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**Does Peace of Mind Matters? Nexus between Mindfulness and Negative Behaviors**

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**Abstract:**

Mindfulness is a key component of employees' consciousness and hence its absence can bring counter productive work behaviour. This research examines workplace mindfulness and counterproductive work behaviours. Workplace mindfulness and turnover intentions were also examined. Data for the present study was collected from 121 engineering companies in Pakistan with approximately 2600 employees. To collect the data, 187 questionnaires were distributed via emails and personal visits. The data analysis was conducted through SPSS and smart-PLS. This research found that workplace mindfulness negatively impacted counterproductive work behaviours. Workplace mindfulness also negatively correlated with turnover intentions. This study differs from the existing study since this model, "workplace mindfulness -> counterproductive work behaviour -> turnover intentions", was developed and tested for the first time. The study model was developed based on self-determination theory, representing the aspects of psychological concerns behind people's choices in the absence of external influences.

**Keywords:** Workplace mindfulness, counterproductive work behaviour, turnover intentions, employees' consciousness, self-determination theory, psychological concerns, people's choices

**INTRODUCTION**

Cutthroat competition among businesses seriously damages employees' health and well-being, causing stress, emotional exhaustion, and burnout, ultimately resulting in poor performance (Yu et.

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al., 2021). Consequently, employees might engage in negative behaviours such as incivility, cynicism, and counter-productive work behaviours. Khan and Abbas (2022) argue that workplace mindfulness promotes creativity and innovation. In their research, conscious employees were more likely to produce unique, beneficial and practical ideas and apply them. (Tajdar, et al. (2023) found that workplace mindfulness training programs assist people manage job stress, perform better at work and home, and avoid negative behaviours. Mindfulness is the improved attention and awareness of current experience or present reality, resulting in bias-free perspectives of external and internal occurrences (Oyler et. al., 2022).

Both managers and workers benefit from practicing mindfulness at work (Gupta & Reina, 2023). Managers need mental stability to make choices quickly and effectively. Calmness of mind and emotional well-being may be improved by practicing mindfulness (Polhemus et. al., 2022). Work circumstances with high levels of interactivity between employees, such as hotels and restaurants (Sirirat & Dowpiset, 2023) and high levels of specialized and technical work in the software industry, telecommunication sector, and manufacturing in general (Azizi & Kralik, 2020); perfect and error-free functioning of services such as call centres, hospitals, and air traffic control (Azizi & Kralik, 2020); and firefighting (Azizi & Kralik, 2020). Research on the effects of practicing mindfulness at work has expanded as scholars have grown to appreciate the significance of mindfulness and paying attention to what's happening right now without passing judgement.

Mindfulness and mindfulness-based practices in the workplace have been found to promote resilience to job-related stress and boost employees' emotional and physical health (Fisher et. al., 2019). Mindfulness in the workplace additionally assists in the management of self-regulation when confronted with the effects of workplace injustice and adverse circumstances (Reb et al., 2020); the demonstration of organizational citizenship behaviours through the regulation of emotions, thoughts, and actions; the enhancement of interpersonal relationships; and the reduction of deviant behaviours as a result of better behavioural regulation (Ahsan & Aman-Ullah, 2023; Wan et. al., 2020).

Researchers continue to dispute over the conceptualization of mindfulness despite multiple empirical studies in recent years on the consequences of workplace mindfulness (Jamieson & Tuckey, 2017; Lin et. al., 2022). In contrast to ideas like peacefulness, meditation, and self-awareness, workplace mindfulness has its own unique phenomenon (Aman-Ullah et., al. 2023). Mindfulness in the workplace, is a way of thinking that encourages people to focus on the here-and-now rather than dwelling on the past or future (Huang & Skarlicki, 2022).

Mindfulness in the workplace is ingrained in the way a person thinks and feels about themselves and how they deal with stress (Rizwan et al., 2022). Consider two such situations in which a person must come up with a suggestion for improving an existing product design. If the person's last concept was a failure and they had a negative experience with it, they may be reluctant to produce another one (Bishop et. al., 2004). In the latter case, they would put the negative event out of their mind entirely. To complete this mission of coming up with an innovative idea, they would focus only on the here and now.

