

**MINDFULNESS, PROCRASTINATION AND JOB PERFORMANCE
AMONG EMPLOYEES; MODERATING ROLE OF GENDER AND
JOB SECURITY**



Submitted

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2020**

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AMONG EMPLOYEES; MODERATING ROLE OF GENDER AND
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In
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2020**

Author's Declaration

I hereby state that my PhD dissertation title “**Mindfulness, Procrastination and Job Performance: Moderating role of gender and Job Security**” is my own work and has not been printed, submitted as research work, thesis in any university, research institution etc in Pakistan or abroad.

Date _____

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CERTIFICATE

Certified that Ph.D. Dissertation titled as “*Mindfulness, Procrastination and Job Performance: Moderating role of gender and job security*” submitted by Zafar Ahmad has been approved for submission to International Islamic University, Islamabad.

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DEDICATION

WITH SPECIAL FEELINGS OF GRATITUDE

**I DEDICATE MY DISSERTATION WORK TO MY FAMILY AND
ALL THOSE WHO SUPPORTED ME THROUGHOUT THE
PROCESS**

ACKNOWLEDGEMENTS

Thanks to Almighty Allah, the Most Beneficent, and the Most Merciful, who guides His Creature in darkness and helps in difficulties. All respect for His Last Holy Prophet (Peace Be Upon Him) who helped me recognize my Creator.

All the praises and thanks be to Allah who empowered me and gave me strength to complete this thesis. I feel very blessed and highly thankful for His countless blessings.

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Lists of Abbreviations

JPS	Job Performance Scale
JPE	Job Performance Employee
JPS	Job Performance Supervisor
MAAS	Mindfulness Attention Awareness Scale
TPS	Tuckman's Procrastination Scale

Abstract

The purpose of the study was to investigate the mindfulness, procrastination and job performance with moderating role of gender and job security among employees of telecom sector. Self-determination theory is a commonly applied for identifying and understanding procrastination, mindfulness and job performance. The current study was carried out to examine possible links in procrastination, job performance and mindfulness in employees. Convenient 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 (JP-S; Wright, Kacmar, McMahan, & Deleeuw, 1995) were used to collect data from a sample of 400 male and female employees from different telecom organizations of Rawalpindi and Islamabad in Pakistan. The correlation, moderation and mediation analysis were carried out to analyze the study data. Findings shows that procrastination is related with lower level of mindfulness in female and male employees. Additionally, mindfulness is also linked to higher level of job performance in female employees. Furthermore, mindfulness (MASS) had positive influence in enhancing job performance in male employees. Results reveal that mindfulness is associated with higher level of job performance across female and male employees and procrastination is affecting job performance among employees. These results support the self-determination theory recommending that mindfulness decrease procrastination and increase job performance among employees. These findings also suggest that gender and job security as a moderator are performing differently among mindfulness, procrastination and job performance whereas mindfulness is a strong mediator which is affecting procrastination and job

performance of male and female employees. Therefore, job performance could be stimulated by individual mindfulness in male and female employees.

Key words: Mindfulness, Procrastination, Job Performance, Male and Female Employees

INTRODUCTION

METHOD

DISCUSSION

RESULTS

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ANNEXURE

Consent Form

Dear Participant

Asalaam o Aleikum

I am a PhD-Scholar in department of Psychology at International Islamic University, Islamabad and doing my research on “**Mindfulness, Procrastination and Job Performance among Employees: Moderating role of gender and job Security**”. In order to conduct this research data will be collected from different organizations. The data will be only used for research purpose and will not be shared with anyone else. The demographic sheet and attached questionnaires will be used for research purpose and will remain confidential. Your time and valuable input will be highly appreciated. My email address is given if you have any query you can email.

Kindly fill the attached questionnaires carefully by putting (√) mark for the right option and don't leave any question unanswered.

Zafar Ahmad
PhD Scholar
Department of Psychology
International Islamic University
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Annexure-B

DEMOGRAPHICS

Name (optional): _____

Age: _____

Gender: _____

Education: _____

Marital Status: _____

Family system (Nuclear /Joint): _____

Nature of job (Permanent/Contractual): _____

Working Position/ Rank _____

Working Sector (Public / Private): _____

Salary : _____

Duty Hours: _____

Part-Time Job Status: _____

Annexure-C

MINDFULNESS ATTENTION AWARENESS SCALE (MAAS)

For each statement, please mark ✓ how much you agree or disagree with that statement

Items	1 = almost always	2 =very frequently	3 = somewhat frequently	4 = somewhat infrequently	5 = very infrequen tly	6 = almost never
1. I could be experiencing some emotion and not be conscious of it until sometime later.						
2. I break or spill things because of carelessness, not paying attention, or thinking of something else.						
3. I find it difficult to stay focused on what’s happening in the present.						
4. I tend to walk quickly to get where I’m going without paying attention to what I experience along the way.						
5. I tend not to notice feelings of physical tension or discomfort until they really grab my attention.						
6. I forget a person’s name almost as soon as I’ve been told it for the first time.						
7. It seems I am “running on automatic,” without much awareness of what I’m doing.						
8. I rush through activities without being really attentive to them.						
9. I get so focused on the goal I want to achieve that I lose touch with what I’m doing right now to get there.						
10. I do jobs or tasks automatically, without being aware of what I’m doing.						
11. I find myself listening to someone with one ear, doing something else at the same time.						
12. I drive places on ‘automatic pilot’ and then wonder why I went there.						
13. I find myself preoccupied with the future or the past.						
14. I find myself doing things without paying attention.						
15. I snack without being aware that I’m eating						

Annexure-D

TUCKMAN's Procrastination Scale (TPS)

For each statement, please mark ✓ how much you agree or disagree with that statement.

Items	1 = that's not me for sure	2 = that's not my tendency	3 = that's my tendency	4 = that's me for sure
1. I needlessly delay finishing job, even when they are important.				
2. I postpone starting in on things I do not like to do.				
3. When I have deadlines, I wait till the last minute				
4. I delay making tough decisions.				
5. I keep putting off improving my work habits				
6. I manage to find an excuse for not doing something				
7. I put the necessary time in to even boring tasks like studying.				
8. I am an incurable time waster.				
9. I am time waster now but I can't seem to do anything about it				
10. When something too tough to tackle, I believe in postponing it.				
11. I promise myself will do something and then drag my feet.				
12. Whenever I make a plan of action, I follow it.				
13. Even though I hate myself if I don't get started. It doesn't get me going				
14. I always finish important jobs with time to spare.				
15. I get stuck in neutral even though I know how important it is to get started.				
16. Putting something of until tomorrow is not the way I do it.				

Job Performance Scale (JP-S)**Employee Sheet**

For each statement, please mark ✓ how much you agree or disagree with that statement.

Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1. On the job I exhibit an underline concern for doing things or tasks better, for improving situations.					
2. On the job I exhibit zeal about the job and consequent willingness to work hard and energetically.					
3. On the job I exhibit a willingness to go beyond what the situation required and to act before being asked.					
4. I always get things done on time					
5. My supervisor is never disappointed from the quality of work that he/she receives from me.					
6. My work habits (laziness, length of breaks etc.) are exemplary.					
7. My supervisor has never to check upon me.					
8. I get along well with coworkers.					

Job Performance Scale (JP-S)**Supervisor Sheet**

For each statement, please mark ✓ how much you agree or disagree with that statement.

Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1. On the job this subordinate exhibit an underline concern for doing things or tasks better, for improving situations.					
2. On the job this subordinate exhibits zeal about the job and consequent willingness to work hard and energetically.					
3. On the job this subordinate exhibit a willingness to go beyond what the situation required and to act before being asked.					
4. This Subordinate always get things done on time					
5. I am never disappointed from the quality of work that he/she receives from this subordinate.					
6. This subordinate's work habits (laziness, length of breaks etc.) are exemplary.					
7. I have never to check upon this subordinate					
8. This subordinate gets along well with coworkers.					

Chapter I

Introduction

Job performance has become the core issue globally no matter what sector of employment and organization is the stakeholder. Rapid technological advancements are constantly shadowing the manpower and work-force is in debilitating apprehension for this. Despite of organizational and industrial developments, human factor is not completely irreplaceable. However, a larger focus is on enabling and enhancing the performance ratio and cutting the losses in organizations. For this, role of employees is always in limelight. How employees are sustaining interpersonal and intrapersonal stressors, acquiring resources and capacitating to yield outcomes is always a million-dollar question when it comes to reviewing the 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).

Campbell, Dunnette, Lawler, and Weick (1970) described job performance as something that does not necessarily have to be witnessed or seen as there are oriental processes and production that comes into place in instance such as decision making, answering question which asserts that job performance is dependent on individual. Performance is a key to measure the success and outcome of the firm (Yahaya, Yahaya, Bon, Ismail & Ing, 2011).

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. In pursuing this urge with respect to the daily hassles, routine stressors and challenges employees encounter many situations at their job where delaying and overlooking any task or responsibility comes as an ultimate escape. That escape from job duties or responsibility leads to postponing and mindlessness at work place which subsequently effects performance of employees. Delaying and alternating the task without any cause, accumulating a burden, deferring work meaninglessly is a safe regular failure act of doing gratifying things rather less enjoyable ones (Nguyen, Steel, & Ferrari, 2013). As a result, it causes stress and productivity issues at personal level on the other hand social dissatisfaction on deadlines, responsibilities and commitments. Such failures may contribute to create more procrastination. According to Pirson (2014) an incomplete task is one of the most adverse determinants of job performance drains energy and mentally hang up an individual. Pirson (2014) stated that temporary escape from responsibilities is a hindrance for good job performance whereas, conscious alertness for the elimination of delay leads to at least an optimal level of the performance. That conscious alertness is mindfulness which is cognitive construct and involves a person's mental processing of the multitude of event in the work environment (Dane & Brummel, 2013).

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. Dane and Brummel (2014) revealed mindfulness and job performance as positively associated which means that the more mindful the employee were at workplace, more highly their managers rated their job performance. Organizations like Google, Adobe, Roll Royce, General Mill and Genetech are offering mindfulness programs to their employees to improve their job performance.

Mindfulness

Time travelling is the distinctive proficiency of human mind that allows the individual to travel back in past memories and dream about the future. This time travelling of mind plays crucial function of regulation, maintenance, self-enhancements and help individuals to achieve their ambitions. We detach from the present reality so easily and start living more time in our past and future (Vanteenkiste & Sheldon, 2006). In such situations/circumstances there is a strong need to be purposely attentive on existing moment in specific way (Kabat-zinn, 2003). An attentive participation in the process of living is required because conscious awareness helps in attention regulation, thoughts, ideas and interlinked emotions (Gunaratana, 2002). Mindfulness is present-centered attention and awareness, focus on now rather than rumination about past and ambitious thinking about future (Brown & Ryan, 2003), focused attention on current activity (Csikszentmihalyi, 1990).

Mindfulness is a set of practice or a temperament of individuals that forces

to focus concentration in the current situation on endeavor in a broadminded way. It is like self-regulation of concentration that draw attention on nonreactive knowledge and non-judgmental approval of opinions and state of mind (Kabat-Zinn, 1994). Prior studies demonstrate the characteristics of mindfulness and mental health are linked with each other (Brown & Ryan, 2003; Cheung & Ng, 2019), achievement oriented self-regulation (Howell & Buro, 2010), self-consciousness (Evans, Baer, & Segerstrom, 2009), and procrastination (Flett et al., 2016).

Mindfulness is a construct which is described as a practicing technique as well as state of mind as a skill (Brown, Ryan & Creswell, 2007). During mindful state, individual have a choice to actively engage in thought processes or not, thus a person can differentiate thoughts from emotions i.e. emotions are reaction of thoughts. Consequently prejudice, belief and preconceptions not color the thought negatively (Brown et al, 2008).

In medical sciences and psychology, mindfulness is considered in different ways for examples as a state, mental process and as strategy (Hayes & Wilson, 2003). It compasses one's thoughts, emotions, feelings, judgment and sensation at any spur of moment that effect a clear consciousness of internal and external world of an individual (Brown et al, 2007).

Kabat-Zinn (1990) given interconnected attitudes patterns that are important to understand and cultivate mindfulness which comprised of non-judging, patient beginner's mind, trust, non- striving, acceptance and letting go. The prevalence of value judgment reveals nothing about the world but much about our minds (Langer,

2010). Patience means allowing events and things to happen in their own time rather than always pushing things to happen accordingly to our present desire as rushing ahead usually causes difficulties. Beginner's mind, an open mind that is enthusiastic to see everything for the first time as previous knowledge and familiarities may begin to take things and activities for granted, whatever we know may affect our sensitivity to see old things in new ways. Harter (2002) explored it as authenticity. Non-sensitivity means lack of desire and purpose, not to expect and not to strive, creates a more receptive attitude to what mindfulness means for everyone. Acceptance is being you, it is basis for action not for impediment to prominent things and feeling. People may hold some thoughts because they are pleasant and try to avoid others because they are upsetting.

