

Moderating role of Transformational Leadership on workplace mindfulness and employee wellbeing

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Keywords

Employee wellbeing, Workplace mindfulness, Transformational Leadership

Abstract

In recent years, the importance of organizational justice and transformation leadership has increased manifolds in organizations. The relevance of these practices in organizations has drawn the interest among researchers to explore more in this domain. Keeping this in view, the current study has examined the impact of workplace mindfulness on employee wellbeing by analyzing the impact of organizational justice as a mediator between them. In addition to this, the present research also analyzed the role of transformational leadership as a moderator between the relationship of Workplace mindfulness and wellbeing. Software like AMOS and SPSS were used to analyze the data was collected from 383 faculty members associated with prestigious universities of India. This is evident from the results of the study that there is a significant relation between employee wellbeing and Workplace mindfulness. The results shows that organizational justice not only has a significant influence on employee wellbeing but also plays a vital role as a mediator between the relationship of Workplace mindfulness and its wellbeing. The study also confirms that this relationship is significantly moderated by transformational leadership. The relevance and uniqueness of these results will give future directions to the managers, employees, policy makers and employers to get a meaningful insight of the dimensions related to employee wellbeing, organizational justice, Workplace mindfulness and leadership.

Introduction

According to the Future Workplace 2021 HR Sentiment poll, 68% of senior HR leaders (including 40% of CHROs) prioritize employee well-being and mental health (Rudolph, 2021). It's no surprise that this is a top focus for HR directors, given that the corporate well-being industry in the United States is already valued at \$20.4 billion and is expected to increase to \$87.4 billion by 2026 (Forbes 2021). From 2019 to the present, it has been disheartening for human life in almost all domains, and it can be said for the personal or professional sphere. This devastating pandemic has left no space untouched. Human were busy in their success, competition, an accomplishment it has almost shaken the entire humankind not only in their personal life, but they are work-life too. Many life lessons have been derived from these troublesome years, one of which is mental well-being. It has also given researchers many areas of scope to stop and ponder the high competition, stress, rat race, and burnout will lead to success? This is where our study tries to intervene and make a pathway to analyse the situation disabled occurring at the workplace.

At least this time, the credit was with covid -19, where we researchers also got the space to understand the between the lines pressure, the chaos created, and a gate away to it with the concept of Workplace Mindfulness. Hanh, T. N. (2011) described mindfulness as a pearl of true wisdom that can transform an individual life with small attention towards your little happiness, which can only radiate once life but will transcend the life of others and society at large.

It is a measure that combines daily wisdom. The connections of mindfulness at workplaces come from understanding the complexities of the working sphere as the employees spend the maximum time at their respective workplaces and are exposed to stress 24 X 7. Here comes the magical concept of looking invert and finding the solutions to the complication that is mindfulness.

Various researchers have tried to study the concept in the different domains as with well-being (Page & Vella-Brodrick 2009) with stress (Bishop et. al., 2004) with work (Glomb et. al.,2011) with wellbeing (Rybak, 2013), with Organizational Justice (Reb, 2019), with leadership (Baron, 2018). And finally with workplace productivity (Kersemaekers, et. al.,2018).

Literature Review and Hypothesis

Employee Wellbeing and Workplace Mindfulness

Page & Vella-Brodrick (2009) shed light on the understanding that well-being has three major subsets: psychological well-being, subjective well-being, and workplace well-being, where workplace well-being is derivative of the mental, emotional, and physical well-being. A lot of the previous literature has talked about the importance of workplace wellbeing as a significant contributor to productivity (Hamar et. al., 2015). Adams, J. M. (2019) illustrated that employee wellbeing is now considered an agenda of national importance. The workplace environment can have both positive and negative implications on physical, mental, and social well-being.

However, it can't be achieved in isolation, and thus considerable previous literature has unveiled the association between employee wellbeing and workplace mindfulness (Walsh & Arnold 2020). The author advocated not only about the bright, however dark associations among the variables. Slutsky, et. al., (2019) and Mellor et. al., (2016) discussed the significance of mindfulness training in enhancing the wellbeing of employees at workplace in two different research context. A highlight on workplace interventions with online and offline work has also been shown (Aikens, et. al., 2014). Thus, it postulates us to frame our first hypothesis as

H1: There is a significant association between employee wellbeing and workplace mindfulness.