The latter instance benefits from the state of awareness since people are less likely to be affected by the past or the future when it comes to the success of a unique concept. It's possible that life

experiences make some people more responsive to their surroundings at work than others. Mindfulness, according to Chamberlain et al. (2016), is a personality attribute and an innate ability. Mindfulness in the workplace varies from person to person and from scenario to scenario. It's possible for someone who shown mindfulness in one situation to lose it in another. The purpose of this research is to investigate whether or not there is a connection between unproductive job conducts such as "counterproductive work behaviour and turnover intentions" and mindfulness in the workplace.

The present study is novel in the following contexts. First, this study is an extension of Dane and Brummel (2014) study which proposed further studies on workplace mindfulness and organizational outcomes in different settings. Hence, we proposed that workplace mindfulness will reduce turnover intentions and counterproductive behaviour among software engineers in a Pakistani context. Further, the model used in the present study is developed for the first time and tested on Pakistan's engineering sector. Further present study has two main objectives to achieve: 1) to empirically explore the effect of mindfulness on counterproductive work behaviors, 2) to empirically explore the effect of mindfulness on turnover intentions.

## **LITERATURE REVIEW**

### **Theoretical Support**

As per the Self-Determination Theory proposed by Ryan and Deci (2022), the preservation and improvement of psychological and behavioural functioning components necessitate attentiveness and awareness. According to (Brown & Ryan, 2004), possessing awareness is a crucial attribute when selecting options that align with an individual's necessities, principles, and preferences. The authors of (Bahl et. al., 2016) suggest that while automatic or controlled processing may constrain an individual's capacity to make choices that align with their needs and values, mindfulness can enhance awareness and guide attention towards fundamental needs. According to (Gagné et. al., 2022), individuals are more inclined to self-regulate their behaviour in order to attain and satisfy their needs for competence, autonomy, and relatedness.

Mindfulness is known to regulate thoughts, thereby promoting improved well-being. The authors Blecharz et al. (2014) examined the impact of mindfulness on individuals' perceptions of barriers and their sense of control over themselves and their environment. Individuals who practice mindfulness tend to assign less significance to transient occurrences and approach them without any evaluative bias. Consequently, they tend to perceive obstacles as less significant or disruptive. Individuals with high levels of self-control employ positive self-talk as a means of regulating their affective, cognitive, and behavioural states to maintain a consistently elevated level of positivity.

### **Workplace Mindfulness**

Bartlett et al. (2019) define mindfulness as nonjudgmental or tolerant examination of present-moment phenomena. It makes people less receptive to immediate situations. Mindfulness reduces emotional reactivity and increases impartiality, improving mental and physical health (Simione et. al., 2021). A decrease in attachment behavioural patterns allows people to perceive inputs, events, and circumstances without bias. The idea of consciousness is often connected with a state of awareness that experiences objects as momentary, although this perception is not necessarily

related to past or future occurrences (Brown & Cordon, 2009; Poblete et. al., 2022). Bishop et. al. (2004), describes mindfulness as heightened awareness of the present moment and a non-judgmental, welcoming attitude towards it. This condition entails avoiding present experience-related thoughts and feelings (p. 168). Mindfulness helps people stay in the present and avoid preconceived assumptions and biases about how experiences relate to the past or future (Jamieson & Tuckey, 2017). Brown et al. (2007) describe mindfulness as receptive attention and awareness of current events and experiences without judgement, assessment, or cognitive filters. According to Brown et al. (2007), Mindfulness is distinguished by receptive attention and awareness to current events and experiences without assessment, judgement, or cognitive filters. Mindfulness is a cognitive process that includes focusing on the present moment, including internal and external stimuli (Chiesa et. al., 2011). This exercise involves viewing these sensations without judgement or meaning. Mindfulness helps people live in the present and let go of preconceived assumptions and biases about how events relate to the past and future (Dreyfus, 2011).

### **Workplace Mindfulness and Counterproductive Behaviour**

Counterproductive work behaviours are defined as intentional deviant behaviours that are aimed at causing harm or damage to both the organization and its employees (Aman-Ullah et al., 2023; Marcus et. al., 2016). Various forms of negative workplace behaviours have been identified in the literature, including service sabotage (Palmer et. al., 2017), retaliation (Hattab et. al., 2022), uncivil and uncivil conduct towards customers or colleagues (Striler et al., 2021), workplace incivility, cynicism, and bullying (Butt & Yazdani, 2021), customer abuse (Ahmed et. al., 2021), conflicts, and theft (Chand & Chand, 2014). According to Marcus et al. (2016), if an employee perceives a lack of procedural justice and fairness in the organization's execution of various activities, they may engage in behaviours that are detrimental to other parties. The occurrence of counterproductive work behaviours may be attributed to various factors such as job insecurity, inadequate motivation, engagement, and commitment, job burnout, elevated stress levels, and limited flexibility in delegating authority, as posited by (Marcus et. al., 2016; Zheng et. al., 2022).