Flexibility is an important feature as it enables mind to gain clear awareness by moving basic from specific mental state to gain a broader viewpoint of present circumstances and allows focusing one's attention on situation details (Cullen et al, 2006). Thus an individual can be mindful for prominent events where person can focus attention on the stimulus (Brown et al 2007). The empirical nature is because of state of consciousness a person is looking for accurate facts of present events just like a scientist exploring the true information (Smith & Novak, 2004) and it leads to suspension of judgment until truth are not cautiously scrutinized (Nyaniponika as cited in Brown et al, 2007). Therefore, mindfulness can be explained as an vigilant contribution of an individual in life (Gunaratana, 2002).

Mindfulness is considered an important component to fight against stress,

enable responses against stressors and develop an approach to overcome stress rather than relaxation (Donald, Atkins, Parker, Christic & Rayan; 2016) reduce stress by cultivating emotional regulation, boost temperament and aptitude to switch stress (Remmers, Tepolinski & Koole, 2016). The patients suffering from restless legs syndrome overcome their health issue because of mindfulness (Bablas, Yap, Cunnington, Swieca & Greenwood, 2016) healthcare practitioners reported positive effects of mindfulness (Burton, Burgers, Dean, Koutsopoulov & Hugh_Jones, 2017) veterans were suffering from depression and PTSD reported lower levels because of mindfulness (Felleman, Stewart, Simpson & Heppner, 2016) and police department staff facing stress also reported positive contributions of mindfulness (Eddy, Bergman, Christopher & Brown, 2019).

Mindfulness help to manage cancer and potentially terminal illnesses, reduces stress, improve spiritualism and non-reactivity, enable post traumatic growth and improve strength by releasing lethargy (Zernicke, Campbell, speca Ruff, Tamagawa & Carlos, 2018) reduced rumination, worry, improved observation and non-judging in cancer patient (Labelle, Campbell, Faris & Carlson, 2015). Mindfulness induces undependability and decreases back pain (Cherkin et al., 2016) also support patients to overcome pain and expand their quality of life (Garland & Howard, 2013). Patients of lungs cancer and their family members reported that mindfulness activate a positive change in patients and family members by relaxing them (Van Den Hurk, Schelleken, Molema, Speckans & der Drift, 2015).

Mindfulness decreases stress, depression and anxiety among patients caregivers (Li, Yuan, & Zhang, 2016) improve growth after trauma, overcome stress and nervousness in cancer patients (Zhang, Zhou, Feng, Fan, Zeng & Wei, 2017). Women practicing mindfulness are probably experience self-kindness, reduced stress and rumination (Boyle, Stanton, Ganz, Crespi & Bower, 2017). It is an effective supplement for depression, anxiety and stress and increase self-compassion (Falsafi, 2016). It improves emotional regulations of participants facing depression symptoms (Costa & Barnhofer 2016). Apart from other health benefits mindfulness also improve health related behaviors like getting regular checkups, exercises, seat belts usage, overcome nicotine and liquor (Jacob, Wollny, Sim & Horsch, 2016) improve cardiovascular fitness, engage in healthy physical activities, overcome smoking and healthier physique (Loucks, Britton, Howe, Eaton & Bulca, 2015). Mindfulness helped to over high blood pressure among skilled practitioners in non-judging and non-reactivity (Tomfohr, Pung, Milk & Edward, 2015).

Past research indicates that mindfulness facilitated participant to drop weight by improving consumption behaviors, reduce despair and anxiety (Rogers, Ferrari, Mosely, Lang & Brennan, 2017). College student who practice mindfulness, stated improved self –control and energy (Canby, Cameron, Calhoun & Buchanan, 2015) forecast improved emotional regulation and thoughts suppression (MacDonald & Baxter, 2017). Students practicing mindfulness were high on pro-social behavior, emotions and their educational performance (Harpin, Rossi, Kim & Swanson, 2016). Mindfulness overcome depression among bullied children (Zhou, Liu, Niu, Sun &

Fan, 2017) enhance resilience through understanding and regulation of emotions (Coholic, 2011- Coholic, Eys & Lougheed, 2012).

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).

Mindfulness act as buffer between workload and burnout (Taylor and Milliar 2016) reduced turnover (Dane and Brummel's 2014) enhance happiness at workplace (Schultz, Ryan, Neimiee, Legate & William, 2015), reduce burnout and improve well -being at workplace (Goodman and Schorling 2012).

Mindfulness and burnout have negative association (Di Benedetto & Swadling;2014). Mindfulness growths grey matter in left hippocampus which help in improvement of academicachievement and job performance (Holzel, Carmody, Vangel, Congleton, Yerramsetti, Gard & Lazer, 2011) and white matters as well which involve in brain activity and self-regulation (Tang, Lu, Fan, Yang & Posher, 2012).

Mindfulness is also known to influence brain system that play role in self-awareness and regulation of emotions (Paulus, 2016). Brain activity related study found mindfulness is associated with brain areas like memories recovery, decision and attention (Gartenschlager, Schreckenberger, Buccholz, Reiner, Beutel, Adler, Michal, 2017) better executive attention leading to better performance (Watier & Dubois, 2016) better working memory capacity, sustain attention, fewer depressive symptoms and rumination (Chamber et al 2008)

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.

Theory describes the importance of attention and awareness in improvement of over functioning of an individual like other theories of self-regulation (Ryan & Deci 2000). The theory based on type of motivation is helpful for mental health (Ryan & Deci 2000). It based on theoretical footing that individual are active and self-aroused having three elementary psychological need, ability, relatedness and self-role. When an individual fulfills these needs, meeting higher levels of happiness and performance (Ryan & Deci 2008). Further it explains that consciousness is

important in assisting the selection of action with values, interest and need (Deci & Ryan 1980). On other hand choice of option that will be more consistent with needs and values can be prevented because of automatically mind (Grolnick, Ryan & Deci 1997).

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).

Langer's theory addresses present context with experiences to understand existing situation with an open mind on substitute perspectives (Carson & Langer, 2006). Mindfulness make people sensitive to their surroundings with vibrant feelings and behaviors (Demick, 2000), along with high performance, reduced stress and decision-making (Ritchhar & Perksin, 2000). Mindfulness is an understanding to environment by creating awareness, challenging the limits and considering substitutes viewpoints (Langer, 2004, P.2). The theory cultivated on the concept of mindfulness, which is usual and involuntary behavior that produces specific mindset with unique perspective which can stop an individual from aggressively decision making (Langer, 2004).

Mindfulness enables peoples through vibrant thoughts, behavior and decision making, improve performance with small effort, alternative perspective allows an individual for clearer picture of situation, help to better understanding of

things (Langer 2004). Researchers have repeatedly argued that mindfulness inherently is a psychological state that varies from moment to moment within individuals (Allen & Kiburz, 2012; Bishop et al., 2004; Brown & Ryan, 2003; Dane, 2011; Glomb et al., 2011; Heppner et al., 2008; Lau et al., 2006; Robins, Keng, Ekblad, & Brantley, 2012). Employees confront variety of demands and challenges which deplete their cognitive and emotional resources (Baumeister, Bratslavsky, Muraven, & Tice, 1998). In contrast, mindfulness promotes autonomous self-regulation (Brown & Ryan, 2003), which preserves vitality and energy (Ryan & Deci, 2008). Mindfulness as state explains behavior in specific situation while as attribute is a inclination to reason and act mind fully (Langer, 2004). Mindfulness as state and precisely as trait help to generate substitute perspective with open mindset to improve better decision, overcome cognitive dissonance which causes stress and exhaustion. Circumstantial awareness and societal evaluation related with performance are associated with mindfulness (Langer, Pirson & Delizonna, 2010), self-acceptance and stress (Carson & Langer, 2006; Demick , 2000). Mindfulness in the workplace have suggested relevant role in work-related outcomes such as task performance (Dane, 2011; Glomb, Duffy, Bono, & Yang, 2011) or physical and psychological health (Glomb et al., 2011).

The impact of comparison reduced when an individual become more mindful about oneself and performance (Langer et. Al, 2010). Furthermore, social comparison is another reason so the people who avoid social comparison have positive view of their performance than those people who make comparisons. This

indicating the mindfulness plays clearer role in social comparison and performance (Langer et. Al, 2010) and provide stronger argument of self (Carson & Langer, 2006).

Procrastination

Procrastination prevails a contradiction ground in previous research. Earlier research recommended that long-term procrastination is enveloping above 20% (Ferrari, O'Callaghan, & Newbegin, 2005). Although it creates higher depression, anxiety, stress, poor academic outcomes, job performance, job stress, 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 postpones to unequivocal degree, particularly in academic activity and organizations (Schouwenburg, Lay, Pychyl, & Ferrari, 2004; Nguyen, Steel, & Ferrari, 2013). It is characterized as a dearth of self-control as well as self-regulation, and a predisposition to deliberately postpone the commencement or execution of indisputable everyday jobs (Gagnon et al., 2016; Iskender, 2011; Sirois & Tosti, 2012; Van Eerde, 2000). Disbursement of evacuating extended tasks (Tice & Bratslavsky, 2000), procrastinators usually choose instant mood proclamation and avoid goals in support of more pleasurable tasks (Van Eerde, 2000) which recommends prospective linkage among procrastination, mindfulness, and job performance.

The work which can be performed in present but will be delayed; or postponed comes under procrastination (Steel, 2007). “Procrastination” is Latin word, where “pro” means forward and “cras” suggest tomorrow (Bauman, 1999). Procrastination is naturally viewed as bad, damaging and irrational in nature (Van Eerdr, 2003). Individual facing procrastination often try to overcome it through tight deadlines and setting time bound goals (Ariely & Wertenbroch, 2002).

Procrastination is the intentional choice of a behavior or task on other option. According to Freud the pleasure is the in-charge of differing, individual may want to avoid negative feelings and to defer the distressing work. The opinion that an individual work better under pressure is also encourage deferment of work. Procrastinator focus on short term pleasure, sensation seeker in the moment instead of concentrating on task completion Steel (2007), lack emotional stability and exhibits high energy levels (Dewitte and Schouwenburg; 2002) and are also aware of significance of task failure, having weak self-control, lack work related discipline, unable to work systematically and face trouble in time management (Dewitte & Schouwenburg, 2002; Van Earde, 2003; Milgram & Tenne, 2000, Steel; 2007)

The causes of procrastination are not entirely understood and past research has been contradictory in explaining it. Regarding the causes of procrastination there are two theoretical perspectives. The first is that procrastination is the personality trait that remains stable overtime and across situation (Elliot, 2002). The other perspective used to explain procrastination is a result of environmental and contextual factors that may change overtime. One such situation is temporal

proximity or how soon the deadline for completion is individual are likely to procrastinate more on task that are further away temporary (Frederick, S., Loewenstein, G., & O'Donoghue, T, 2002). Another situational variable as a cause of procrastination is the aversive nature of task. Steel (2007) claims that task that are less appealing are more postponed in favors of more appealing task.

Delay (2011) proposed the types of procrastinators that are delayers, perfectionist and distractible. Delayers procrastinate routine matters for various type of reasons, for example tiredness. The perfectionists are individuals' slowdown in indirect elements. They begin work yet they can't complete on ground. Distractible are individuals consistently discover something that offer them immediate pleasure as contrasting to the fulfillment of task, frequent distractions include toys, TV, Googling, Trolling, shaping, Facebook or WhatsApp etc.

Procrastination is failure of self-regulation which badly effect performance and well-being (Steel,2007). Steel recently argued in his book "The Procrastination Equation" that information technology especially social media is turning people to immediate gratification however age and responsibilities make them sensitive towards procrastination. For people, procrastination is not only an occasional issue but in fact disturbing their routine life and potentials.

Research conducted in 2010, titled "I'll go to therapy" suggested that procrastination is linked with poorer mental health, stress and generate behaviors like, unable to manage time for relaxation and stress. Procrastination and mental health are well-documented and researched. It is associated to health treatment

delays, perceived stress and fewer wellness activities (Sirois; 2014).

Impact of Procrastination

Procrastination impacts at our personal, social and professional life. It is another source of further stress that subsequently increases the risk for other unhealthy behaviors and disease e.g; chronic headache, depression and promote overacting and smoking (Stephanie; 2016) cause empty labor at work place, the time employee spend at workplace performing irrelevant activities which are actually not required (Paulsen, 2015).

