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Moderating Effect of Marital Status among Mindfulness, Procrastination and Job Performance of Employees

^a Malik Mureed Hussain, ^b Zafar Ahmad

^a Multan Postgraduate College, Multan, Pakistan

Email: mpgclion@yahoo.com

^b National University of Modern Languages, Islamabad, Pakistan

Email: zafarahmad@gmail.com

ARTICLE DETAILS	ABSTRACT
History: Accepted 13 March 2021 Available Online March 2021	<i>Self-determination theory and job resource demand model is widely applied framework to understand mindfulness, procrastination and job performance of employees in organizational settings. The endeavor of the current research is to understand the moderating role of marital status among mindfulness, procrastination and job performance. Performance is behavior and is closely related to productivity in an organization. Although, job performance have several determinants where cognitive or mental ability is one of the determinants of job performance (Schmitt & Hunter, 2004). Purposive sampling technique was applied based on cross sectional approach. Mindfulness attention awareness scale (MAAS; Brown & Ryan, 2003) Tuckman's procrastination scale (TPS; Tuckman, 1991) and job performance scale (JPS; Wright, Kacmar, McMahan & Deleeuw, 1995) were used on the sample of 400 employees working in telecom organizations. The correlation as well as moderation analysis were carried out to investigate the study data. Findings demonstrate the relationship of mindfulness, procrastination and job performance whereas marital status is performing moderating role among study variables. The results support the self-determination theory and job resource demand model.</i>
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Corresponding author's email address: zafarahmad@gmail.com

1. Introduction

Organizations face significant loss due to distraction effecting job performances of employees. This poses a question to explore the role of procrastination and how is it counter-dealt by mindfulness. Mindfulness helps to perform routine task more attentively in efficient and effective manner, regarded as consciously paying attention which indicate attentiveness of mind (Bodhi, 2000) had constructive effect on the job performance in organization. Prior studies demonstrate the characteristics of mindfulness and mental health are linked with each other (Brown & Ryan, 2003; Cheung & Ng, 2018), achievement oriented self-regulation (Howell & Buro, 2010), self-consciousness (Evans, Baer, &

Segerstrom, 2009), and procrastination (Flett et al., 2016).

Mindfulness improve executive functioning (Gallant 2016) job performance (Dane & Bogels, 2014) increase number of contact hours at work (De Brium, Formsina, Frijsten & Bogels, 2017) overcome stress at work, improve job satisfaction and performance (Shonim, Van Gordon, Dunn, Singh & Griffiths, 2014) decreased stress, anxiety, depression, fatigue and negative effect (Gregoire & Lachana; 2015). It reduces stress, fatigue and psychological distress (Huang, Li, Huang & Tang 2015) and help to improve community functioning and life excellence (Bartlett, Lovell, Otahal, & Sanderson, 2017).

Procrastination prevails a contradiction ground in previous research. long-term procrastination is enveloping above 20% (Ferrari, O'Callaghan, & Newbegin, 2005), creates depression, anxiety, stress, job performance and lower life satisfaction (Beheshtifar, Hoseinifar, & Moghadam, 2011; Vaculík, Vytásková, Procházka, & Zalis, 2016; Chun Chu & Choi, 2005; Flett, Haghbin, & Pychyl, 2016; Gagnon, Dionne, & Pychyl, 2016; Richardson, Abraham, & Bond, 2012), everyone defers to higher degree, particularly in organizations (Schouwenburg, Lay, Pychyl, & Ferrari, 2004; Nguyen, Steel, & Ferrari, 2013). It is categorized as a lack of self-control as well as self-regulation, and a predisposition to deliberately postpone indisputable everyday jobs (Gagnon et al., 2016; İskender, 2011; Sirois & Tosti, 2012; Van Eerde, 2000). Procrastinators usually choose instant mood proclamation and avoid goals in support of more pleasurable tasks (Van Eerde, 2000).

Job performance is valued added behaviors acknowledged by organizations which create accomplishment of significant organizational goals (Campbell, 1991). It is an anticipated weightage of employees behavior performed during certain time frame (Motowidlo, Borman & Schmidt, 1997). Job Performance behavior assessed indirectly (e.g; decision making), measured autonomously by consequences. According to Rotundo & Sackett (2002) job performance is contextualized in terms of how an employee is performing on tasks, overall scenarios and counterproductive behaviors.

Objectives

- To investigate the association between mindfulness, procrastination and job performance among male and female employees.
- To study the moderating role of marital status in relation between mindfulness, procrastination and job performance.

Hypotheses

- There is a positive relationship between Mindfulness and job performance among study participants.
- The marital status impairs the relationship between mindfulness, procrastination and job performance.