Transformational Leadership as Moderation in the relationship between Workplace Mindfulness and Employee Wellbeing

The research tries to invade the possibility of understanding the moderating role of transformation leadership in reactions to workplace mindfulness and employee wellbeing; (Qian, S., Yuan, Q., Lim, V. K., Niu, W., & Liu, Z., 2020). However, it is evident that there is a potent intervention of these variables and is heavily disposing of each other in behavioral context. Kroon, B., van Woerkom, M., & Menting, C. (2017) has identified the substitute of transformation leadership in an organizational context.

Not all employees are advantageous to have these leaders for them, and it is mindfulness. Pinck, A. S., & Sonnentag, S. (2018) also, in his contribution, emphasize the leader mindfulness transcending into the positive and negative well-being of employee and transformation leadership acting as a tool to it. Xu, X., Jiang, L., Hong, P. Y., & Roche, M. (2021). Discussed upon the cognitive appraisal theory with support the role of transformational leadership and mindfulness of leader in balancing the determinant of the workplace as job stress, job satisfaction, psychological wellbeing. These studies, as mentioned earlier, supported us in the formation of our fourth hypothesis as

H2: Transformational leadership positively moderation the relationship between workplace mindfulness and employee wellbeing

Methodology

Participants

The population studies for this research were a faculty fraternity of five reputed Indian universities with comprehensive coverage of all North, South, East-West, and Central geographical regions of the country. The study is conducted with reference to measuring the role and impact of mindfulness and wellbeing in higher education institutions. Faculty fraternity as the high intellectual capital thus becomes an intelligent target to analyze the impact and effectiveness of these psychological and behavioral concepts. Research has used a convenient sampling technique to the study as its Cost-effective and opportune, and competent. (Jager et al., 2017) The study was investigated in the monsoon term that is July, August, and September.

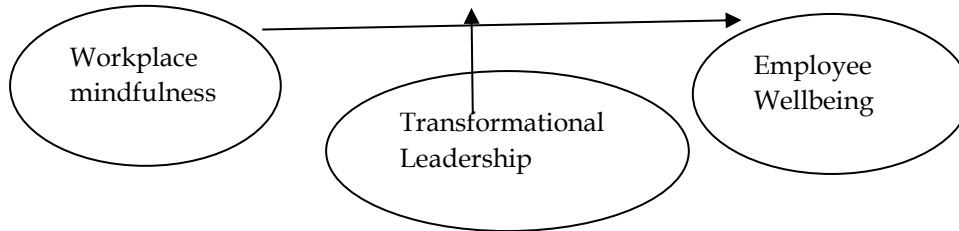
Further to add the research exploration was done with the distribution of the questionnaire to 510 faculties across the target sample. The spread of the faculties is wide from engineering, Management, Food-Technology, Biotechnology, Pharmacy, Fashion, Vocational education. The data received was not unusable. After eliminating incomplete and inaccurate data, a sample of 383 respondents was considerable and, therefore, utilized for further investigation.

Hence, the response rate was 39.9% which is considered positive. The dispersion of the demographic variables of the research comprises age, gender, department, educational background. The sample consists of different age groups as a bracket of 24 years to 60 plus with description as 24 % respondent belong the

age bracket 24-34 yr, 36 % belongs to the age bracket of 35-45, 28 % in the frame of 45-55 and 12 % were above 55 -60 above. Out of 383 respondents, 39% are female, and 61 % are male.

Analysis and Findings

Data was examined for the model hypothesized by the researcher using the support of the existing literature is afore mentioned. The model formulated examines the associations among our variable Employee Wellbeing (EW), Workplace mindfulness (EM) and Transformational Leadership (TL).



Source: Researcher's Own

Workplace mindfulness

It is measured using 7 statements given by Brown, K. W., & Ryan, R. M. (2003) holding a Cronbach value of 0.917; CR=0.969and AVE=0.689. All measures are found suitable for the purpose of this study. Mean, standard deviation, factor loadings and standardised regression weight of all the statements used for the purpose of this study is also being mentioned in the table No.2.