Procrastination heavily cost to the companies, as per research it charge about \$10,000 for a single employee annually (D'Abate & Eddy, 2007; Steel, 2011). Procrastination and self- reported financial success are negatively associated (Mehrabian, 2000) symptoms of Attention Deficit Hyperactivity Disorder (ADHD), showed issues like distraction and disorganization at work (Re Snick, 2005) whereas ADHD reduced earnings by approximately 30% (Fletcher, 2013).

Procrastination leads to hypertension, cardiovascular diseases and maladaptive coping Sirois (2014). Badly effect mental, physical health and performance in the workplace. People with procrastination tendencies earn less, spend less time in job. It is also found that unemployed people procrastinate more, may lead to unemployment, enhance the likelihood of switching existing position, job-lock. Enabling individuals to switch job even have slight progress in existing job, connected to poor financial decision making (Valuve; 2016).

Psychoanalytical and Psychodynamic Approach

Freud (1953) explained, procrastination as the tendency of sidestepping the tasks (as cited in Ferrari, Johnson and McCown, 1995) which means incomplete tasks poses threat to ego. Keeping in view the classical psychoanalytical approach, Blatt and Quinland (1967) said that procrastinators have present orientation and are unable to anticipate future. According to Psychodynamic approach personality is closely associated to the childhood. Depending upon such arguments and understanding, procrastination is depiction of childhood traumas or related with parenting. The term chronic procrastination syndrome used by Missildine (1963) who described it as delaying of work with daydreaming and working slowly (as cited in Ferrari, Johnson and Mc Cown, 1995).

Cognitive Approach

Cognitive approach states three reasons of procrastination which are irrational belief, weak self-esteem and incapacity of decisions (Ferarri, Johnson & McCown, 1995). Procrastination was conceptualized as an emotional disorder, linked with irrational thinking (Ellis & Knaus, 1977; cited in Ferrari, Johnson & McCown, 1995). Procrastinators use irrational belief that “I have to do something good” have a negative consequence if individual unable to do something at optimal level.

The second anticipated cause is a weak self-esteem. Burka and Yven (1983) emphasized that procrastination used as approach to protect weak self-esteem where deferring task is act as buffer. The incapability in decision making is a reason of

procrastination, Janis and Mann (1977) stated that procrastination used as coping mechanism to delay problematic decisions.

Temporal Motivation Theory

Temporal motivation theory (TMT) is ingrained with termed pico-economic or hyperbolic discounting (Ainslie & Haslam; 1992) explained decision making processes. Temporal motivation theory suggest that an individual prefer the activities which leads to maximum utility for specific time. It means individuals have a tendency to procrastinate low utility tasks. It has been derived from pico-economics that TMT maintain pico-economic component of utility, expectancy, value, sensitivity to delay and time delay (Steel, 2007; Steel & Konig, 2006).

Steel and Konig (2006) addressed that TMT agree with procrastination grounded theory of Schraw, Wadkin and Olafson (2007). Studies suggest that indistinct directions, less benefits and deadlines are equivalent to expectancy, value and sensitivity to delay respectively when connected to the temporal motivation theory. Blurred task and expectations leads low self-confidence for task completion, rewards associated with tasks are satisfactory factors which motivate to perform. Moreover, unappealing incentive lead to delay because task has not owned comparable proportion and time limit become external influence.

Job Performance

Job performance are valued added behaviours acknowledged by organizations which creates 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 behaviours. These behaviors are reflection of activities related to organizations technical core (Borman & Motowidlo, 1997) such as working with precision and accuracy, contextual elements of performance contribute to organizational efficiency for performing additional duties, serving others, and persisting with eagerness. Counterproductive behavior in organizations refers to the behaviours which can cause potential harm to the organization or its members for example come late, leave early, and calling in “sick” (Rotundo & Sackett, 2002; Spector & Fox, 2005). For present research study, the items of job performance scale (Wright, 1998) are illustrative of these performance dimensions, in which employee and supervisor both evaluate employee on task related behaviours (such as “On the job I exhibit an underline concern for doing things or tasks better, for improving situations”), contextual determinants of performance (for example “On the job I exhibit zeal about the job and consequent willingness to work hard and energetically”) and counterproductive actions (I get along well with co-workers or My work habits (laziness, length of breaks etc.) are exemplary.

Models of Job Performance

Blumberg and Pringle's (1982) presented work performance model, focusing

on performance differences openly than Campbell by giving a model of practical aspects of performance. Blumberg (1982) gave three components of performance which were: opportunity, capacity and willingness to perform. Model focuses environmental factors and individual in an organization both have certain contributions. Opportunity component comprises of job design, work conditions, communication channels, groups, co-workers, policies, time, pay and leadership which are environmental factors. Age, education, energy, health and ability are referred to capacity aspect. Willingness and individual characteristics, values, attitudes, perceptions, job status, and job satisfaction are related to motivational factor.

Campbell (1990) proposed the model which comprised of eight mechanisms which were job-related proficiency which mentions practical or mechanical job, not dependent on motivational predispositions. Non-job-related task proficiency states the shared activities essential to all, not to any specific job. Written and verbal communication defines official presentations and routine office correspondence. The additional mechanisms includes putting high effort, discipline, enabling other group members performance, giving direction and supervision.

Murphy (1994) presented another job performance model, which focuses on four dimensions of performance instead of eight aspects. First aspect was task-orientation behaviours, includes supervisory and management tasks. Second aspect was interpersonal orientation of behaviours, includes all interpersonal activities at job. Third aspect was down-time behaviours that may cause absenteeism at work,

include harmful behaviours at work like drugs, alcohol abuse and rules violation. Employees showing such behaviours may be unable to come to their job regularly and have performance issues. Fourth aspect consisted of hazardous behaviours which may comprise of safety violations, accidents and sabotage.

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. Job resources factors 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, 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 leads 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 employees have resources (colleagues' support or having ability to one's own work) they tend to work beyond routine and focus 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.

Mindfulness and Job Performance

According to Morrison and Jha (2011), human mind depends 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 affects 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).

Nandram and Borden (2012) explained that mindfulness builds strong character, vision with engraved focus on work and business, and enhances the productivity at

workplace. Similarly, it was found in another study that participants with mindfulness state score meaningfully higher on the group task. Results also reinforced the link between group performance and cohesion (Cleirigh & Greaney, 2014).

Reb, Narayanan and Chatuvadi (2014) studied mindfulness, well-being and performance of employee in organizations found that supervisors' trait mindfulness is related with employee well-being in the form of job satisfaction, need satisfaction and job performance which further includes in-role performance and organizational citizenship behaviours. Mindfulness have been reported as potentially supportive and fundamental at workplace. As Reb, Narayanan and Zhu (2015) found that mindfulness at workplace is linked with organizational constraints and organizational support, point out that facilitation or hindrance of mindfulness at workplace is linked with organizational environment.

Mindfulness have been found helpful at the workplace and programs enhances mindful awareness in occupational settings yielded significant improvement in performance (Malinowski & Lim, 2015). Schmertz, Anderson, and Robins, (2009) found that tasks of continuous attention required mindfulness, and both are positively related. Another research on mindfulness and consumer behavior examined mindfulness differences on three aspects of relationship quality with reference to mindfulness which are trust, satisfaction, and commitment, consumer loyalty consisted of attitudinal and behavioral loyalty between high and low mindful consumers. Higher mindfulness yielded more effective relationship quality

and loyalty among consumers (Ndubisi, 2014).

Mindfulness, well-being and performance of employees at workplace are directly linked with each other (Schultz, Ryan, Niemiec, Legate, and Williams; 2015). Workers possessing higher mindfulness don't frustrate in uncooperative environments as it act as defensive factor in such type of organizational work environments. Such findings support mindfulness as a latent way to wellness in organizations, also support autonomy to promote employee well-being and job performance. The Conservation of Resources Theory (COR) was proposed by Koon, Menting and Woerkom (2015) which focuses on mindfulness, work motivation and performance in an organizational perspective and explained mindfulness in dynamic contexts as believes to provides personal resources to the employees, enable resilience in employees in case of job-related issues of high workplace demands and rapidly changing work environments.

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.

Procrastination and Job Performance

Hubner (2012) analysed and debated upon aftermaths of procrastination and drastic need of decisive leadership. Klingsieck's (2013) study evaluated that procrastination discrepancies 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.

Hammer and Ferrari (2002) classified the workers into two categories i.e; white-collar and blue-collar and studied the existence of procrastination. They found "white-collar" employees are chronically higher than "blue-collar" workers which reflects the unique pattern that skilled workers reported more procrastination than unskilled workers.

Nguyen, Steel, and Ferrari (2013), explored procrastination's role in workplace on large sample of 22,053 individuals and found that procrastination was associated with some factors which are low salary structure, shorter employment durations and probability of being unemployed instead of full-time job. Women show less procrastination tendencies than men which is an employment advantage as well. Furthermore, researchers found that procrastinators are opting jobs that are less rewarding.

Recently in Pakistan, Aziz and Tariq (2013) explored that public sector executives were significantly higher on decisional procrastination as compared to private executives. Higher level of decisional procrastination and lower internal locus of control was reported in less experienced executives, more experienced had significantly higher level of internal locus of control and lower on decisional procrastination. Mohsin and Ayub (2014) found negative association in procrastination and job satisfaction of teachers in Karachi, Pakistan. They found the procrastination and delayed gratification predicted work stress which effect work satisfaction whereas the teachers are more satisfied and lower on stress levels when they don't procrastinate.

Mindfulness, Procrastination, Job Performance and Gender

Gender is differently performing on mindfulness levels and procrastination tendencies as was found by Sturgess (2012). Shao & Skarlicki found (2009) that females have high levels of mindfulness as compared to males because of using more coping strategies, and the usage of such strategies, by females enhances the mindfulness among females, whereas males are more prone to dismiss the emotional experience they are facing. Short and Mezo (2010) found that both genders did not have significant differences on mindfulness. Whereas. Slonim, Kienhuis, Di Benedetto and Reece (2015) explored that Males were found to have meaningfully high on mindfulness than females because females were facing more difficulty to be attentive to positive and negative stimuli as mindfulness demands both stimuli.

Nguyen, Steel, and Ferrari (2013) explored that women are getting more employment opportunities because of lesser procrastination tendencies than men. Ozer, Demir and Ferrari (2009) found male scoring high on academic procrastination than female students. Female students have more procrastination tendencies (Washington, 2004; Rodarte-Luna & Sherry, 2008) whereas, few research have found a higher procrastination in male students (Prohaska, Morrill, Atilas & Perez, 2000). Men are higher on procrastination than women (Balkis & Duru;2009) whereas some studies found no relevance of gender on procrastination behaviour. Ozer and Ferrari (2011) stated no differences on academic procrastination among male and female students.

Mindfulness, Procrastination, Job Performance and Job Security

Job security plays differentially with mindfulness variable that Mindfulness-based stress reduction play pivotal role to overcome anxiety of employees having uncertain employment status. Mindfulness helped to achieve consciousness, which reduce psychological issues by overcoming the anticipated anxiety experienced by employees facing high degree of job uncertainty. Thus mindfulness turned out to be in negative relation with job security (Jacobs & Blustein, 2008). Dane & Brummel (2013) found that in a energetic work environment, workplace mindfulness has positive association with to job performance.

Hammer and Ferrari (2002) studied that the “White-collar” workers with secured job status stated meaningfully higher on three dimensions of chronic procrastination rather “blue-collar” unskilled and contractual employees which

resulted the unique pattern that qualified employees reported frequent procrastination than unskilled employees.

Klockner and Hicks (2015), studied that cognitive failures and differing or lapses in task performance can lead to considerable personal and organizational damage. The results low level of mindfulness and workplace errors were related and signified the inverse relation between both. Researchers emphasized that mindfulness and mental health trainings in organizations are necessary, particularly where inattentiveness cause pricey personal and organizational blunders.

Pychyl and Flett (2012) found that there was significant part of cognitive factors such as mindlessness in dysfunctional beliefs and involuntary thoughts in procrastination, procrastination and self-regulation deficiency leads stress, psychological distress, and bodily illness was also averse to attain the performance of an individual. The study also explored reduction of procrastination tendencies are also linked with the utility of rational emotive behaviour therapy and cognitive techniques like mindfulness training.

Sirois and Pychyl (2013) collected a sample of 339 students and explored link among procrastination, low mindfulness, high stress and poor perceived health. Similarly, Sirois, (2012) also explored that temperament regulation should line up over alertness for goals rather procrastination which causes delays at work. It was studied that this temporary cognitive escape from tasks explained mood handling strategies of procrastinators and deferred their immediate tasks.