2. Theoretical Perspective

Self-determination theory (Ryan & Deci 1985) explains that humans are vigorous and dynamic creature while growth, challenges and seeking new experiences with sense of self. The theory focuses on social and cultural factors facilitation or challenge individuals' sense of imitation to their well-being and quality of performance. Individuals' autonomy, competence and relatedness are discussed for motivation and engagement of activities like performance, persistence and creativity.

Self-determination theory includes basic phenomenon that is eudemonic living and consider as basis for vigorous and effective self-regulation as mindfulness is strongly related to self-

regulation. It is established in this theory that an open awareness regards for consciousness of present moment (Brown & Ryan, 2003).

The Job Demands-Resources (JD-R) model emphasized on employee issues related to burnout, engagement and subsequently organizational performance (Bakker & Demerouti, 2007; Demerouti et al., 2001). The model highlighted the supposition that companies and organizations have their own issues and factors of well-being categorized as job demands and resources. Job demands factors include heavy workload, stressful working environment, role ambiguity and poor relationships. Job resources factors include physical, societal or structural factors that assist in goal achievement and stress reduction. These factors also comprised of autonomy, work relationships, chances for progress, and training, mentoring and learning opportunities.

The model gave a comprehensive approach applicable for different occupations. Research gave indication for presence of two concurrent methods. High job demands consumed energies which lead exhaustion and impair mental and physical health. Apart from this, job resources are the motivational processes which foster employee involvement and performance at workplace. Numerous researched have found that job resources act like shield to control influences of job demands on stress-reactions. Research findings also suggested that job resources have potential to motivate specially with high job demand scenarios and help to enhance performance of employees at work. It is very obvious that when employee have resources (colleagues' support or having ability to one's own work) they tried to work beyond routine and focuses on goals and targets to accomplish (Wrzesniewski & Dutton, 2001) on the other hand when employees having less resources at job additional performance related with their role suffer badly.

3. Literature Review

According to Morrison and Jha (2011), human mind depend on a set of cognitive processes (i.e. attention & working memory) to guide moment-to-moment experience. Interest in cognitive training reveals that the cognitive processes are capacity limitations and are reduced in stress or negative affect. Mindfulness is mental attention to the existing moment without emotional reactions or conceptual engagement.

Klatt, Wise and Fish (2012) endorsed that Mindfulness at the workplace are becoming increasingly popular and may be provided by occupational stakeholders in an attempt to sustain a healthy workforce. Similarly, mindfulness training positively effects working memory to process information with multifaceted visual stimuli in an experiment in which participants were tested before and after participation and found that mindfulness training increases their performance (Vugt & Jha, 2011).

Mindfulness among employees overcome psychological distresses which results in employee satisfaction and internal clientele significantly increased over the period of time (Grégoire & Lachance, 2015). Howell and Buro (2010) explored that mindfulness was mediated by greater self-regulation over achievement. Mindfulness and effective self-regulation improve the well-being. Dane and Brummel (2014) stated positive association in mindfulness and job performance whereas inverse relationship in mindfulness and turnover intention at workplace.

Klingsieck's (2013) study evaluated that procrastination discrepancy in different life domains like education, job, routine activities and responsibilities, health, leisure, family matters, partnership and social relations. Deterioration in efficiency and performance was found nearly in all

domains. Herweg and Muller (2011) examined that issues of self-control may minimize performance and well-being, effectively curtails the chances of procrastination, efficient workload structures which leads to improved job performance.

However, the constrained investigation led on this range reliably demonstrates that married employees are happier in jobs or works than single colleagues (Feldman, 1988). The cause might be that marriage stipulates expanded duties that may enable through solid employment, more profitable job. Positive relationship between marital status and quality of life whereas gender effect this relationship (Kyu-Tae Han, Eun-Cheol Park, Jae-Hyun Kim, Sun Jung Kim & Sohee Park; 2014). Previous researches found the effect of marital status on job satisfaction few researches indicates that job satisfaction of married employees are higher than their unmarried colleagues (Austrom et. al. 1988; Federico et. al. 1976; Garrison and Muchinsky 1977; Watson 1981). The possible explanation could be that marriage and responsibility are linked with each other whereas job satisfaction is needing stable job. It has also been found that married respondents reported higher procrastination (independent of number of children) than employees currently married or single (Jesse Harriott, Joseph R. Ferrari; 1996). Single employee perform better than married employees as their commitment towards their family and other circumstances are considerably less when compared to the married employees (Lekha Padmanabhan¹ & Dr. R. Magesh; 2016)

Employees are valuable asset and important resource for an organization. Employees' development and efficiency issues can't be neglected. The spiritual side which focuses on mindfulness of an individual is an important factor (Osvat, 2013; Penman, & Williams, 2011; Schaufenbuel, 2014). Procrastination of employees is another notable issue which is decreasing employee as well as organizational performance (Hammer & Ferrari, 2002; Klatt, Wise & Fish, 2012; Klingsieck, 2013; Morrison & Jha, 2011; Vugt, & Jha, 2011).

