

AN EMPIRICAL STUDY OF MINDFULNESS ON EMPLOYEE ENGAGEMENT AMONG HEALTHCARE EMPLOYEES

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Abstract

Mindfulness has emerged as a significant psychological construct that enhances employee well-being and workplace performance, particularly in high-stress sectors such as healthcare. This study investigates the relationship between mindfulness and employee engagement among healthcare professionals using primary data collected from 108 respondents across various roles. A quantitative research approach was adopted, and statistical techniques including descriptive statistics, reliability analysis, Pearson correlation, regression analysis, t-test, and ANOVA were employed. The findings reveal a strong positive correlation between mindfulness and employee engagement ($r = 0.750$, $p < 0.001$), with mindfulness explaining 56.3% of the variance in engagement. The results also indicate significant gender differences in mindfulness levels, while age, experience, and job role do not significantly influence engagement. The study contributes empirical evidence to organizational behaviour literature and highlights the importance of integrating mindfulness practices into healthcare institutions to enhance employee engagement and performance.

Keywords: Mindfulness, Employee Engagement, Healthcare, Organizational Behaviour, HR Practices

1. Introduction

The contemporary workplace, especially in the healthcare sector, is characterized by intense pressure, long working hours, and emotionally demanding responsibilities. Healthcare professionals, including doctors, nurses, technicians, and administrative staff, are frequently exposed to stressful environments that can lead to burnout, reduced productivity, and disengagement. Employee engagement, which refers to the cognitive, emotional, and behavioural involvement of employees in their work roles, has therefore become a critical factor in determining organizational effectiveness and quality of patient care.

In this context, mindfulness has gained increasing attention as a powerful psychological resource. Mindfulness refers to the ability to remain aware of the present moment in a non-judgmental manner, enabling individuals to regulate their emotions, maintain focus, and respond effectively to workplace challenges. Research suggests that mindfulness enhances psychological resilience and improves overall well-being, making it particularly relevant in healthcare settings. Despite growing global interest, empirical research examining the relationship between mindfulness and employee engagement in the Indian healthcare sector remains limited. This study aims to address this gap by providing data-driven insights into how mindfulness influences engagement among healthcare employees.

2. Literature Review

The concept of mindfulness has been extensively explored in psychological and organizational research. Kabat-Zinn (1994) defined mindfulness as a conscious awareness of the present moment, emphasizing its role in reducing stress and enhancing emotional regulation. Brown and Ryan (2003) further demonstrated that mindfulness contributes to psychological well-being and improved attention. In organizational settings,

mindfulness has been linked to enhanced performance, reduced burnout, and improved interpersonal relationships.

Employee engagement, as conceptualized by Kahn (1990), involves the physical, cognitive, and emotional investment of individuals in their work roles. Engaged employees are more motivated, productive, and committed to organizational goals. Subsequent research by Schaufeli et al. (2002) highlighted dimensions such as vigor, dedication, and absorption as core components of engagement.

Empirical studies have established a strong relationship between mindfulness and employee engagement. Hulsheger et al. (2013) found that mindfulness reduces emotional exhaustion and improves work engagement, while Malinowski and Lim (2015) demonstrated that mindfulness enhances attention regulation and job satisfaction. However, there is a lack of empirical studies focusing on healthcare professionals in India, particularly those incorporating demographic variables and primary survey data. This study contributes to filling this research gap.

3. Research Methodology

The present study adopts a descriptive and empirical research design using a quantitative approach. Primary data was collected from 108 healthcare employees through a structured questionnaire administered via Google Forms. The questionnaire was designed using a five-point Likert scale and consisted of three sections covering demographic details, mindfulness, and employee engagement. The sample included professionals from various roles such as nurses, administrative staff, technicians, and doctors, selected using convenience sampling.

The collected data was analysed using statistical tools such as descriptive statistics, Cronbach's alpha for reliability testing, Pearson correlation to examine relationships, linear regression to assess predictive impact, independent sample t-tests for gender differences, and one-way ANOVA to analyze variations across age, experience, and job roles. These methods ensured a comprehensive evaluation of the research objectives.