Flook, Goldberg, Pinger, Bonus, and Davidson (2013) conducted a research on teachers and found that mindfulness reduces mental signs, burnout, improve classroom management and performance and enhanced self-compassion. Sirois (2014), suggested that procrastination showed self-incoherence in present and future and self-regulation failure. It was found in the meta-analysis of 4312 participants that procrastination had moderately meaningful negative relation with future time perspective, and individual tends to behave mindlessly for future consequences, besides procrastination had substantial relation with present time perceived as escape to cognitive employment of immediate necessities.

Yousef (1998) explored that the employees having job security are more committed and higher at job performance but further shared that most definitely the relation between job security, job satisfaction and performance also dependent on cultures. Similarly, perceived job security of employees and their perceptions about temporary status are negatively related. Whereas the employees having high job security showed positive association between benefit perception and performance. Employee having job security issues face stress, anxiety and uncertainty which negatively affect job performance, organizational commitment, intention to leave and job satisfaction which does not only impact the mental health of the employee but ultimately organization's productivity and future prospects of growth (Qureshi & Khan; 2016) .Apart from this employee having low job security had negative association in threat perceptions and performance (Kraimer, Wayne, Liden, & Sparrowe, 2005). It illustrates more an individual is associated with secure job status his/her performance on job is improved with enhanced organizational

commitment and least threat perception.

Regardless of these imperative evidences showing correlation among mindfulness, procrastination and job performance with respect to gender and job security, there are few studies that has been led before addressing mindfulness as resilient and protective factor which actively incorporate constructive improvement in performance especially its direct relation with procrastination in organizational context. This indicates that the gap still exists for further research and understanding of mindfulness phenomenon especially with procrastination and job performance of employees in organizations at local and national level. The relationship of mindfulness, procrastination and job performance among employees has not been addressed in detail before in Pakistan especially. It would be highly meaningful to develop an understanding at local and national level between the relation of variables and demographical disparities in different groups

Rationale of the Study

In the organizational setup the phenomenon of mindfulness, procrastination and job performance is needed to be explored. It has been observed in our routine work and professional life that the individuals are not mindful enough to perform their assigned tasks timely. The employees procrastinate assigned tasks for the sake of nothing and are unaware about the harmful effects of this tendency for an organization. As a result, the individual and organization both are unable to achieve their desired targets. Performance at work is behavior, not directly visible (e.g. decision making) nonetheless independently measured by its consequences. It has been observed that the organizations are concentrating to get the maximum output from their employees, for this purpose organizations are incorporating different IT based solutions, software and capacity building programs to improve job performance but are unable to reach the desired performance levels. Competitive environment is pushing the organizations to enhance employee performance.

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 which needs to be address in organizational setup.

The present research aim to explore mindfulness, procrastination and job performance among employees in organizations related to the telecom sector whereas gender and job security 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.

Another aspect of the research highlights the basic theme that, mindfulness can be an achievable and learned skill. Thus the findings are as per assumptions, they play major role, in establishing mindfulness as a remedial tool against procrastination and other various stressors, to obtain optimal level of functioning in occupational sector (Cleirigh & Greaney, 2015; Nandram & Borden, 2012; Reb,

Narayanan & Chatuvadi, 2014). This study was designed to view these notions with respect to native perceptions. It is imperative to explore actual nature of association between mindfulness, procrastination and job performance within the local context.

Research study intended to see mindfulness, procrastination and job performance in inter- linked perspective to gain insight regarding mindful workforce and its existence with other related factors for an organization. The workforce that can envision the upcoming competition and perform accordingly. So far limited research was found interested among association in mindfulness, procrastination and job performance in telecom sector employees. Research work in Pakistan (Aziz & Tariq, 2013; Mohsin & Ayub, 2014), has identified loopholes and constrains, there was a definite need to fill gaps in areas especially exploration in the demographic perspective (such as role of age, gender, working position/rank, working sector, nature of work, duty hours, marital status, part-time job status, family system, monthly income, and etc..) to initiate quality steps for the betterment of employees. This research is beneficial to develop an understanding among variables in our culture, thus contributing to the prevailing research efforts and literature. This research findings might capacitate training organizations, Human Resource departments, professionals and policy makers to develop an efficient, mindful and productive environment.

Objectives

1. To investigate the association between mindfulness, procrastination and job performance.
2. To study the moderating role of gender and job security in relation between mindfulness, procrastination and job performance.
3. To explore the mediating role of mindfulness between procrastination and job performance.
4. To examine the role of the demographic variables such as age, gender, job security, marital status, working sector and part time working hours on mindfulness, procrastination and job performance.

Hypotheses

Following hypotheses were formulated to study mindfulness, procrastination and job performance among employees.

1. There is a positive relationship between Mindfulness and job performance.
2. There is a negative relationship between Procrastination and Job Performance.
3. The increase in Job security exacerbate the relationship between Mindfulness and Job Performance
4. Male employees are more inclined towards procrastination and mindfulness than female employees.
5. The gender impairs the relationship between mindfulness, procrastination and job performance.

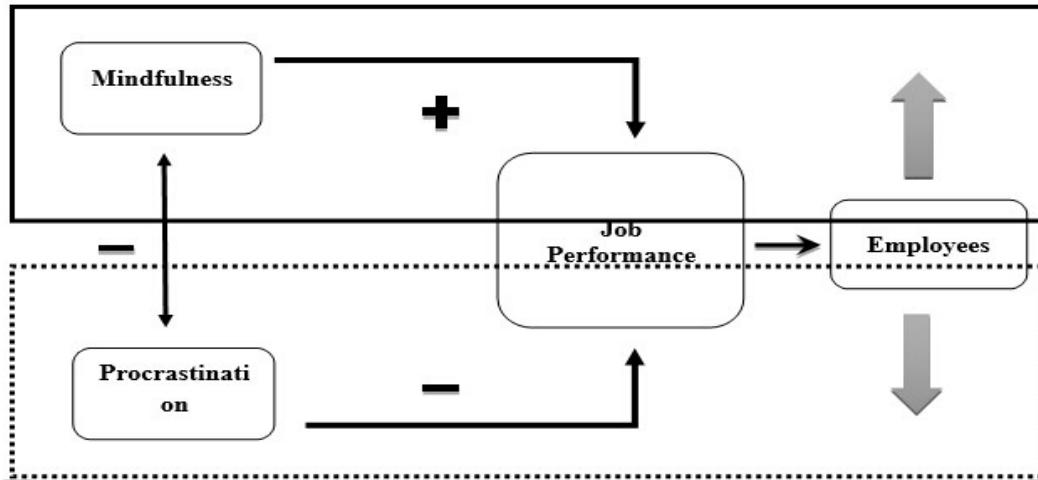
Conceptual Model

The conceptual model is based on comprehensive literature review on variables, keeping in view that Mindfulness has been inversely related to procrastination (Herweg & Muller, 2011). Moreover, Mindfulness improves the performance of employees (Klatt, Wise & Fish, 2012; Morrison & Jha, 2011; Vugt, & Jha, 2011). Klingsieck's (2013) and Hammer and Ferrari (2002) elaborated that procrastination has been found negative in relation with job performance in an organizational setup. The more an individual is mindful about his/her surroundings especially in work settings the more it leads to enhanced performance (Dane & Brummel, 2014; Grégoire & Lachance, 2015; Howell & Buro, 2011; Kroon, Menting, & Woerkm, 2015).

Mindfulness has been found helpful and resilient against procrastination tendencies and lower performance among employees (Cleirigh & Greaney, 2015; Nandram & Borden, 2012; Reb, Narayanan & Chatuvadi, 2014). Procrastination has portrayed harmful consequences and as due to its inevitability because of daily hassles and haphazard work-life scenarios, it is a major risk factor to affect the performance of an individual (Klockner, & Hicks, 2015). So, individual's mindfulness has genuine significance at individual and organizational level as positive attributes, in order to actively cope with procrastination and delaying to attain productive and timely targets and objectives. It is thus highly substantial to test this model within the local context.

Figure 1

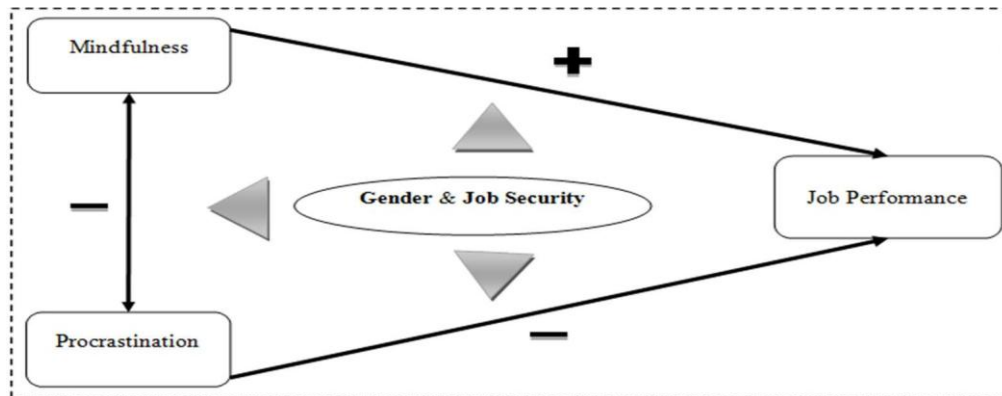
The Model Showing the Expected Relationship of Mindfulness, Procrastination, and Job Performance among Employees



Keeping in view past research (Slonim et al., 2015; Nguyen et al., 2013, Sturgess 2012; Ozer and Ferrari 2011; Short and Mezo 2010; Shao and Skarlicki 2009; Rodarte-Luna and Sherry 2008; Washington, 2004), which have shown imperative gender differences on mindfulness, procrastination and job performance. Similarly, job security inquired through the nature of job either contractual or permanent job has been found moderating between the hypothesized directions of study variable (Dane & Brummel 2013; Jacobs & Blustein, 2005; also see Kraimer et al., 2005; Hammer & Ferrari 2002; Yousef, 1998).

Figure 2

The Model Depicting the Moderating role of gender and Job Security among relationship of Mindfulness, Procrastination and Job Performance



In this study, along with prevalence of these variables, relationship in native context was established for which moderating impact was explored as an additional factor to assess the variation due to having male or female gender and permanent or contractual status of job.

Chapter II

Method

Research Design

The research was designed to investigate the relationship in Mindfulness, Procrastination and Job Performance among employees with moderating effect of gender and job security. Purposive convenient sampling technique was used with analytical finding of correlation, moderation and mediation on data among study variables.

Sample

The sample for this research comprised of 400 employees both male and female from different public and private Telecom organizations. The employees who participated in the research were from information technology, engineering, accounts/finance and HR/administration department of the telecom organizations from Islamabad and Rawalpindi areas of Pakistan. The data were collected through purposive convenient sampling technique by keeping in view the all ethical consideration. Primary inclusion criteria was that employee must have an experience of at least one year in respective organization under that supervisor to assure and measure the respective job performance. Their participation was totally on voluntarily basis without any pressure or coercion, all the research related information including data collection, analysis and scope were clearly discussed. The use of offensive, discriminatory or unacceptable languages was avoided while

giving briefing about questionnaire and data collection. Participants were shared the purpose of study and they were assured about the confidentiality and anonymity of their responses. Since job performance was taken from employees and their managers/officers as well, especially care was taken to keep the process blind to avoid any stigmatization or labeling.

Operational Definitions

Mindfulness: Mindfulness refers to a psychological state in which individuals experience an awareness of objects in their immediate environment as well as their current thoughts and feelings (Brown & Ryan, 2003). Mindfulness is defined as the attentiveness and awareness of the present scenario and being not judgmental while describing the experiences of the life (Kabat- Zinn, 2003). In the present study mindfulness was measured with the help of Mindful Attention Awareness Scale, which was created by Brown and Ryan (2003). To check the score on scale, we calculate a mean of the 15 items. High score on the scale indicates high levels of dispositional mindfulness and lower score indicate less mindfulness.

Procrastination: According to Tuckman (1989), “Procrastination is the tendency to put off or completely avoid an activity under one’s control. It has been proposed as resulting from a combination of these; (a) disbelieving in one’s own capability to perform a task (Bandura, 1986a).

(b) Being unable to postpone gratification and (c) assigning blame for one’s own predicament to external sources (Ellis & Kanus, 1977, Tuckman, 1989). In present

research, procrastination scale was used to identify procrastinations, high scores on scales high reflect procrastination and vice versa.

Job Performance: Job performance is defined as “the level of productivity of an individual employee, relative to his or her peers, on several job performance related behaviors” (Babin & Boles, 1998). In present research, job performance scale was used to assess the performance of employees, high scores on scales high reflect high performance and vice versa.