The practice of mindfulness enables individuals to release persistent thoughts about past events or apprehensions about future occurrences, and to foster more beneficial and adaptable modes of operation. According to (Jamieson & Tuckey, 2017), the capacity to detach oneself from automatic thoughts and maladaptive behavioural patterns can promote self-directed behavioural regulation, which is positively linked to overall well-being and personal growth. This holds particular significance when individuals encounter adverse experiences, as it may serve to mitigate the experience of stress that precipitates workplace incivility. Sørensen et. al. (2018) described how mindfulness operates through non-reactivity, non-judgment, and acting with awareness to predict positive outcomes such as diminished stress. Likewise, Gucht et. al. (2017) described how mindfulness can decrease cognitive susceptibility to stress and negative affect. Gucht et. al. (2017) explicated the potential of mindfulness in mitigating cognitive vulnerability to stress and negative affect. The extant literature indicates that the practice of mindfulness in the workplace can aid in the management of counterproductive work behaviour and mitigate the accumulation of negative affect over time (Zheng et. al., 2022). Therefore, it is contended that the practice of mindfulness can effectively decrease instances of counterproductive work behaviours.

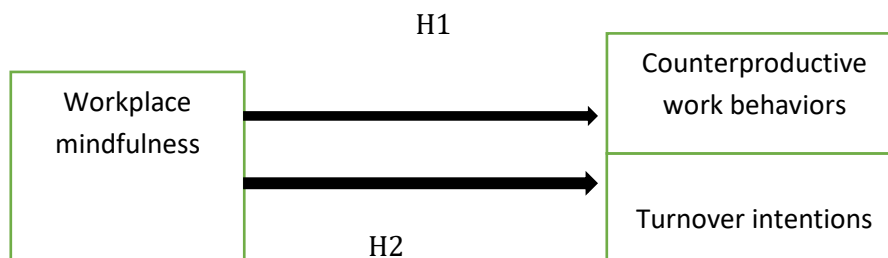
H1. Negative association exists between mindfulness and counterproductive work behaviours.

## Mindfulness and Turnover Intentions

Despite working in similar settings, employees differ in their turnover objectives. There exist numerous factors that may be linked to an employee's intention to leave their job. According to Weinstein et. al. (2009), empirical evidence suggests that employees who are unable to cope with work-related stressors are likely to experience unfavourable circumstances, leading to a heightened inclination to resign from their jobs. According to Fisher et. al. (2019), the implementation of mindfulness practices in the workplace can serve as a viable strategy for managing work-related stressors, job burnout, emotional exhaustion, and job stress. These factors have been found to have a positive correlation with turnover intentions, as noted by (Lee et. al., 2021). It can be argued that employees who practice mindfulness are more capable of managing workplace stress, resulting in a decreased likelihood of turnover intentions within the organisation. Individuals who maintain their composure in challenging situations and derive satisfaction from working in difficult circumstances experience an increase in their job satisfaction, sense of accomplishment, self-efficacy, self-regulation, and work engagement, as per the findings of (Bakker & de Vries, 2021). Consequently, their propensity to exhibit turnover intentions is reduced.

Scholars have placed significant emphasis on the significance of mindfulness-based interventions for both individuals and organisations, which has prompted investigations into the impact of workplace mindfulness on employee attitudes (Gajda & Zbierowski, 2022; Roemer et. al., 2021). The scholarly literature reports that counter-productive work behaviours and turnover intentions are significantly predicted by mindfulness, as evidenced by the findings of (Gupta & Reina, 2023; Jamieson & Tuckey, 2017). According to Bayighomog et. al. (2021), the implementation of mindfulness practices in the workplace can serve as a viable strategy for managing work-related stressors, job burnout, emotional exhaustion, and job stress. These factors have been found to be positively associated with turnover intentions.

H2: Negative association exists between mindfulness and turnover intentions.