3.1 Research Design

- Type: Descriptive and empirical
- Approach: Quantitative
- Data: Primary (survey-based)
- Sample Size: 108 healthcare employees
- Sampling Method: Convenience sampling

3.2 Data Collection Tool

- Structured questionnaire (5-point Likert scale)
- Sections:
 - Demographics
 - Mindfulness (11 items)
 - Employee Engagement (9 items)

3.3 Statistical Tools

- Descriptive Statistics
- Cronbach's Alpha
- Pearson Correlation

- Linear Regression
- t-test
- ANOVA

4. Results and Findings

The analysis revealed that the overall mindfulness score among respondents was moderately high, with a mean value of 3.633, while employee engagement also showed a moderately high level with a mean score of 3.802. These findings indicate that healthcare employees possess a reasonable level of awareness, focus, and emotional control, which positively influences their engagement at work. Among mindfulness dimensions, attention regulation scored the highest, suggesting that employees are able to maintain focus during work tasks, whereas reflective practices such as pausing before responding showed comparatively lower scores.

4.1 Descriptive Statistics

- Mean Mindfulness Score = **3.633 (Moderate-High)**
- Mean Engagement Score = **3.802 (Moderate-High)**

Employees showed strong attention regulation but lower reflective pausing ability, indicating scope for improvement.

Reliability analysis confirmed the internal consistency of the measurement scales, with Cronbach's alpha values of 0.849 for mindfulness and 0.857 for employee engagement, both exceeding the acceptable threshold. This validates the reliability of the instruments used in the study.

4.2 Reliability Analysis

- Mindfulness Scale: $\alpha = 0.849$
- Engagement Scale: $\alpha = 0.857$

Both scales demonstrate strong internal consistency.

The correlation analysis revealed a strong positive relationship between mindfulness and employee engagement ($r = 0.750$, $p < 0.001$), indicating that higher levels of mindfulness are associated with higher levels of engagement. Additionally, organizational support was found to be strongly correlated with both mindfulness and engagement, suggesting that institutional factors play a crucial role in enhancing these constructs.

4.3 Correlation Analysis

- Mindfulness & Engagement: $r = 0.750$ ($p < 0.001$)
- Organizational Support also strongly correlated

Regression analysis further established mindfulness as a significant predictor of employee engagement, with an R-squared value of 0.563, indicating that mindfulness explains 56.3% of the variance in engagement. The regression coefficient ($\beta = 0.695$) was statistically significant, confirming that an increase in mindfulness leads to a substantial increase in employee engagement.

4.4 Regression Analysis

- $R^2 = 0.563$
- Beta = **0.695** ($p < 0.001$)

Regression Equation:

$$\text{Employee Engagement} = 1.278 + 0.695 (\text{Mindfulness})$$

The hypothesis testing results showed that the relationship between mindfulness and engagement is statistically significant, supporting the primary hypothesis. Gender differences in mindfulness were also significant, with female employees exhibiting higher mindfulness levels compared to male employees. However, no significant differences were observed across age groups, work experience, or job roles, suggesting that mindfulness and engagement are relatively consistent across these variables.

4.5 Hypothesis Testing

Table 1: Hypothesis Testing Results

Hypothesis	Result
H1: Mindfulness positively relates to engagement	Supported
H2: Mindfulness predicts engagement	Supported
H3: Demographic differences in mindfulness	Partially supported (Gender significant)
H4: Engagement differs by demographics	Not supported

Figure 1 illustrates the overall mean scores of mindfulness and employee engagements, indicating moderately high levels among respondents.