Instruments

A demographic sheet was established to obtain information about the participants. Mindfulness was measured using Mindfulness Attention Awareness Scale (MAAS) (Brown & Ryan, 2003), Procrastination was measured by Tuckman’s Procrastination Scale (TPS) (Tuckman 1991) and Job Performance was measured by Job Performance Scale (JP-S) (Wright, Kacmar, McMahan, & Deleeuw, 1995).

Demographic sheet: Information and consent from participants was obtained with the help of demographic sheet. The sheet inquired the age, gender, working position/rank, working sector, duty hours, marital status, part-time job status, family system and monthly income. To assess job security variable, nature of job i.e., permanent or contractual employment were inquired.

Mindfulness Attention Awareness Scale (MAAS)

The Mindfulness Attention Awareness Scale (Brown & Ryan, 2003) is a 15-

item scale designed to assess a core characteristic of dispositional mindfulness, namely, open or receptive awareness of and attention to what is taking place in the present. Responses to items were rated on 6-point Likert scale ranging from 1 = almost always, 2=very frequently, 3 = somewhat frequently, 4 = somewhat infrequently, 5 = very infrequently, 6 = almost never. The highest scores on MAAS was 90 and the lowest score was 15. Highest score reflected higher levels of dispositional mindfulness and vice versa. They have demonstrated high test-retest reliability, discriminate and convergent validity, and criterion validity (Brown & Ryan, 2003). The reliability of test scores for the present study sample was found to be .87.

Tuckman's Procrastination Scale (TPS)

The scale was developed by Tuckman (1991). It measures the individual's tendency to delay his/her work. It comprised of 16 items, with Cronbach alpha .85. the scale is Likert type scale and has 4 response categories; 4 = that's me for sure; 3 = that's my tendency; 2 = that's not my tendency and 1 = that's not me for sure. Minimum score on scale one can attain is 16 and maximum can be 64. A higher score is indicative of the greater tendency to procrastinate.

Job Performance Scale (JP-S)

Job performance scale developed by Wright, Kacmar, McMahan, and Deleuw (1995) was used to measure the job performance of the employees. The scale consisted of Eight items for employee and Eight items for supervisor, rated on 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The scale was evaluated by employees and their supervisors.

Procedure

For the purpose of data collection different organizations were approached and explained them about the scope of the research. In most of the organizations the Human Resource Department was contacted and explained about the research to get permission for data collection. The HR department informed the respective department heads about the purpose and utility of research and permitted them to help in data collection from their department. The questionnaires were then distributed by the help of an employee to their team members with brief explanation and guideline about filling of questionnaires. They were specially instructed that not to leave any question unanswered. The consent was taken from each individual for his/her participation in the research activity and also communicated that as their participation is on voluntarily basis so if anyone wants to leave then she/he has rights to leave. They will not be questioned on it. The demographic sheet along with the Mindfulness Attention Awareness Scale (MAAS), Tuckman Procrastination Scale (TPS) and Job Performance Scale (JP-S) were given to the participants. The purpose and instructions related to the research were written on the demographic sheet and were given verbally as well to address participants' ambiguity. The participants were kept in confidence that their information will remain confidential and will be used for research purpose only. On successful completion and submission of the data they were be thanked for their participation.

Pilot Study

This part of the research was comprised of the objectives, sample, procedure and findings of the pilot study.

Objective

The main objective of the study-I was pilot testing of instruments and to check the association among research variables.

Sample

The data was collected from 150 (109 male, 41 females) employees of telecommunication sector of Islamabad and Rawalpindi. The employees who participated in the research were from information technology, engineering, accounts/finance and HR/administration department of the telecom organizations from Islamabad and Rawalpindi areas of Pakistan. The data were collected through convenient sampling technique by keeping in view the all ethical consideration. Their participation was totally on voluntarily basis without any pressure or coercion, all the research related information including data collection, analysis and scope were clearly discussed. The use of offensive, discriminatory or unacceptable languages was avoided while giving briefing about questionnaire and data collection. Participants were shared the purpose of study and they were assured about the confidentiality and anonymity of their responses. Since job performance was taken from employees and their managers/officers as well, especially care was taken to keep the process blind to avoid any stigmatization or labeling.

Procedure

For the purpose of data collection for pilot study, the organizations were contacted. In most of the organizations the human resource department helped in data collection. The complete details regarding research, data collection, confidentiality and usage of the data were shared with the concerned representative of the department. They asked for the questionnaires in first meeting and take some time to review and permission from the head of the department. After clearing their all research related queries, they allowed to collect the data and further guide to the departments and their employees. Now the employees were informed about the research and its scope, they are very keen about the confidentiality of data, they were assured that the data will be kept confidential and will only use for university research purpose. Their names, designations, salary etc will not be shared with anyone else. They were also informed that it's voluntary participation so if anyone wants to leave then they have right to leave. They were explained about Mindfulness Attention Awareness Scale (MAAS), Tuckman Procrastination Scale (TPS) and Job Performance Scale (JP- S). Some of them took 15-20 minutes to fill the questionnaires and return back whereas some employees took few days. The data were collected as per their convenience. Since job performance was taken from employees and their managers/officers as well, especially care was taken to keep the process blind to avoid any stigmatization or labeling.

Pilot Study Results

The pilot study was carried out to investigate the relationship between the study variables on sample of 150 participants.

Table 1

Descriptive Statistics and Alpha reliability coefficient for the Variables (N=150)

Variables	items	A	M	SD	Range		Skewness	Kurtosis
					Potential	Actual		
Mindfulness	15	0.86	61.08	12.92	15-90	15-90	-0.46	1.13
Procrastination	16	0.82	36.75	8.37	16-75	16-64	0.28	1.74
Job Performance	16	0.72	57.85	7.97	16-80	41-74	-0.22	0.14

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

Table 1 demonstrates acceptable alpha reliability for all scales. Furthermore, skewness and kurtosis values show normal distribution of data. The reliability analysis revealed alpha coefficient for Mindfulness .86, Procrastination .82 and Job Performance .72 which shows satisfactory reliability level for current research.

Table 2

Correlation between Mindfulness, Procrastination and Job Performance in employees (N = 150).

	Scales	1	2	3
1	Mindfulness	–	-.27**	.25**
2	Procrastination		–	-.27**
3	Job Performance			–

** $p < .01$

Table 2 shows that the mindfulness positively correlates with Job performance and negatively correlates with procrastination, whereas a negative significant correlation was observed between procrastination and Job Performance.

Table 3

Mean Differences between Permanent and Contractual Employees on Mindfulness, Procrastination and Job Performance (N = 150).

Scales	<u>Job Security Status</u>				<i>t</i> (148)	<i>p</i>	<u>95% CI</u>		<i>Cohen's d</i>
	<u>Permanent (n=93)</u>		<u>Contractual (n=57)</u>				<i>LL</i>	<i>UL</i>	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>					
Mindfulness	63.23	11.19	57.58	13.32	2.79	0.01	1.64	9.65	0.46
Procrastination	35.70	8.78	38.46	8.39	-1.89	0.06	-5.63	0.11	0.32
Job Performance	58.03	6.23	57.54	7.32	0.44	0.66	-1.73	2.79	0.07

Table 3 shows that there were non-significant differences among permanent and contractual employees on mindfulness, procrastination and job performance. The results elaborated that permanent employees were more predisposed on Mindfulness and Job Performance having low procrastination as compared to contractual employees whereas contractual employees are low on mindfulness and job performance with higher levels of procrastination.

Pilot Study Discussion

The purpose of the pilot study was to investigate the association between mindfulness, procrastination and job performance among employees working in telecom organizations. In order to achieve objective of the pilot study the Mindfulness Attention Awareness Scale (MAAS), Tuckman's Procrastination Scale (TPS) and Job Performance Scale (JPS) were used. The results showed correlation among mindfulness, procrastination and job performance among employees where table 1 demonstrates acceptable alpha reliability for all scales. Furthermore, skewness and kurtosis values show normal distribution of data. The reliability analysis revealed alpha coefficient for Mindfulness .86, Procrastination .82 and Job Performance .72 which shows satisfactory reliability level for current research.

The results of table 2 showed that the mindfulness positively correlates with Job performance and negatively correlates with procrastination, whereas a negative significant correlation was observed between procrastination and Job Performance. The results support the finding of Herweg and Muller (2011) examined well-being effectively curtails the chances of procrastination, efficient workload structures which leads to improved job performance.

The analysis carried out in table 3 showed that there were non-significant differences among permanent and contractual employees on mindfulness, procrastination and job performance. The results elaborated that permanent employees were more predisposed on Mindfulness and Job Performance having low procrastination as compared to contractual employees whereas contractual

employees are low on mindfulness and job performance with higher levels of procrastination as explored by (Yousef;1998) that the employees having job security are more committed and higher at job performance then employees who face such job security issues in organizations. Employee having low job security had negative association in threat perceptions and performance (Kraimer, Wayne, Liden, & Sparrowe, 2005). It illustrates more an individual is associated with secure job status his/her performance on job is improved with enhanced organizational commitment and least threat perception.

Pilot study results are suggesting the satisfactory findings for all three scales and their alpha reliabilities, correlation among study variables, job security as affecting mindfulness, procrastination and job performance among employees. These finding of pilot study were encouraging and sufficient to initiate main study and hypotheses testing. Further details are in next chapter of main study

Main Study

The main study was carried out to investigate relationship between mindfulness, procrastination and job performance among telecom sector employees with additional variation due to their demographic factors such as gender, age, family system, marital status, job type and organization, earning, duty hour's designation at work place. Depending upon the findings of pilot study, the main study was carried out with the objectives to investigate the association between mindfulness, procrastination and job performance among employees with moderating role of gender and job security. It was also important to explore the mediating role of mindfulness between procrastination and job performance among employees. Keeping in view all these objectives it was hypothesis in the study that there is a positive relationship between mindfulness and job performance of employees with a negative relationship of procrastination and job performance. Whereas job security and gender impairs the relationship between mindfulness, procrastination and job performance of employees. Both permanent and contractual employees will differently behave on mindfulness, procrastination and job performance matters in organizations and mindfulness is a strong mediator which effect the relationship of procrastination and job performance of employees in organizations.

Sample

The sample for the main study comprised of 400 employees (Male = 305 and Female = 95, Permanent= 213 and Contractual=187, Public=71 and Private= 328)

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 from Islamabad and Rawalpindi areas of Pakistan. The data were collected through purposive convenient sampling technique with participants consent.

Procedure

For the purpose of data collection for main study the human resource department of the telecom organizations was contacted. As some linkages have been developed with different organizations during pilot study research so they help a lot for the data collection of main study. The complete details regarding research, data collection, confidentiality and usage of the data were shared with the concerned representative of the department. They asked for the questionnaires in first meeting and take some time to review and permission from the head of the department. After clearing their all research related queries, they allowed to collect the data and further guide to the departments and their employees. Now the employees were informed about the research and its scope, they were very keen about the confidentiality of data, they were assured that the data will be kept confidential and will only use for university research purpose. Their names, designations, salary etc will not be shared with anyone else. They were also informed that it's voluntary participation so if anyone

wants to leave then they have right to leave. They were explained about Mindfulness Attention Awareness Scale (MAAS), Tuckman Procrastination Scale (TPS) and Job Performance Scale (JP- S). Some of them took few minutes to fill the questionnaires and return back whereas some employees took few days. The data were collected as per their convenience.

Chapter III

Results

Table 4

Descriptive Statistics of Participants (N=400).

Variables	Categories	<i>f</i>	%
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
Duty Hours	8 hours 9 hours	259	64.8
	10 hours	118	29.5
	12 hours	12	3.0
Education	Matric	11	2.8
	FA/FSc	7	1.8
	BA/BSC/BE	14	3.5
	BBA/BS (HONS.)/ MA/MSc	119	29.8
	MS/MPhil	36	9.0

Table 5Descriptive Statistics and Alpha reliability coefficient for the Variables ($N=400$)

Variables	<i>Minimum</i>	<i>Maximum</i>	<i>M</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
<i>Male employees (n=305)</i>						
TPS	16.00	75.00	36.82	8.54	.22	.87
MAAS	15.00	90.00	58.54	13.42	-.14	-.29
JPE	12.00	40.00	28.72	4.94	-.51	.21
JPS	13.00	40.00	27.31	4.77	-.31	.09
JP	33	74	56.03	8.03	-.39	-.22
<i>Female employees (n=95)</i>						
TPS	16.00	58.00	37.60	7.76	-.06	.32
MAAS	33.00	90.00	60.37	11.11	-.02	-.04
JPE	16.00	40.00	27.93	4.64	-.31	.07
JPS	15.00	40.00	27.51	4.41	.02	.82
JP	36	80	55.45	7.79	-.17	.29

Note. MAAS = Mindfulness Attention Awareness Scale, TPS = Tuckman Procrastination Scale,

JP= Job Performance, JP-E = Job Performance Employee, JP-S = Job Performance Supervisor

Table 5 demonstrates Mean, Standard Deviation, Skewness and Kurtosis for both male and female employees. Furthermore, skewness and kurtosis values show normal distribution of data. The results of the table show that the data of the current study has normal distribution of Mindfulness Attention Awareness Scale, Tuckman Procrastination Scale and Job Performance Scale for male and female employees.