**Figure 1:** a conceptual model.

**Source:** developed by the authors.

## METHODOLOGY

The present study was Quantitative in nature, where structured questionnaires were used to collect the data from 121 engineering companies in Pakistan with approximately 2600 employees. The employed sampling technique was convenience, while the distributed questionnaires were 187 based on the employee's willingness to participate. The employees were conveyed that their

confidentiality and anonymity would be kept confidential, and their data would be used for this study purpose to avoid any potential bias in the response. Out of the distributed questionnaires, 180 questionnaires were returned, including five questionnaires with missing information, which were deleted from the data. While the remaining 178 questionnaires were used for data analysis. Further, for the data analysis, SPSS and smart-PLS were used. To rate the questionnaire five-point Likert scale was applied, for workplace mindfulness ranging from “1 (very infrequently) to 5 (almost always)”; for turnover intentions 1 (strongly disagree) to 5 (strongly agree) and for counterproductive work behaviour “1 = not at all this week to 5 = four or more times this week.”

To collect the data following instruments were used in the present study. For workplace mindfulness present study adapted 8 items based pretested instrument from (Roth & Robbins, 2004); and its reliability was approved  $\alpha = 0.918$ , for turnover intentions, 6 item scale was adapted (Dwivedi, 2015); and its reliability was approved  $\alpha = 0.742$ , and for counterproductive work behaviour, 12 item scale was adapted from Spector et al. (2006) and its reliability was approved at  $\alpha = 0.902$ .

## **RESULTS**

### **Descriptive Statistics**

The current investigation was carried out on a sample size of 175 individuals employed by software engineering firms located in Islamabad and registered with the Pakistan Software Export Board (PSEB). The pivotal aspect of the current investigation is centered on the demographics. Thus, the present investigation considered "age, gender, job experience, and education" as demographic variables. The average age of the participants was 32.6 years. The male gender constituted 86% of the sample under consideration. Upon computing the educational attainment of the participants, it was revealed that 82% possessed a bachelor's degree, while 30% held a Master's degree, and 6% obtained an MS level degree. Data was gathered from individuals employed in various phases of software development throughout their professional careers. The mean duration of employment within the organisation was 5.1 years.

### **Reliability Analysis and Hypothesis Testing**

This study employed the two-step methodology proposed by Hair et al. (2019), which involves conducting a measurement model analysis followed by a structural model analysis to facilitate a more comprehensive examination of the data. Initially, the measurement model underwent analysis utilising the PLS 4.0 algorithm to assess the model's validity and reliability. Subsequently, the structural model underwent analysis using the bootstrapping technique on PLS 4.0. The predictive relevance of the coefficient of determination ( $R^2$ ) was assessed using path coefficient ( $\beta$ ) and t-statistics.

### **Measurement Model**

“Table 1 displays the results of the assessment of the measurement model through the computation of Cronbach's alpha ( $\alpha$ ), CR, AVE, and discriminant validity. The results suggest that the outer loadings demonstrate values between 0.615 and 0.865. While the two items below 0.60 were deleted. Furthermore, Cronbach's alpha values range from 0.742 to 0.918, surpassing the minimum acceptable threshold of 0.70. The Variance Inflation Factor (VIF) values ranged from 1.308 to 3.465

and were observed below the threshold level. The exclusion of certain variables from the analysis was undertaken to improve the accuracy of the correlation outcomes. The evaluation of convergent validity was conducted by examining the Average Variance Extracted (AVE) and Composite Reliability (CR) of the variables, which were compared to the established threshold of 0.50, as recommended by Barclay et al. (1995). All variables demonstrate AVE values that vary between 0.531 and 0.671 and CR values between 0.818 and 0.934. These values exceed the predetermined threshold values. Consequently, the data has demonstrated convergent validity.”