Table (1) Reliability of measurement scale along with CR, AVE (N=583)

Construct/Variable	Measurement Items	Mean	Std. Dev.	Factor Loading	SRW	Alpha	CR	AVE
Workplace mindfulness	WM1	4.23	.776	.768	0.854	.917	0.969	0.689
	WM2	4.39	.822	.814	0.862			
	WM3	4.25	.765	.801	0.876			
	WM4	4.42	.844	.844	0.887			
	WM5	4.38	.839	.832	0.831			
	WM6	4.36	.823	.817	0.769			
	WM7	4.34	.800	.798	0.753			
Transformational Leadership	TL1	4.53	.695	.749	0.841	.884	0.954	0.747
	TL2	4.55	.656	.744	0.933			
	TL3	4.54	.680	.717	0.811			
	TL4	4.28	.619	.706	0.825			
	TL5	4.30	.634	.675	0.808			
	TL6	4.34	.653	.670	0.816			
	TL7	4.39	.625	.642	0.872			
Employee Wellbeing	EW1	4.25	.609	.753	0.865	.870	0.971	0.720
	EW2	4.29	.608	.719	0.892			
	EW3	4.57	.639	.686	0.715			
	EW4	4.57	.662	.670	0.871			
	EW5	4.56	.648	.643	0.847			
	EW6	4.24	.521	.556	0.993			
	EW7	4.33	.577	.577	0.867			

Source: Research Output

Transformational Leadership

It is measured using 7statements given by by Carless, S. A., Wearing, A. J., & Mann, L. (2000)holding a Cronbach value of 0.884; CR=0.954and AVE=0.747. All measures are found suitable for the purpose of this study. Mean, standard deviation, factor loadings and standardised regression weight of all the statements used for the purpose of this study is also being mentioned in the table No.2.

Employee Wellbeing

It is measured using 7 statements given by; (Keyes, 2002, 2007, 2009) holding a Cronbach value of 0.870; CR=0.971 and AVE=0.720. All measures are found suitable for the purpose of this study. Mean, standard deviation, factor loadings and standardised regression weight of all the statements used for the purpose of this study is also being mentioned in the table No.2.

Table (2) Correlation

	Mean	Std. Dev.	EW		TL	WM
EW	4.18	0.34	1			
TL	3.87	0.40	0.069		1	
WM	1.52	0.22	0.063		0.390**	1

Source: Research Output

Here the above table depicts values of correlation of various variables. The value of coefficient of correlation i.e. r is also presented in the table. The results confirm the relationship between transformational leadership (TL) (0.795**), organisational justice (OJ) and employee wellbeing (EW) (0.106**), Workplace mindfulness (EM) and transformational leadership (TL) (0.390**), and organisational justice (OJ) and Workplace mindfulness (WM) (0.451**).

Table (3) Discriminant Validity

	CR	AVE	MSV	ASV	TL	EM	EW
TL	0.954	0.747	0.004	0.002	0.864		
EM	0.969	0.689	0.169	0.058	0.056	0.830	
EW	0.971	0.720	0.009	0.005	0.060	0.056	0.849

Source: Research Output

To confirm discriminant validity, the square root of Average Variance Explained for each variable was compared with the corresponding values of correlation. This can be observed from the above table that the square root of the AVE is more than its corresponding correlation values with other constructs (Fornell and Larcker, 1981). This validates the discriminant validity for all the variables.

Table (4) Model Fit Indices

CMIN/df	2.682
CFI	0.886
GFI	0.847
TLI	0.879
IFI	0.887
RMSEA	0.050
PCLOSE	0.463

Source: Research Output

The CFA method primarily conclude that how specific factor in the model represent the data. That can be examined with the help of model fit indices. if parameters of model fits are found to be good the model get validated. Goodness of fit of the structural model can be confirmed as all the values are within the prescribed threshold. Therefore, the model is said to be fit with CMIN/DF = 2.682 (As high as 5.0, Kline, (1998), GFI = 0.847 (>0.80, Hooper, Coughlan, & Mullen, (2008) CFI=0.886 (>0.90, Hu and Bentler, (1999), TLI = 0.879 (>0.90, Hooper et al., (2008) RMSEA = 0.050 (<0.07, MacCallum, Brown, & Sugawara, (1996) and between 0.08 to .10, Mac Callum et al., (1996), IFI=0.887. The proposed structured model of the study confirms significant relationship between all the variables(p-value of all the relationships is less than 0.05)

Table (5) Regression Analysis

Dependent and independent variable	B	se	t	sig	Hypothesis
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WM-EW (R ² =0.632)	1.008	0.032	31.837	.000	Supported
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First, it is apparent from the table given above that Workplace mindfulness (WM) has substantial impact on employee wellbeing (EW). Where B (1.008), se (0.032), t (31.837) and p<0.05. Hence the hypothesis (H1) is supported

Moderation EM-TL-EW

Model Summary

R	R-sq	MSE	F	df1	df2	p
0.4018	0.1615	0.1359	37.6804	3.0000	582.0000	.0000

Source: authors' analysis.

Note: MSE: Mean Squared Error.