Table 6

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

Variables	M	SD	α							
				1	2	3	4	5	6	7
1.TPS	37.01	8.36	.82	-	-.16**	-.07	-.19**	-.26**	.03	.18**
2.JP	55.89	7.9	.77		-	.84**	.83**	.35**	-.03	-.04
3.JPE	28.53	4.88	.70			-	.39**	.35**	-.06	.01
4.JPS	27.36	4.68	.71				-	.22**	.01	-.08
5.MAAS	58.98	12.92	.87					-	.06	-.14**
6.Gender	-	-	-						-	.01
1.Nature_Job	-	-	-							-

**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 6 exhibits that mindfulness is positively associated with job performance and procrastination is negatively correlated to mindfulness in employees. The reliability analysis revealed that alpha coefficient for mindfulness is .87 procrastination is .82 and job performance is .77 which indicates alpha coefficient have satisfactory values for all variables.

Table 7

Pearson Product Moment Correlation between Mindfulness, Procrastination, Job Performance in male employees (N = 400)

Variables	(Male) α	1	2	3	4	5
1 MAAS	.86	-	-.29**	.48**	.51**	.30**
2 TPS	.82		-	-.14	-.11	-.13
3 JP	.77			-	.86**	.85**
4 JPE	.70				-	.48**
5 JPS	.70					-

** $p < .01$

Note. (Male) α = alpha Cronbach for male sample; (Female) α = alpha Cronbach for female sample; Upper diagonal values= Female correlation matrix; lower diagonal values= Male correlation matrix; MAAS= Mindfulness Attention Awareness Scale, TPS = Tuckman Procrastination Scale, JP = Job Performance, JP-E = Job Performance Employee, JP-S = Job Performance Supervisor.

The reliability analysis revealed that for male employees' alpha coefficient of mindfulness is .86 for procrastination is .82 for job performance is .77 which indicated satisfactory reliability for all Scales.

Table exhibits that mindfulness is negatively associated with procrastination in male employee. However, findings also reveal that mindfulness is positively associated with job performance and its dimensions in male employee. Also, no significant correlation was found between procrastination and job performance among male employees.

Table 8

Pearson Product Moment Correlation between Mindfulness, Procrastination, Job

Performance in female employees (N = 400)

	Variables	(Female) α	1	2	3	4	5
1	MAAS	0.85	-	-.26**	.32**	.32**	.21**
2	TPS	0.80		-	-.15**	-0.05	-.21**
3	JP	0.80			-	.83**	.82**
4	JPE	0.68				-	.36**
5	JPS	0.75					-

** $p < .01$.

Note. (Female) α = alpha Cronbach for male sample; (Female) α = alpha Cronbach for female sample; Upper diagonal values = Female correlation matrix; lower diagonal values = Male correlation matrix; MAAS = Mindfulness Attention Awareness Scale, TPS = Tuckman Procrastination Scale, JP = Job Performance, JP-E = Job Performance Employee, JP-S = Job Performance Supervisor.

The reliability analysis revealed that for female employees alpha coefficient of mindfulness is .85 for procrastination is .80 for job performance is .80 which indicated satisfactory reliability for all Scales.

Table exhibits that mindfulness is negatively associated with procrastination in female employee. However, findings also reveal that mindfulness is positively associated with job performance and its dimensions in female employee. Also, procrastination is negatively associated with job performance among female employees.

Table 9

Mean differences between male and female employees on mindfulness, Procrastination and job performance (N=400)

Variables	Male(n= 305)		Female (n= 95)		t(df)	p	95CI%		Cohen's d
	M	SD	M	SD			UL	LL	
TPS	36.82	8.54	37.60	7.76	-0.78	0.43	-2.71	1.16	0.09
JP	56.03	8.03	55.45	7.79	0.62	0.53	-1.26	2.43	0.07
MASS	58.54	13.42	60.37	11.1	-1.20	0.23	-4.81	1.16	0.15

Note. MAAS = Mindfulness Attention Awareness Scale, TPS = Tuckman Procrastination Scale, JP = Job Performance

Table 9 demonstrates the Mean, Standard Deviation, upper and lower limit and Cohen's values of male and female. It shows that there were non-significant differences among males and females employees on mindfulness, procrastination and job performance. The results further elaborated that female employees were more predisposed to mindfulness and procrastination as compared to male employees. The results also demonstrated that male employees were more inclined towards job performance as compared to female employees.

Table 10

Mean Differences between Permanent and Contractual Employees on Mindfulness, Procrastination and Job Performance (N = 400).

Variables	Permanent		Contract		<i>t</i> (df)	<i>P</i>	95%CI		Cohen's <i>d</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			<i>UL</i>	<i>LL</i>	
TTPS	35.58	7.95	38.63	8.55	3.690	.00	-4.67	-1.42	0.37
TJP	67.22	8.03	55.52	7.90	.870	.00	-.872	2.2	1.47
TMASS	60.73	13.08	56.98	12.46	2.910	.00	1.22	6.2	0.29

Note. TMAAS = Total Mindfulness Attention Awareness Scale, TTPS = Total Tuckman Procrastination Scale, TJP

= Total Job Performance

Table 10 shows that there are significant differences among permanent and contractual employees on mindfulness, procrastination and job performance. The results elaborated that permanent employees were more predisposed to Mindfulness as compared to contractual employees. The results also demonstrated that contractual employees had higher level of procrastination as compared to permanent employees. The results further revealed that permanent employees were more predisposed job performance as compared to contractual employees.

Table 11

Multiple Regression Analysis for Mindfulness, Procrastination and Job Performance among Male and Female Employees (N=400)

Variables	<i>B</i>	<i>SE</i>	<i>B</i>	<i>T</i>	<i>P</i>
<i>Male Employees</i>					
(Constant)	48.205	3.141		15.348	.000
TTPS	-.075	.053	-.080	-1.422	.156
TMAAS	.181	.034	.302	5.376	.000
<i>Female Employees</i>					
(Constant)	35.337	6.203		5.697	.000
TTPS	-.004	.096	-.004	-.037	.970
TMAAS	.335	.067	.478	4.997	.000

Note. TMAAS = Total Mindfulness Attention Awareness Scale, TTPS = Total Tuckman Procrastination Scale, TJP = Total Job Performance

The table shows Total Procrastination was non-significant in predicting job performance in male and female employees. It also demonstrates that mindfulness is positively significant in predicting job performance in male and female employees

Moderation Effects across Variables and Demographics

Moderation revealed the influence of third variable on association between two variables and revealed at different levels of the moderator. In coming analyses moderations have been explored through Andrew F. Hayes Process Macros Software (Hayes, 2013) between two independent and predicting variables such as mindfulness and Procrastination and their impact in outcome variable i.e. Job

performance in interaction with different demographic variables such a gender, job security, marital status, family system, job-sector and part-time job status of employees to see if there are any interaction effects existing or not.

Job Security as a moderator between mindfulness and job performance.

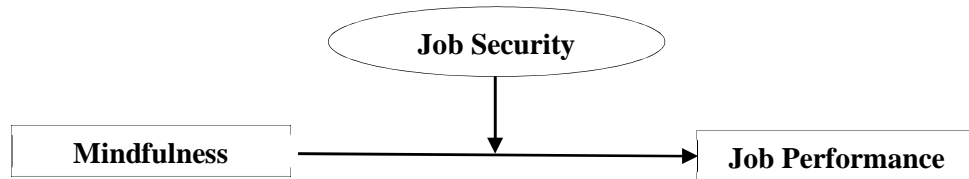


Table 12
Moderation impact of the Job Security between Mindfulness and job performance among employees (N = 400)

	<i>R</i>	<i>R</i> ²	<i>R</i> ² Change / Δ <i>R</i>	<i>F</i>	Job performance			
					coefficient	<i>SE</i>	<i>T</i>	<i>P</i>
Model Summary	.5638	.6230		70.9344				.0000
Constant					26.7148	4.8041	5.5609	.0000
Gender					3.7570	3.0351	1.2378	.2164
MAAS					.5012	.0968	5.1793	.0000
Interaction					-.0462	.0607	-.7610	.4471
MAAS x Job Security			.0009	.5791				.4471

Note. MAAS = Mindfulness Attention Awareness Scale

Findings revealed that moderation with job security have been achieved with no significance at all.

Job Security as a moderator between procrastination and job performance

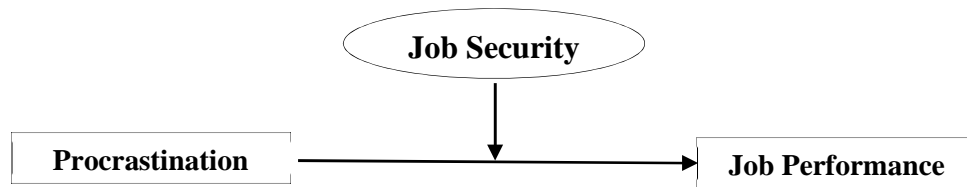


Table 13

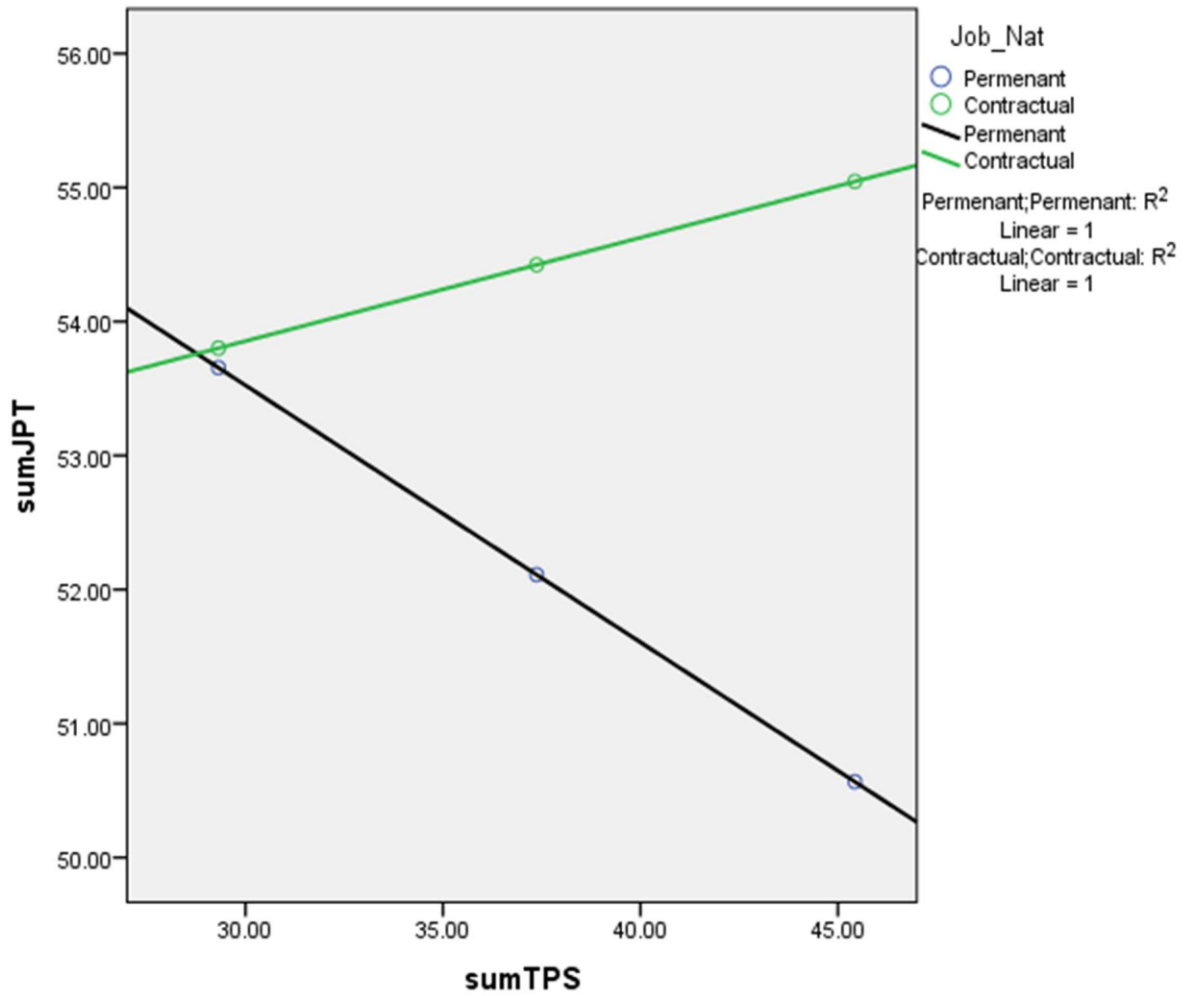
Moderation impact of the Job Security between Procrastination and job

performance among employees (N = 400)

	<i>R</i>	<i>R</i> ²	<i>R</i> ² Change / Δ <i>R</i>	<i>F</i>	Job performance			
					coefficient	<i>SE</i>	<i>t</i>	<i>P</i>
Model Summary	.1802	.0031		5.0939				.0018
Constant					67.0133	6.1198	10.9503	.0000
Gender					-7.7371	3.8235	-2.0235	.0436
MAAS					-.4606	.1622	-2.8400	.004
Interaction					.2689	.1004	2.6777	.007
MAAS x Job Security			.0155	7.1702				.007

Note. TPS = Tuckman Procrastination Scale

Findings revealed that moderation with job security have been achieved significance of $p < .05$ significance, which means job security status in interaction with procrastination has their own different and significant impact on job performance. In *t*-test analysis it was found that individuals having contractual jobs tend to have enhanced job performance, but no significant results were found on procrastination. 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.