**Table 1:** Measurement model analysis

Constructs	Items	VIF	Outer loadings	Alpha	CR	AVE
Mindfulness	WM2	2.493	0.837	0.918	0.934	0.671
	WM3	2.530	0.841			
	WM4	2.196	0.807			
	WM5	2.604	0.847			
	WM6	1.732	0.731			
	WM7	2.403	0.818			
	WM8	2.661	0.846			
	Turnover intentions	TI1	1.312			
TI2		1.364	0.691			
TI3		1.308	0.746			
TI4		1.489	0.735			
TI5		1.782	0.776			
TI6		1.766	0.865			
Counterproductive work behaviour		CWB1	1.691	0.615	0.902	0.923
	CWB2	1.718	0.708			
	CWB3	2.271	0.727			
	CWB4	3.034	0.806			
	CWB5	3.032	0.783			
	CWB6	3.465	0.825			
	CWB7	3.132	0.792			
	CWB8	3.006	0.813			
	CWB9	3.461	0.829			
	CWB10	3.079	0.819			
	CWB11	2.630	0.788”			

**Note:** Mindfulness = WM, Turnover intentions = TI, Counterproductive work behaviour = CWB; Deleted items: CWB12, WM1.

### Discriminant Validity

The assessment of discriminant validity aims to evaluate the degree of empirical differentiation between two constructs within a structural model. The Heterotrait-Monotrait (HTMT) ratio was used to assess the validity of the discriminant, as shown in Table 2. As per the findings of Henseler et. al. (2015), it is recommended that the HTMT value should be below 0.90. The present

investigation revealed that all of the HTMT values were less than 0.90, which suggests that the discriminant validity was acceptable.

**Table 2:** Heterotrait-Monotrait Ratio (HTMT)

	<b>CWB</b>	<b>TI</b>	<b>WM</b>
<b>CWB</b>	--		
<b>TI</b>	<b>0.473</b>	--	
<b>WM</b>	<b>0.430</b>	<b>0.739</b>	--

**Note:** Mindfulness = WM, Turnover intentions = TI, Counterproductive work behaviour = CWB.

### Evaluation of The Inner Structural Model

The inner structural model's predictive relevance and the constructs' interrelationships were evaluated before hypothesis testing. The model's predictive relevance was assessed using various statistical measures, including the coefficient of determination ( $R^2$ ) and effect size ( $f^2$ ). The current investigation yielded  $R^2$  values of 0.256 for WM – CWB and WM – TI is 0.40, indicating the degree to which the independent variables are associated with the latent variable. As per the findings of Dijkstra and Henseler (2015),  $R^2$  coefficients are deemed significant at 0.75, moderate at 0.50, and feeble at 0.26. Based on these criteria, it can be inferred that the independent variables had a moderate effect. The effect size was computed as  $f^2$  to elucidate how each exogenous latent construct impacted the endogenous construct. The strength of the exogenous constructs is represented by the  $f^2$  values presented in Table 3, which are as follows: H1 = 0.184, H2 = 0.691. The  $f^2$  value exhibits varying degrees of strength, with corresponding threshold levels of 0.35 for strong, 0.15 for moderate, and 0.02 for weak. The results indicate that the  $f^2$  values exhibited a very strong impact on H1 and a moderate impact on H2.

### HYPOTHESIS TESTING

For hypothesis testing,  $\beta$ -value, standard deviation, t-statistics, and p-values were calculated as illustrated in Table 3 and Figure 2. A hypothesis's significance is evaluated by utilising the  $\beta$ -value, which is subsequently confirmed through a t-statistics test. The present investigation employed the bootstrapping procedure test, using 5,000 subsamples, and no statistically significant alterations were observed. The findings about the structural model, as presented in Table 3, indicate that WM had a significantly negative relationship with TI at ( $\beta = -0.395$ ,  $t = -10.216$ ,  $p = 0.000$ ). This outcome lends support to the first hypothesis (H1). The findings also indicate a statistically significant negative correlation between WM and CWB ( $\beta = -0.639$ ,  $t = -17.756$ ,  $p = 0.000$ ), thereby supporting the second hypothesis (H2).

**Table 3:** Hypothesis testing through the structural model

	<b>Beta</b>	<b>SD</b>	<b>T Statistics</b>	<b>P Values</b>	<b>Decision</b>
<b>WM -&gt; CWB</b>	-0.395	0.039	-10.216	<b>0.000</b>	<b>Accepted</b>
<b>WM -&gt; TI</b>	-0.639	0.036	-17.756	<b>0.000</b>	<b>Accepted</b>