In Pakistan most of research work on mindfulness, procrastination and performance is being done on the discipline of academia and education focusing on academic procrastination and academic performance of students at college or university level (Hussain & Sultan; 2010, Khan, Arif, Noor & Muneer; 2014, Saleem, Bashir, Amin & Noor; 2016, Zahra & Riaz; 2017, Afzal & Jami; 2018, Zubair, Kamal, Artemeva; 2018), while organizational context needs attention. After reviewing literature, a major gap with reference to mindfulness, procrastination and performance is identified this needs to be address in organizational setup.

The present research was meant to explore mindfulness, procrastination and job performance among employees in organizations related to the telecom employees whereas marital status of an employee has vital role as well. It was focused that mindfulness has positive association with job performance and negative association with procrastination, similarly procrastination has negative relation with job performance as well with the thought that once an employee or individual have more mindfulness and less procrastinating tendencies then it is more likely that he/she might be able to perform the maximum and produce the higher and expected results for the organization.

4. Methodology

The sample comprised of 400 employees (Male = 305 and Female = 95, Permanent= 213 and Contractual=187, Public=71 and Private= 328, Single = 243 and Married= 154) from different organizations of Telecom Sector. For the purpose of data collection the employees initially contacted were 475 but depending upon the rate of return and thoroughly filled, 400 questionnaires were

sorted out as sample. Response rate of participants out of 100 was 81.33% employees and on the total 75 questionnaires were not returned. The employees who participated in the research were from information technology, engineering, accounts/finance and HR/administration department of the telecom organizations. The data were collected through purposive convenient sampling technique with participants consent.

5. Results

Table 1: Descriptive statistics of Participants (N=400)

Variables	Categories	f	%
Gender	Male	305	76.3
	Female	95	23.8
Family System	Joint	232	58.0
	Nuclear	168	42.0
Part Time Job Status	Yes	23	5.8
	No	376	94.0
Nature of Job	Permanent	213	53.3
	Contractual	187	46.8
Working Sector	Public	71	17.8
	Private	328	82.0
Marital Status	Single	243	60.8
	Married	154	38.5

Table 2: Pearson Product Moment Correlation between Mindfulness, Procrastination, Job Performance in employee (N=400)

Variable	M	SD	α	1	2	3	4	5	6	7
TPS	37.01	8.36	0.82	-	-0.16	-0.07	-0.19	-0.26	0.03	0.18
JP	55.89	7.9	0.77	-	-	0.84	0.83	0.35	-0.03	-0.04
JPE	28.53	4.88	0.7	-	-	-	0.39	0.35	-0.06	0.01
JPS	27.36	4.68	0.71	-	-	-	-	0.22	0.01	-0.08
MASS	58.98	12.92	0.87	-	-	-	-	-	0.06	-0.14
Gender	-	-	-	-	-	-	-	-	-	0.01

**p < .01

Note. MAAS = Mindfulness Attention Awareness Scale, TPS = Tuckman Procrastination Scale, JP = Job Performance, JP-E = Job Performance Employee, JP-S = Job Performance Supervisor

Table 2 exhibits positive correlation of mindfulness with job performance and negative with procrastination in employees. The reliability analysis revealed that alpha coefficient for mindfulness is .87procrastination is .82 and job performance is .77 which indicates alpha coefficient has satisfactory values for all variables.

Figure 1: Marital Status as a moderator between mindfulness and job performance **Table 3: Moderation impact of the Marital Status between Mindfulness and job performance among employees (N = 400)**

	R ²	R ²	R ² Change/ Δ R	F	Job Performance		t	p
					Coefficient	SE		
Model Summary	.5789	.3352		74.9461				.0000
Constant					43.1681	4.5387	9.511	.0000
Marital Status					-8.5951	3.2519	-2.6431	.0085
MASS					.275	.0905	3.0399	.0025
Interaction					.1279	.0637	1.9972	.0464
MASS*Marital Status			.0059	3.9888				.0464

Note. MAAS = Mindfulness Attention Awareness Scale

Findings revealed that moderation with marital status have been achieved significance of $p < .05$ significance, which means marital status in interaction with mindfulness, has their own different and significant impact on job performance. In t-test analysis it was found that Married individuals have more mindfulness but no difference was found on overall job performance. Here interaction of predictor and moderator is suggesting its significant impact on outcome that should be clear by computing t-slopes and mod-graph figure.