In above mod graph, permanent employees tend to have more procrastination as compared to contractual employees, who have less procrastination and with overall more job performance.

Gender as a moderator between mindfulness and job performance

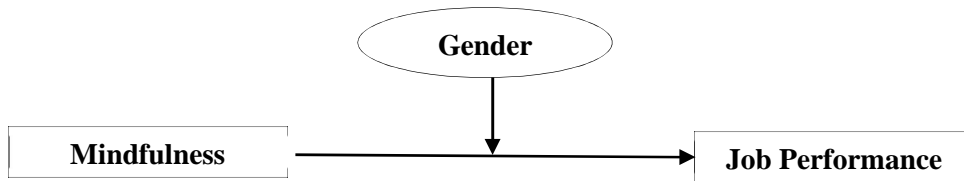


Table 14

Moderation impact of the Gender between Mindfulness and job performance among employees (N= 400)

	R	R ²	R ² Change / ΔR	F	Job performance			
					coefficient	SE	t	P
Model Summary	.5644	.3185		69.4917				.0000
Constant					32.2499	2.3630	13.6479	.0000
Gender					-.0116	3.0892	-.0037	.9970
MAAS					.4249	.0469	9.0567	.0000
Interaction					.0213	.0616	.3466	.7290
MAAS x Gender			.0002	.1201				.7290

Note. MAAS = Mindfulness Attention Awareness Scale

Findings revealed that moderation with gender have been achieved with no significance at all.

Gender as a moderator between procrastination and job performance

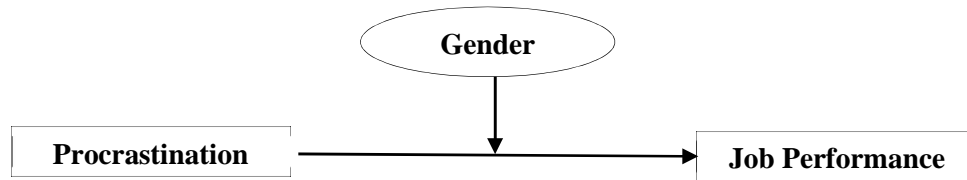


Table 15

Moderation impact of the Gender between Procrastination and job performance

among employees (N = 400)

	R	R ²	R ² Change / ΔR	F	Job performance			
					coefficient	SE	t	P
Model Summary	.0582	.0034		.5060				.6783
Constant					55.3305	2.8978	19.0942	.0000
Gender					-.6560	3.8968	-.1683	.8664
MAAS					-.0585	.0764	-.7651	.4446
Interaction					.0383	.1021	.3747	.7081
MAAS x Gender			.0003	.1404				.7081

Note. TPS = Tuckman Procrastination Scale

Findings revealed that moderation with gender have been achieved with no significance at all.

Table 16

The mediating role of mindfulness between procrastination and job performance across male and female employees (N=400).

Variables	Mindfulness		Job Performance			
	B	SE	β	β	SE	B
	Female employees (N=95)					
<i>Procrastination</i>	-0.42	0.141	-.29*		0.06	
<i>Mindfulness</i>	.48***			0.34		
	Male employees (N=305)					
<i>Procrastination</i>	-0.41	0.087	-.26***		0.033	
<i>Mindfulness</i>	.32***			0.19		

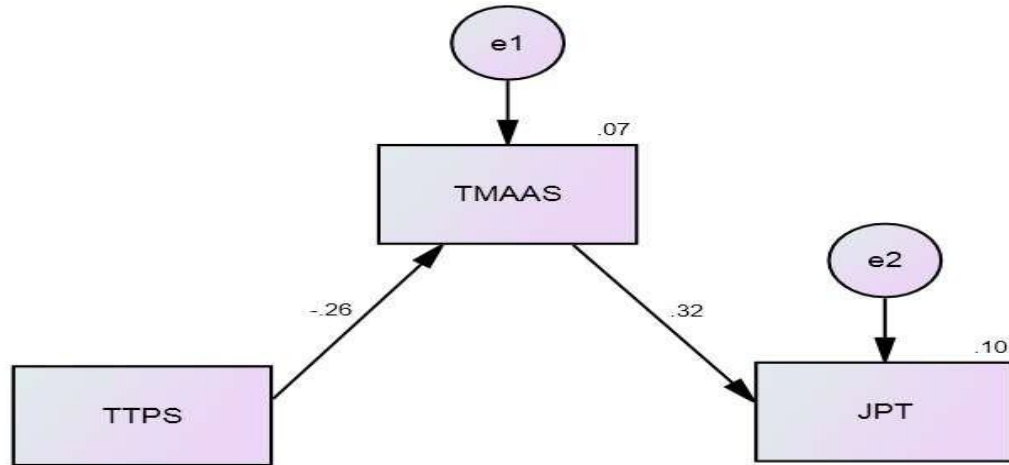
This conditional model demonstrated fit the data adequately, $\chi^2(2) = 2.026$, $p < .363$, $\chi^2/df = 1.013$, RMSEA = .01, CFI = 1.00, NFI = .97, IFI = .96, TLI = .99, RFI = .93.

Predictor variables revealed 08% of the variance for Mindfulness, 23% of the variance in job performance in female employees. Moreover, predictor variables also accounted 6% of variance for Mindfulness, 10% of the variance in job performance of male employees.

Results demonstrated that Procrastination (TTPS) was negatively predicting to mindfulness (TMASS) ($\beta = -.29$, $p < .05$) in female employees. Furthermore, mindfulness (TMASS) was positively forecasting to job performance ($\beta = .48$, $p < .01$) in female employees. Results also displayed that procrastination (TTPS) was negatively predicting to mindfulness (TMASS) ($\beta = -$

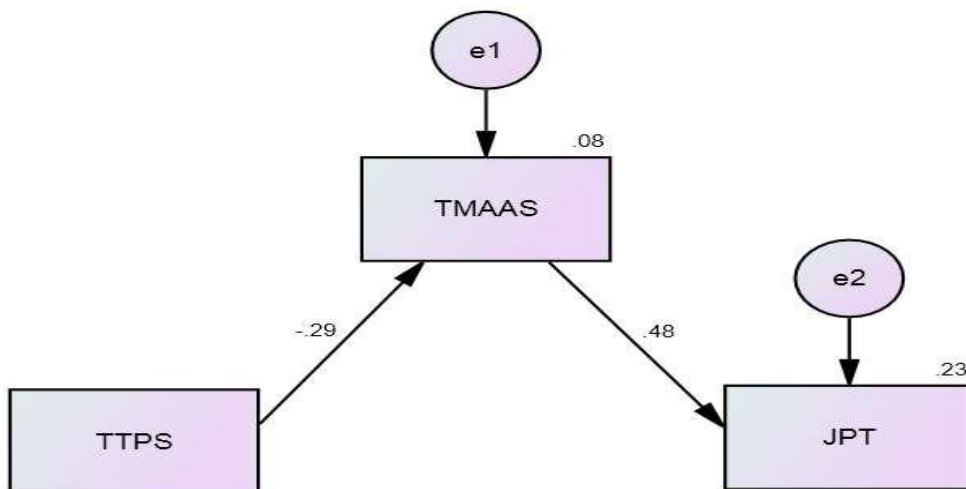
.26, $p < .000$) in male employees. Furthermore, mindfulness (TMASS) was positively forecasting job performance ($\beta=.32$, $p < .000$) in male employees. Study results revealed that mindfulness fully mediated in the relationship between procrastination and job performance across male and female employees.

Diagram showing Mediating role of Mindfulness between Procrastination and Job Performance among Male Employees



The mediating role of mindfulness between procrastination and job performance in male employees (N= 305)

Diagram showing Mediating role of Mindfulness between Procrastination and Job Performance among Female Employee



The mediating role of mindfulness between procrastination and job performance in female employees (N= 95)

Additional Findings

Marital Status as a moderator between mindfulness and job performance

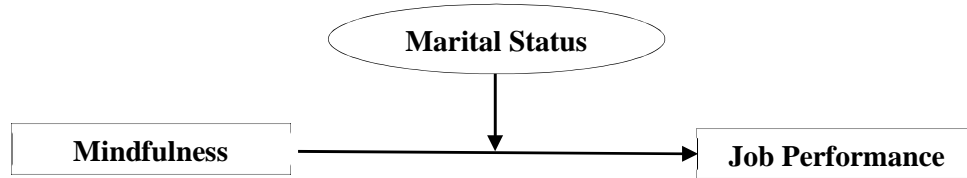


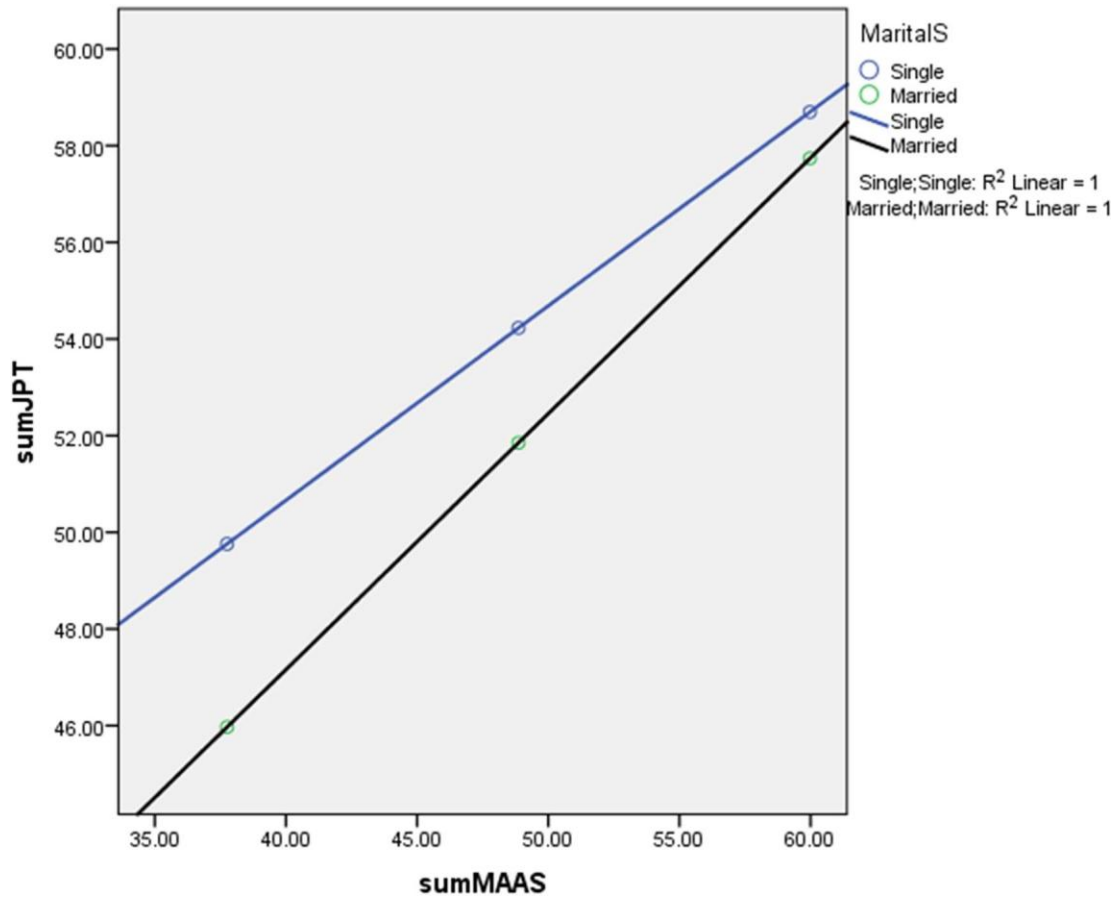
Table 17

Moderation impact of the Marital Status between Mindfulness and job performance among employees (N = 400)

	R	R ²	R ² Change / ΔR	F	Job performance			P
					coefficient	SE	t	
Model Summary	.5789	.3352		.74.9461				.0000
Constant					43.1681	4.5387	9.5110	.0000
Gender					-8.5951	3.2519	2.6431	.0085
MAAS					.2750	.0905	3.0399	.0025
Interaction					.1279	.0637	1.9972	.0464
MAAS x Marital Status			.0059	3.9888				.0464

Note. MAAS = Mindfulness Attention Awareness Scale

Findings revealed that moderation with job security 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.