**Note:** Mindfulness = WM, Turnover intentions = TI, Counterproductive work behaviour = CWB.

### FINDINGS AND DISCUSSION

The current investigation has yielded two noteworthy findings. A negative correlation has been observed between "workplace mindfulness and turnover intentions" among software engineers



employed in Pakistan. This discovery is in line with the previously reported findings (Lin et al., 2022). The findings suggest that employees who exhibited a high level of mindfulness towards their respective organisations were less inclined to express their intention to leave their employment. Employees who focus on the present, avoid dwelling on past or future events, and maintain a nonjudgmental and impartial attitude towards individuals, events, incidents, and experiences, are more likely to exhibit reduced turnover intentions within the organisation. Conversely, when an employee exhibits an inability to disengage from past or future events, demonstrates reduced attentiveness to the present moment, applies past experiences to evaluate current situations, displays biases in interpersonal interactions, frequently makes judgements, and fails to observe their surroundings with acuity, they may be more inclined to depart from the organisation.

The second finding of the study indicates a negative correlation between "workplace mindfulness and counterproductive work behaviour" among software engineers employed in Pakistan. This discovery aligns with the previously established research by (Parahyanti & Rizky, 2022). The findings suggest that individuals with a higher level of mindfulness exhibited a lower frequency of engaging in counterproductive work behaviours compared to those with lower levels of mindfulness within organisational settings.

When individuals focus on present events, refrain from dwelling on past or future occurrences, and maintain a nonjudgmental and impartial stance towards others, events, and experiences, they are more likely to sustain reliable social connections with others. Consequently, the likelihood of causing harm to others or compromising their relationships is reduced. Individuals who refrain from exhibiting bias and demonstrate concern for the affairs of others are less likely to encounter situations of conflict with others. Individuals who abstain from making evaluations of the actions of others are more inclined to avoid participating in activities that exhibit impoliteness, misconduct, harassment, defamation, and discourteous conduct. Conversely, when an employee exhibits an inability to disengage from past or future events, demonstrates reduced attentiveness to the present moment, applies past experiences to judge current situations, displays bias in interpersonal interactions, frequently makes judgements, and fails to observe their surroundings with acuity, they are more likely to engage in counterproductive work behaviour.

In the present study, the software industry was selected because employees working in high-tech companies, just like software companies, face a lot of stressors. These stressors include tight deadlines, client expectations, organizational demands, creativity, innovation pressure, too much work to do, emotional labour, cognitive and analytical burnout, and an extremely competitive environment. In such a working environment, it is important for employees to remain focused on their jobs. It has often been observed that employees in these high-tech organizations lose their way and concentration to focus on the tasks. This leads to burnout and negative behaviours such as workplace incivility, counter-productive behaviours, and workplace bullying. Another important outcome of lack of focus might be a lack of interest in current jobs and organizations. Employees would start thinking about quitting their jobs as they become unable to meet clients' expectations, create desired software to meet the organization's as well as customer's needs, and inability to compete with the other software engineers and freelancers that are available in plenty. Therefore, training employees to re-gather their focus and remain committed and focused on their tasks is essential for software engineers. One-way organizations do it is through workplace mindfulness. It

would help employees ease their nerves and stressors and give them the energy to work and achieve higher job performance. When employees can meet objectives, they might feel immersed in their work, decreasing the chances of engaging in negative behaviours and intentions to quit the organization.

### **Managerial Implications**

The present investigation bears significant managerial implications that warrant consideration by organisational management. Initially, it is recommended that managers endeavour to cultivate a sense of mindfulness within their workforce. Research has shown that individuals who exhibit mindfulness tend to exhibit lower levels of intention to quit and counterproductive work behaviours. Therefore, it is recommended that managers organise regular seminars and awareness programs to emphasise the significance of workplace mindfulness in addressing negative behaviours. The implementation of such measures could potentially aid in the mitigation of employee anxiety and the management of workplace stressors, which are commonly observed in organisational settings, particularly in high-tech sectors such as software development. Additionally, it is recommended that the management endeavour to cultivate an environment that acknowledges the benefits of mindfulness. The promotion of a culture of mindfulness can lead employees to view mindfulness as a strategy for maintaining detachment from stressors in the workplace.