Model

coeff	se	t	p	LLCI	ULCI	
Int_1 (TL)	0.3074	0.1367	2.2478	.0250	0.0388	.5759

Product terms key:

Int_1 : EM x TL

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
Int_1	0.0072	5.0525	1.0000	582.0000	0.0250

Source: Extant literature and authors' analysis.

Notes: LLCI: Lower Limit for Confidence Interval; ULCI: Upper Limit for Confidence Interval.

The results show significant association among Workplace mindfulness and employee wellbeing and the connection of the moderator (transactional leadership) with the outcome construct employee wellbeing (EW) is also significant = 0.3074, t (582) = 2.24, p < 0.05.

The change in variation is as follows, ΔR²= 0.007, ΔF (1, 582) = 5.05, p < 0.05. Thus, the transactional leadership as a moderator variable has a noteworthy effect between the relationship of Workplace mindfulness (WM) and employee wellbeing (EW). Similar results can be observed from the interaction plots given in figure drawn below, both the lines, representing transactional leadership (TL) are criss-crossing one another, thus confirming moderation.



Figure 2. Interaction Plot between Workplace mindfulness and transactional leadership

Source: Researcher's own

Discussion and Implications

With the amalgamation of all the research finding we come to a pause, a rethink, reversal approach for the organization. Where we had started, we are we standing and where are we heading. This paused

derived out of this pandemic has also turned on a blessing in the disguised which has made us ponder the most important thing in an organization is employee wellbeing, employees are the pillars on which the entire organization stands and anything in a compromising state to it, will not support the model in long run.

Our research also tries to enlighten us that this can't be done in isolation the workplace mindfulness has a strong relation to study and enact in this regard (Schutte and Malouff, 2011). Workplace mindfulness encourages living in the moment, not being judgemental about surroundings or situation.

It's being tilting without being cautious about our own left. Which is the need of the hour. Why? How? Such questions often emerge. Here comes the study to invade these managerial questions. Indulging in 50% of our time at our workplace, engulfed with 24*7 stressful and conflict-filled environment, it is the leader's role to have a closed insight into the situation and bridge a solution to it. Workplace mindfulness can bring a lot of cohesion among the teams, if organizations embrace mindfulness the term "me" can be evaporated and "We" can take its place (Lomas et al., 2017). More compassion would be found in the organization leading to a more safe and secure environment. Focus of discussion can be root cause rather than the arbitrary upper layer of the issue as behaviours and interpersonal issues.

Look this way all threads of the logic connect our beads of the study too. Companies as Apple, Facebook, LinkedIn are also not untouched with this enlightening concept, they have been using them in their organization for a while. Organizations have started incorporating workplace mindfulness training for various advantages as being empathetic, enhanced communication skills, meeting customer needs, creativity, more focused groups, inside understanding and lists can go on.

However, they can't be studied in separation not training or concept comes to its peak unless the leader supports it. Similarly, transformation leadership has been recognized as a strong component in the study as a moderator in the relation between WM and EW. A leader, who shows the wisdom path to its followers is necessarily the bridge of best from its followers. Giving them a visionary path, simulating the role play to desired can only be in the hands of these transformation leaders (Arnold, 2017, Eisenbeiss & van Knippenberg, 2015, Carleton et al., 2018).

Research has also enlightened us on one more important beat to this relation that is organizational justice (Jackson, N., 2019; Karam et al., 2019). Organizations have to deeply understand the role of interpersonal and distributive justice in this regard. Neither the mindfulness nor the employee wellbeing can be attained if the manager is not reflecting, fairness, justice and legality in their behaviour, conduct and work. Thus, research strongly supports the managers' understandings towards the entire set of these significant important variables as WM, TL and OJ to boost and support employee wellbeing in their organization (Saks, 2006, Ambrose, 2002).

Limitation & Scope for Future Research

The study also processes certain limitations which need to be addressed here. First, it may be a possibility of common method bias as self-report data was used for the study. To account for this possibility, we separated predictor and criterion measures in time, randomized question order, employed well-validated scales, and ensured anonymity to participants, as advised (Podsakoff et al., 2012). Furthermore, self-report data was relevant because employees are the best source for evaluating all of the constructs of interest. Second, the study used an MTurk sample, which could have an impact on generalizability and data quality (Berinsky et al., 2012).

However, by following key recommendations in the literature, such as attention checks, screening participants, and fair paying, we were able to alleviate these problems (Keith et al., 2017). To establish generalizability, our findings should be replicated with groups representing a broader range of educational levels. In future research may take some other type of leadership to test the robustness of the model as for a leadership style is concern.

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