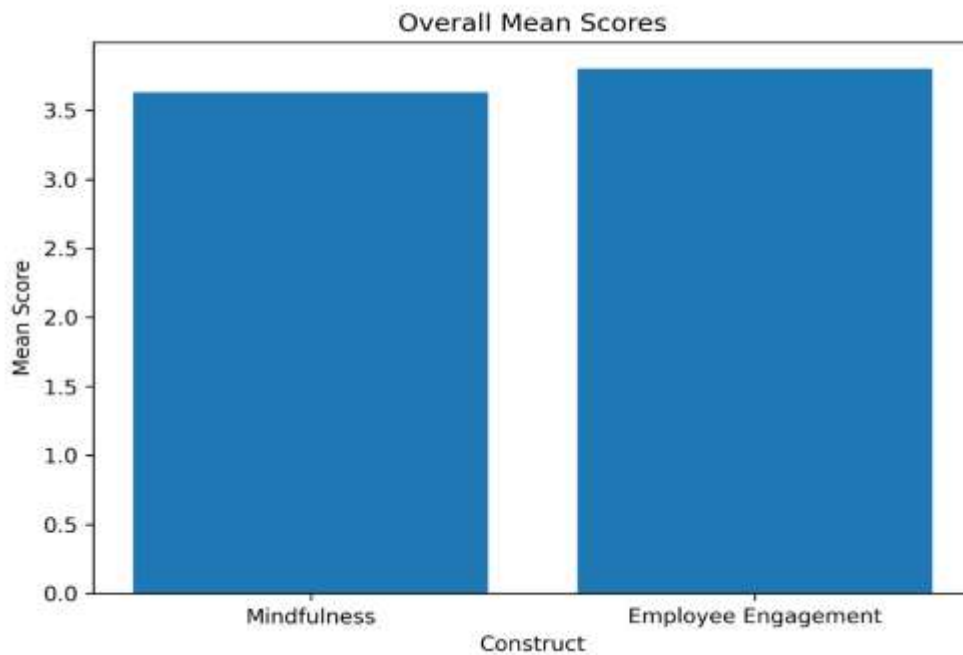


Figure 1: Overall Mean Scores of Mindfulness and Employee Engagement

Figure 2 presents item-wise mindfulness scores, highlighting strong attention regulation (Q11) and comparatively lower reflective practices (Q15)