Thirdly, it is recommended that education on mindfulness be disseminated throughout all tiers of the organisation via training sessions and psychological assessments. It is recommended to organise periodic sessions for staff members with certified psychologists who possess expertise in delivering mindfulness training. It is imperative to provide employees with training on how to effectively manage tense and conflicting situations. Rather than resorting to retaliatory measures, the implementation of mindfulness-based interventions among employees has been shown to reduce the likelihood of harmful behaviors such as "rudeness, misbehavior, incivility, or bullying" towards others. Employees may experience a sense of disorientation, lack of direction, and discontentment as a result of stressful work environments and demanding timetables, which may lead them to contemplate resigning from the organisation. By means of consistent mindfulness training, management can assist employees in redirecting their attention towards their work and rediscovering a sense of meaning and effectiveness in their job responsibilities. Enabling employee engagement may result in reduced turnover desire.

### **CONCLUSION**

The present research demonstrates that the practice of mindfulness in the workplace exhibits an inverse correlation with "counterproductive work behaviour and turnover intentions". This study has numerous theoretical contributions. The primary objective of this study is to investigate the effects of mindfulness practices in the workplace within the context of Pakistan. Several scholarly investigations have suggested that in order to expand the understanding of the impact of workplace mindfulness on diverse outcomes, additional Eastern contexts should be investigated (Bartlett et. al., 2019; Shahbaz & Parker, 2022; Wang et. al., 2013). Subsequently, the software industry was chosen as the subject of investigation, in response to the call for further research across various industries, with the aim of extending the applicability of the results to a wider scope. The majority

of studies examining the effects of mindfulness in the workplace have been conducted within "educational institutions, hospitals, the automobile industry, the insurance industry, the banking sector, and the manufacturing industry." To the best of our knowledge, the software industry has not undergone rigorous testing.

Another reason of choosing the software industry is the frequent and unpredictable advancements in technology, intense competition, and complex customer requirements generate significant pressure to perform. Consequently, the attainment of mental peace is crucial in such circumstances. The significance of incorporating mindfulness practices in the workplace is heightened in environments characterized by high levels of tension and stress. Furthermore, the inherent requirements of the job necessitate the utilization of creativity, which can only be achieved through a release from preconceived notions and emotional attachments. The practice of workplace mindfulness is crucial for individuals to optimize their focus on present events.

Prior research has underscored the significance of workplace mindfulness in relation to job performance (Shahbaz & Parker, 2022; Vaculík et. al., 2016) and organisational commitment (Heckenberg et. al., 2019; Rusdi & Wibowo, 2022). However, little attention has been devoted to the impact of workplace mindfulness on negative behaviours. The present investigation extended the conventional scope of workplace mindfulness that centers on constructive behaviours, such as "occupational efficacy, staff welfare, and satisfaction with employment". The significance of counterproductive work behaviours cannot be overstated, as they have the potential to spread and diminish employee focus, ultimately undermining organisational success. This is a key consideration for management, as noted by (De Clercq et. al., 2022).

Likewise, if not appropriately handled, turnover intentions may lead to actual turnover (Aman-Ullah et. al., 2022). The present research expands upon prior research by demonstrating that an augmentation in mindfulness within the workplace is associated with a decrease in counterproductive work behaviour and intentions to leave the organisation. Jamieson and Tuckey (2017) proposed that forthcoming research should investigate the impact of workplace mindfulness on negative workplace behaviours exhibited by employees. Thus, the current investigation expands upon prior research by exploring the impact of mindfulness in the workplace on two significant negative outcomes, namely counterproductive work behaviour and turnover intentions.

### **Limitations and Recommendations**

The present study is subject to certain limitations. The study's cross-sectional design represents a significant limitation. The phenomenon of workplace mindfulness is dispositional in nature and can be subject to detailed observation and study through experimental conditions or longitudinal analysis conducted over an extended duration. Given that the data was collected at a singular point in time, there exists a heightened probability of encountering biased opinions as a result of various factors that can influence the demeanor or conduct of a respondent during that specific moment. Furthermore, it should be noted that the data pertaining to counterproductive work behaviour was obtained directly from the employees, which may have implications for the accuracy and reliability of the findings. Subsequent research endeavors ought to endeavor to amass information pertaining to counterproductive work behaviour from colleagues or managers. One limitation of the current

study pertains to its generalizability. The study focused solely on one industry, thus future research endeavors should aim to investigate the correlation between workplace mindfulness and counterproductive work behaviour as well as turnover intentions across diverse industries and organizations. Subsequent investigations may incorporate additional mediating factors to provide a more comprehensive understanding of the observed outcomes, including but not limited to “organizational culture, personality traits, equity and procedural justice, and perceived support from the organization.”

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