Figure 2:

In above mod graph, single employees tend to have more mindfulness attention awareness and more job performance as compared to married employees, who have less mindfulness attention awareness and with overall less job performance.

Figure 2: Marital Status as a moderator between procrastination and job performance

Table 4: Moderation impact of the Marital Status between procrastination and job performance among employees (N = 400)

	R ²	R ²	R ² Change/ Δ R	F	Job Performance		t	p
					Coefficient	SE		
Model Summary	.0814	.0066		.9907				.3969
Constant					52.2728	5.8062	9.003	.0000
Marital Status					2.033	4.1725	.4873	.6263
TPS					.0771	.1519	.5072	.6123
Interaction					-.0869	.1095	-.7942	.4275
TPS*Marital Status			.0014	.6308				.6308

Note. TPS = Tuckman Procrastination Scale

Findings revealed that moderation with marital status have been achieved with no

significance at all.

6. Discussion

The Job Demands-Resources (JD-R) model emphasized on employee issues related to burnout, engagement and subsequently organizational performance (Bakker & Demerouti, 2007; Demerouti et al., 2001). The model highlighted the supposition that companies and organizations have their own issues and factors of well-being categorized as job demands and resources. Job demands factors include time pressures, a heavy workload, a stressful working environment, role ambiguity, emotional labor, and poor relationships. A Job resources factor includes physical, societal, or structural factors that assist in goal achievement and stress reduction. These factors also comprised of autonomy, work relationships, chances for progress, and training, mentoring and learning opportunities.

The model gave a comprehensive approach applicable for different occupations. Research gave indication for presence of two concurrent methods. High job demands consumed energies which lead exhaustion and impair mental and physical health. Apart from this, job resources are the motivational processes which foster employee involvement and performance at workplace. Numerous researched have found that job resources act like shield to control influences of job demands on stress-reactions. Research findings also suggested that job resources have potential to motivate specially with high job demand scenarios and help to enhance performance of employees at work. It is very obvious that when employee have resources (colleagues' support or having ability to one's own work) they tried to work beyond routine and focuses on goals and targets to accomplish (Wrzesniewski & Dutton, 2001) on the other hand when employees having less resources at job additional performance related with their role suffer badly.

Result were found significant for marital status and relationship between mindfulness and job performance ($\Delta R^2 = .005$, $B = .127$, $p = .04$). Mod graph suggests that single (un married) employees tend to exhibit higher level of mindfulness attention awareness and enhanced job performance as compared to the married employees, who exhibit low level mindfulness attention awareness and overall a lower level of job performance. With regards to role of marital status and relationship between procrastination and job performance ($p = .42$) results appeared non-significant. It would be helpful to view these findings are congruent with past research; it has found that trait mindfulness is related to work-family conflict (Allen & Kibruz, 2011). Majority of work-family conflicts and their mitigation measures are taken by organizations for their employees. Bearing in sight that mindfulness is learnable trait, thus organizations are utilizing mindfulness-based stress reduction techniques to develop resilience and coping skills among employees justifying the frugality and utility of mindfulness (Bishop et al., 2004; Kostanski & Hassed, 2008).

7. Conclusion

These findings inhibit procrastination effects job performance of employees. Therefore, job performance could be stimulated by individual mindfulness and procrastination could decrease job performance of employees. Additionally, it recommends that the mindfulness could also enhance job performance among employees. Marital status is strong moderator among mindfulness, procrastination and job performance of employees. Results showing that single and married are performing differently. There is strong need to explore further about married employees, either their family system, number of children, marital relationship or other organizational factors which are affecting job performance and mindfulness of such employees.

The study suggests the dire need to work on serious interventions and training programs as evidenced by researches showing that mindfulness appears to provide wide range of outcomes, ranging from reduced stress, increased focus, greater resilience, improved relationships, enhanced empathy for others, an ability to access better decision making, innovative thinking, and better health, among others. Work features like these have been instigated by professional organization who are facing performance detrimental challenges in present day work-environment (Good et al., 2016; Glomb, Duffy, Bono, & Yang, 2011). It is hoped that this work will add to the underserved literature that seeks to provide insight into the perceptions and expectations of the facilitators of organizations as well as provide insight into the barriers that surface, and the conditions that sustenance the successful execution of mindfulness programs in organizations.

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