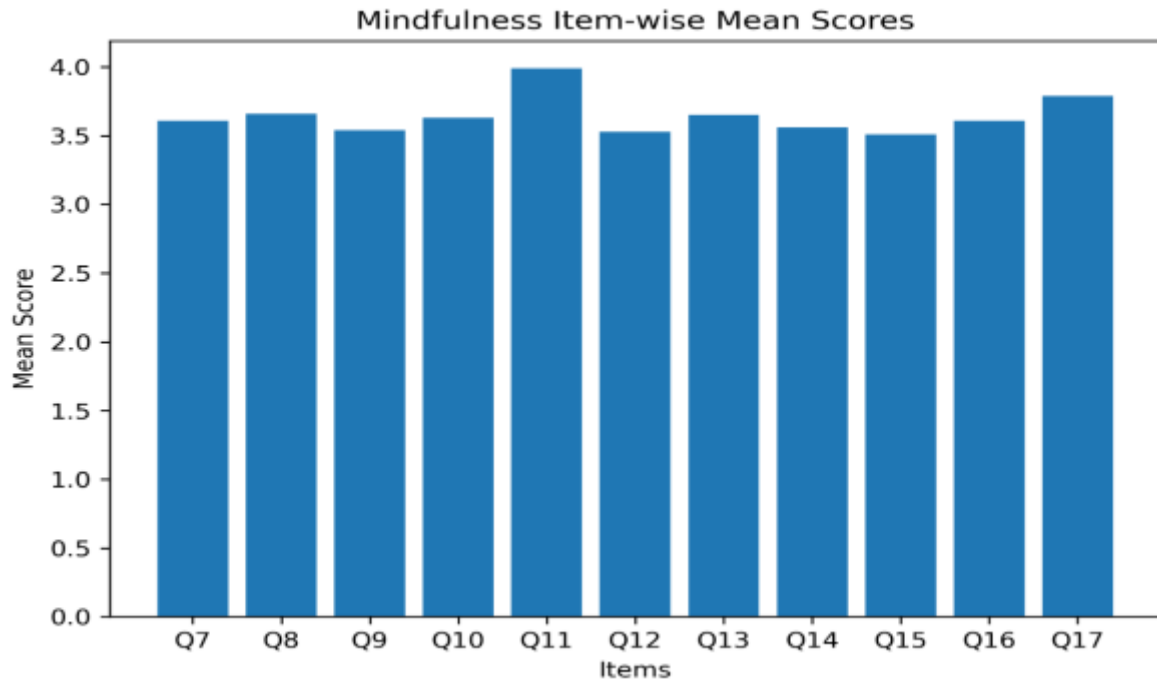


Figure 2: Item-wise Distribution of Mindfulness Scores

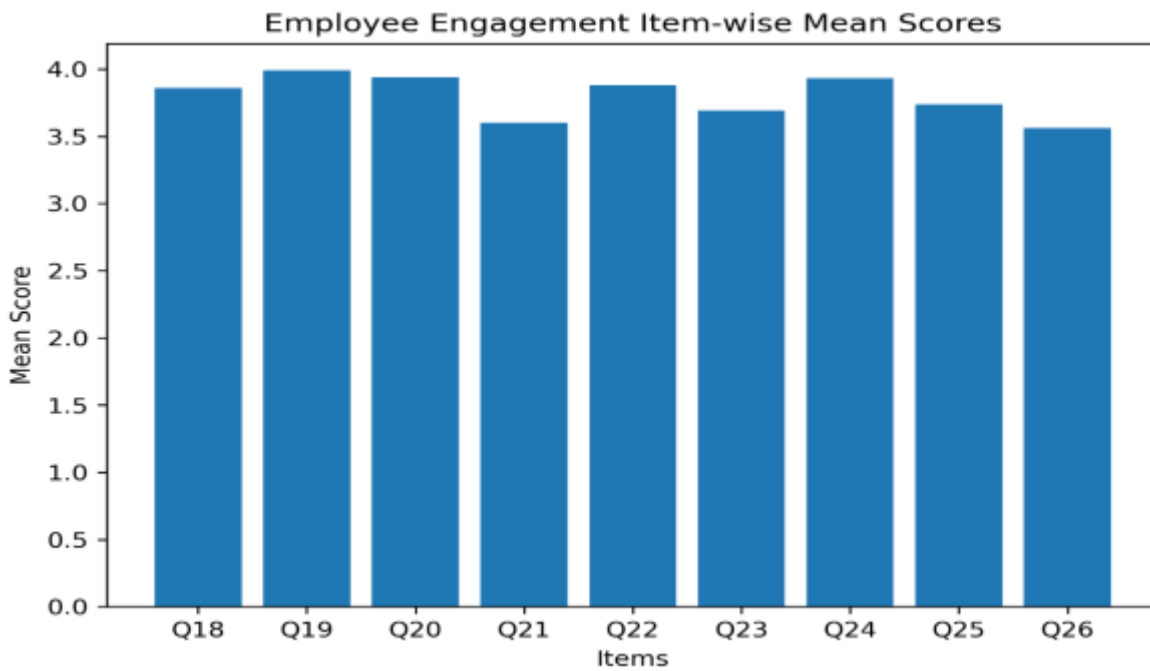


Figure 3: Item-wise Distribution of Employee Engagement Scores

Figure 4 shows the correlation matrix, confirming a strong positive relationship between mindfulness and employee engagement ($r = 0.750$)

