focus and ability to solve problems creatively. As a result, Google noticed an improvement in individual and team performance and increased employee satisfaction (Tan et al., 2012). However, Intel has launched a program called "Awake@Intel," which promotes mindfulness among its employees. Over nine weeks, the curriculum consists of weekly 90-minute sessions that incorporate meditation and breathing exercises. (OffYoga, 2021). Following the program's implementation, Intel observed a notable enhancement in employee productivity and innovation, as participants exhibited heightened concentration, diminished stress levels, and an improved capacity for rapid problem-solving, alongside an influx of novel ideas, insights, mental clarity, creativity, focus, and workplace engagement. Individual and team performance improved, resulting in a more favorable and efficient work environment. (Mindful Staff, 2014). On its part, the health insurance company Aetna, which established a mindfulness center at its headquarters in Hartford, has offered mindfulness programs to reduce stress among its employees. The program included meditation sessions, yoga, lessons on proper nutrition, and physical fitness. In 2012, as a result, the company experienced an increase in work efficiency. In 2018, they

measured the success of mindfulness initiatives, as the program's results showed an 18% decrease in employee stress levels. (OffYoga, 2021). However, General Mills has established "meditation rooms" at its headquarters in Minneapolis since 2006, providing mindfulness training programs for its employees, which include weekly meditation sessions and yoga classes. The result is lower employee stress levels, improved focus and clarity, and improved listening and decision-making skills. (Kimberly, 2015). Nike has also integrated meditation and mindfulness practices into its employee development initiatives. Using a special training program focused on mindfulness and meditation, it provided its employees with meditation and yoga programs and workshops on "mindful leadership" within the company headquarters as part of its strategy to enhance mental and physical well-being. These programs have helped reduce employee stress, increase focus, enhance psychological well-being, promote teamwork, and improve creative performance and productivity. These initiatives have also helped create a supportive work culture that encourages innovation. This resulted in enduring success within the fiercely competitive sportswear industry (Charlie, 2024). The application of mindfulness in these organisations has significantly improved performance by enhancing focus, reducing stress, and encouraging creativity. These examples demonstrate how mindfulness can effectively improve performance and enhance organisational growth and success. The evidence reviewed confirms that the relationship between mindfulness and job performance is positive and highly beneficial. However, there is a need for further research and in-depth exploration to understand how to effectively achieve these benefits and

overcome the challenges associated with their implementation in different work environments. Numerous mediating factors significantly contribute to transforming mindfulness's impact into concrete outcomes on job performance. Studies, research, and theories have confirmed that mindfulness enhances a range of factors such as stress management, psychological resilience, focus, attention, innovation, creativity, time management, effective communication, collaboration among colleagues, personal and professional relationships, intrinsic motivation, physical and mental health, continuous learning, and the creation of a supportive organisational culture, which can lead to better job performance. Restricting these mediating factors helps understand how mindfulness affects job performance more accurately and contributes to designing training programs or work environments that enhance this positive relationship. From the above, it is clear that mindfulness affects performance through several key aspects, the most important of which are improving focus, managing stress, and enhancing innovation. These effects are attributed to the following mechanisms: improving focus: Practicing mindfulness can enhance our concentration skills. It teaches us to focus on one task at a time, improving our ability to concentrate and complete tasks more efficiently. Individuals can learn to direct their attention more effectively and avoid distractions through meditation and focused breathing (Hamida, 2019 ,p286). Stress Management: Meditation and mindfulness help individuals develop calmer and more balanced responses to stress (Al-Sayeh 2024). It teaches individuals how to lessen their exaggerated emotional responses to stress, resulting in a decrease in stress levels and sustained

performance. Enhancing creativity and innovation: Mindfulness enhances awareness and openness to new ideas by reducing cognitive biases and allowing for more creative and innovative thinking. By focussing on the present moment without preconceived judgements, individuals become more capable of exploring new solutions (Henriksen et al., 2020, p4). Employees who are more creative can develop new products and services and improve existing processes.

4- The Challenges:

In recent years, research has shown that mindfulness, which focusses on enhancing awareness, can significantly contribute to improving performance and productivity in the workplace. However, successfully integrating these practices into work environments faces multiple challenges that require a deep understanding. It includes the difficulty some employees have in accepting these practices, as studies have shown that workers who need more time to be ready to adopt mindfulness are able to reap its benefits. To overcome this challenge and improve performance, we must provide a comprehensive explanation of mindfulness's benefits and practical examples. In fast-paced work environments, allocating time for mindfulness practice can be challenging. Therefore, it is essential to schedule mindfulness sessions at convenient times, such as the beginning of the day or after lunch, and to offer short sessions (10–15 minutes) that fit into busy schedules. Furthermore, cultural or personal differences may make some employees uncomfortable with mindfulness practices, necessitating that they be presented in a culturally neutral manner and focused on practical benefits such as stress reduction and improved concentration. On the other

hand, some theories suggest that full awareness and goal-directed action may conflict. Therefore, it is important to balance these two elements when combining them (Good et al., 2016, p132). Finally, organizational theories highlight the importance of individuals' self-perceptions and how these perceptions influence interpreting events and interactions with them. When individuals become mindful, they focus on the present moment, leading to the emergence of what is known as the experiential self, a state of awareness that centers on direct experiences without the need to interpret them or connect them to a lengthy narrative (Farb et al., 2007 ,p320). This shift from focusing on the narrative self to the experiential self may have a profound impact on concepts such as character consistency, understanding meaning, and relationships between groups, posing a challenge to theoretical assumptions about organization (Good et al., 2016, p133). Based on these issues, it is clear that integrating mindfulness in the workplace requires a comprehensive understanding of the associated challenges as well as the development of appropriate strategies to ensure maximum benefit. Addressing these issues can provide valuable insights for improving work environments and enhancing employee well-being in an effective and thoughtful way.

III- Conclusion:

The findings regarding the relationship between mindfulness and job performance indicate that mindfulness has a positive impact on multiple aspects of performance. It reduces employee stress and anxiety levels, enhancing psychological well-being and decreasing job burnout. It also helps improve their focus and

manage their tasks more effectively, encouraging them to think creatively and develop new solutions that support innovation within organizations. In addition, mindfulness enhances understanding and cooperation among colleagues, improving the work environment and boosting team performance. It also helps employees better adapt to changes and challenges, which increases their resilience and adaptability. To enhance job performance through mindfulness, organisations can organize workshops and regular training programs focussing on meditation and conscious breathing. It is also important to encourage employees to incorporate mindfulness into their daily routines, such as starting the day with short sessions or taking advantage of breaks while providing flexible options for participating in these programs. Moreover, we should create a supportive work environment incorporating designated spaces for mindfulness practice, like quiet rooms or relaxation areas. We should train leaders and managers in mindfulness practices to serve as role models for employees and integrate these practices into organisational policies and health programs to ensure continuous support from management. Research into the effects of mindfulness on leadership and team management can enrich this field by improving decision-making, leadership effectiveness, and conflict management. These studies can contribute to developing tailored training programs for leaders to enhance their skills using mindfulness techniques. Finally, we should study the impact of mindfulness on crisis management to gain insight into its potential as a tool for developing effective crisis management strategies.

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