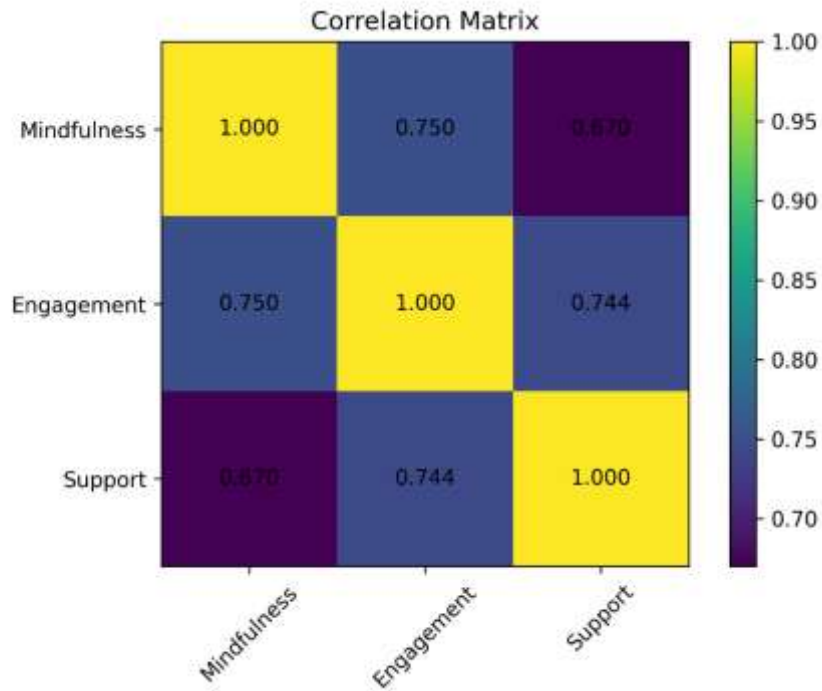


Figure 4: Correlation Matrix of Study Variables

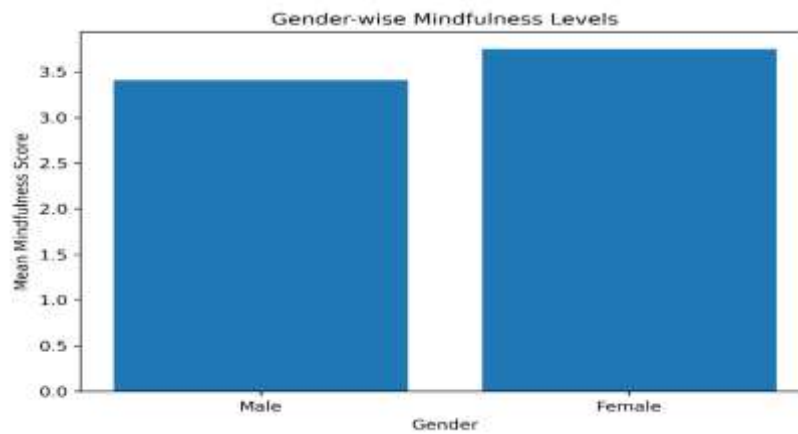


Figure 5: Gender-wise Comparison of Mindfulness Levels

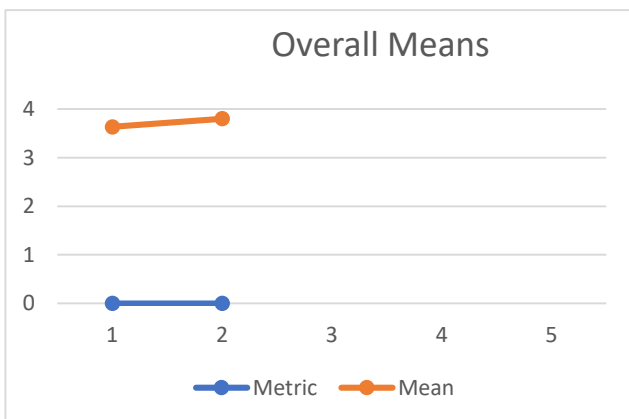


Figure 7: Overall Means

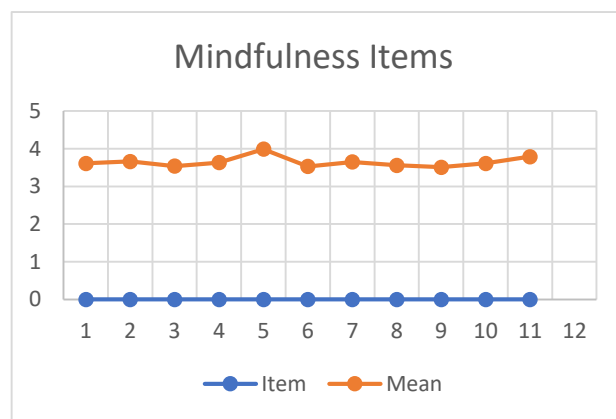


Figure 8: Mindfulness Items

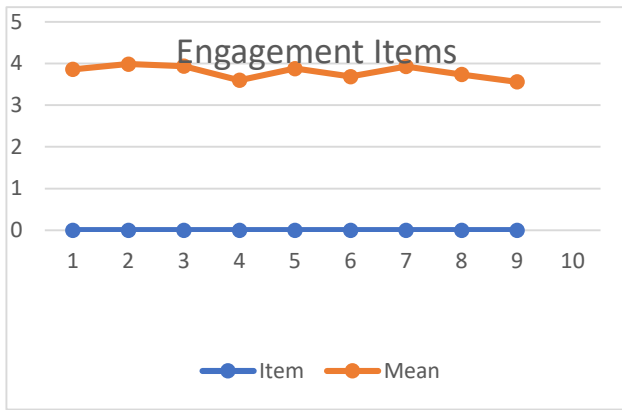


Figure 9: Engagement Items

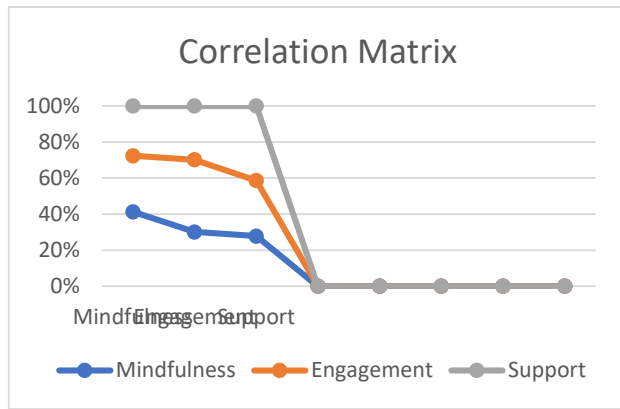


Figure 10: Correlation Matrix

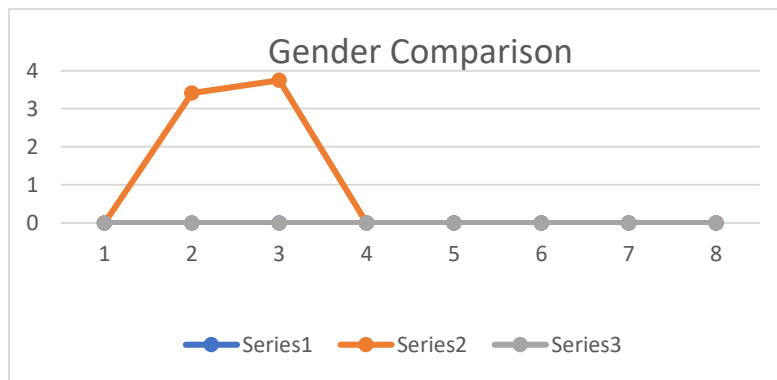


Figure 11: Gender Comparison

5. Discussion

The findings of this study strongly support the theoretical and empirical link between mindfulness and employee engagement. The positive relationship observed aligns with previous research, confirming that mindfulness enhances emotional regulation, reduces stress, and improves focus, all of which contribute to higher engagement levels. In healthcare settings, where employees frequently encounter stressful situations, mindfulness serves as a valuable resource for maintaining psychological balance and professional effectiveness.

The significant role of organizational support highlights the importance of institutional culture in fostering mindfulness and engagement. Healthcare organizations that promote supportive work environments, encourage reflective practices, and provide wellness programs are more likely to achieve higher levels of employee engagement. The observed gender differences suggest that mindfulness may be influenced by individual psychological and social factors, which should be considered when designing training programs.

The study confirms that mindfulness significantly enhances employee engagement in healthcare settings. Employees with higher mindfulness demonstrate:

- Better focus (cognitive engagement)
- Strong emotional connection to work
- Increased effort and participation (behavioural engagement)

Organizational support further strengthens this relationship, indicating that institutional culture plays a critical role.

Gender differences suggest that mindfulness training programs should be customized for better effectiveness.

6. Conclusion

This study concludes that mindfulness is a powerful determinant of employee engagement in the healthcare sector. The strong correlation and predictive relationship between the two variables indicate that mindfulness significantly enhances employees' cognitive, emotional, and behavioural involvement in their work. The findings emphasize that fostering mindfulness is not merely a wellness initiative but a strategic approach to improving organizational performance and employee satisfaction.

7. Recommendations

Based on the findings, it is recommended that healthcare organizations integrate mindfulness-based interventions into their human resource practices. Regular mindfulness training sessions, meditation programs, and stress management workshops can help employees develop better focus and emotional control. Organizations should also strengthen supervisory support and create opportunities for reflective practices within the workplace. By investing in mindfulness initiatives, healthcare institutions can enhance employee engagement, improve patient care quality, and achieve long-term organizational success.

For Organizations

- Implement structured mindfulness programs (meditation, breathing exercises)
- Conduct regular engagement assessments
- Promote mindful leadership practices
- Create reflective work environments

For Policy Makers

- Include mindfulness in employee wellness policies
- Allocate resources for mental health programs

8. Limitations and Future Research

The study is limited by its relatively small sample size and the use of convenience sampling, which may affect the generalizability of the findings. The cross-sectional nature of the study also restricts the ability to establish causal relationships. Future research should adopt longitudinal designs, include larger and more diverse samples, and explore additional variables such as burnout, emotional intelligence, and organizational culture to gain deeper insights into the mindfulness-engagement relationship.

Limitations

- Small sample size (108 respondents)
- Convenience sampling
- Cross-sectional design

Future Research

- Longitudinal studies
- Comparative studies across sectors
- Inclusion of variables like burnout, emotional intelligence

9. Contribution of the Study

This study contributes to the field of organizational behaviour by providing empirical evidence on the relationship between mindfulness and employee engagement in the Indian healthcare context. It offers practical insights for HR practitioners and policymakers, emphasizing the importance of mindfulness as a strategic tool for enhancing employee well-being and organizational performance.

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