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.

Marital Status as a moderator between procrastination and job performance.

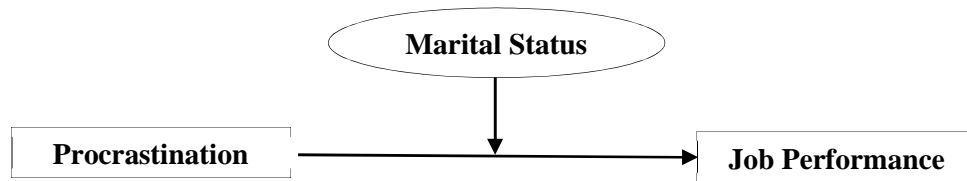


Table 18

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

	R	R ²	R ² Change / ΔR	F	Job performance			
					coefficient	SE	t	P
Model Summary	.0814	.0066		.9907				.3969
Constant					52.2728	5.8062	9.0030	.0000
Gender					2.0333	4.1725	.4873	.6263
MAAS					.0771	.1519	.5072	.6123
Interaction					-.0869	.1095	-.7942	.4275
MAAS x Marital Status			.0014	.6308				.4275

Note. TPS = Tuckman Procrastination Scale

Findings revealed that moderation with marital status have been achieved with no significance at all.

Working Sector as a moderator between mindfulness and job performance.

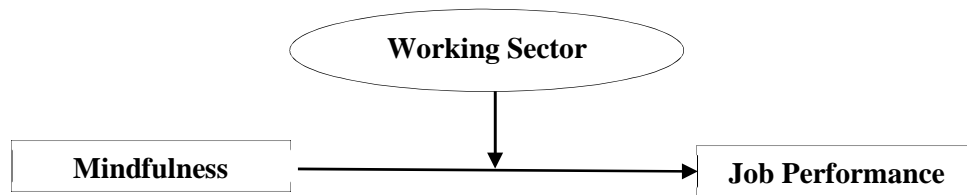


Table 19

Moderation impact of the working sector between Mindfulness and job performance among employees (N = 400)

	R	R ²	R ² Change / ΔR	F	Job performance			
					coefficient	SE	t	P
Model Summary	.5688	.3236		71.1131				.0000
Constant					22.7053	6.1599	3.6860	.0894
Gender					5.8976	3.4643	1.7024	.0894
MAAS					.5909	.1302	4.5394	.0000
Interaction					-.0947	.0719	-1.3161	.1888
MAAS x Working Sector			.0026	1.7321				.1888

Note. MAAS = Mindfulness Attention Awareness Scale

Findings revealed that moderation with working sector have been achieved with no significance at all.

Working Sector as a moderator between procrastination and job performance.

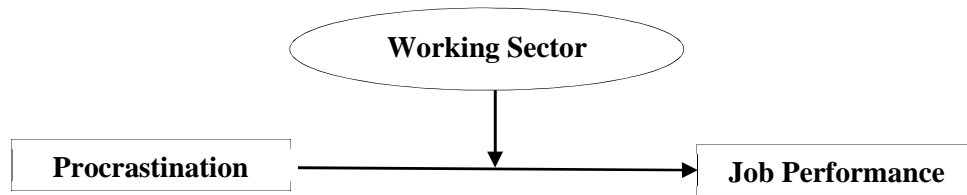


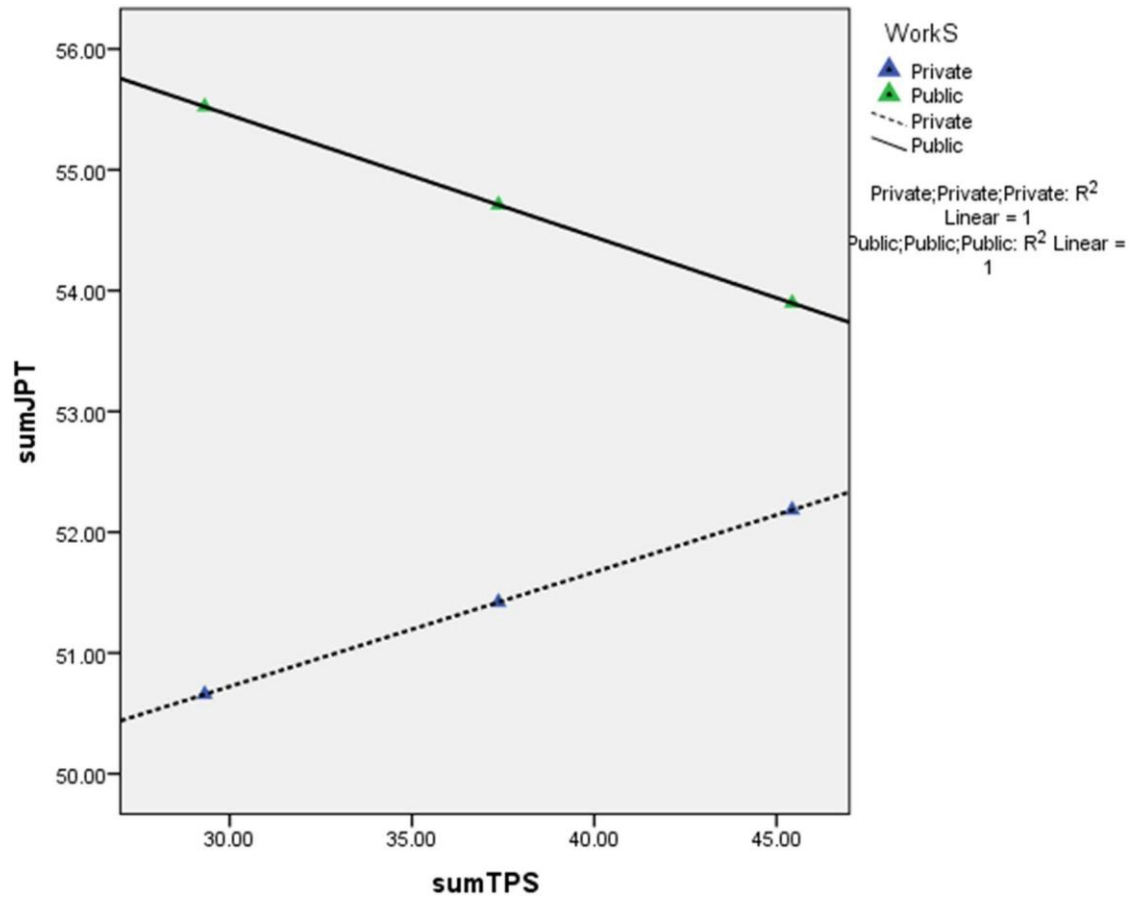
Table 20

Moderation impact of the working sector between procrastination and job performance among employees (N = 400)

	<i>R</i>	<i>R</i> ²	<i>R</i> ² Change / Δ <i>R</i>	<i>F</i>	Job performance			
					coefficient	<i>SE</i>	<i>t</i>	<i>P</i>
Model Summary	.2034	.0414		6.4169				.0003
Constant					37.2821	6.6945	5.5691	.0000
Gender					10.5995	3.9385	2.6913	.0074
MAAS					.2903	.1731	1.6769	.0943
Interaction					-.1956	.1024	-1.9101	.0568
MAAS x Working Status			.0078	3.6483				.0568

Note. TPS = Tuckman Procrastination Scale

Findings revealed in moderation with working sector bare the significance on $p = .05$, suggesting working status i.e. private or in public/government setup interacting with procrastination bring some level of change on job performance. Here interaction of predictor and moderator should be clear by computing t-slopes and mod-graph figure.



In above mod graph, public/government sector employees tend to have more procrastination and less job performance as compared to employees working in private sector organization who have less procrastination with overall more job performance.

Family system as a moderator between mindfulness and job performance.

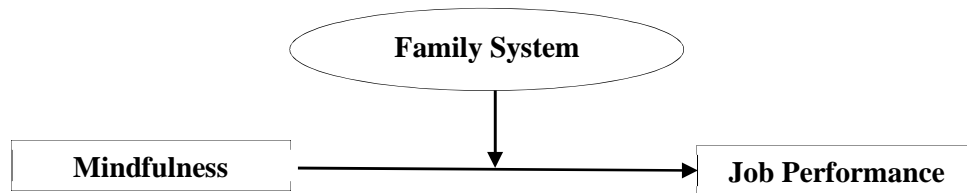


Table 21

Moderation impact of the Family System between Mindfulness and job performance

among employees (N = 400)

	<i>R</i>	<i>R</i> ²	<i>R</i> ² Change / Δ <i>R</i>	<i>F</i>	Job performance			
					coefficient	<i>SE</i>	<i>t</i>	<i>P</i>
Model Summary	.5635	.3175		69.1528				.0000
Constant					28.9199	4.5913	6.2988	.0000
Gender					2.6606	3.3278	.7995	.4244
MAAS					.5217	.0916	5.6940	.0000
Interaction					-.0671	.0669	-1.0020	.3169
MAAS x Family System			.0015	1.0041				.3169

Note. MAAS = Mindfulness Attention Awareness Scale

Findings revealed that moderation with family systems have been achieved with no significance at all.

Family system as a moderator between procrastination and job performance.

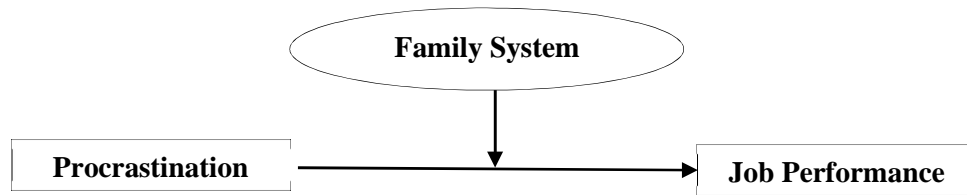


Table 22

Moderation impact of the Family System between Procrastination and job performance among employees (N = 400)

	<i>R</i>	<i>R</i> ²	<i>R</i> ² Change / Δ <i>R</i>	<i>F</i>	Job performance			
					coefficient	<i>SE</i>	<i>t</i>	<i>P</i>
Model Summary	.0781	.0061		.9115				.4353
Constant					50.8910	5.8375	8.7180	.0000
Gender					2.9259	3.9705	.7369	.4616
MAAS					.1066	.1526	.6984	.4853
Interaction					-.1037	.1041	-.9959	.3198
MAAS x Family System			.0022	.9919				.3198

Note. TPS = Tuckman Procrastination Scale

Findings revealed that moderation with family systems have been achieved with no significance at all.

Part-time job status as a moderator between mindfulness and job performance.

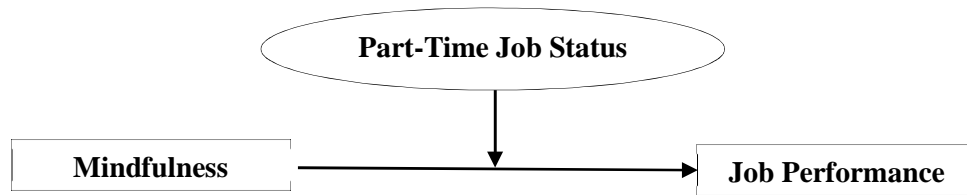


Table 23

Moderation impact of the Part-time Job Status between Mindfulness and job performance among employees (N = 400)

	<i>R</i>	<i>R</i> ²	<i>R</i> ² Change / Δ <i>R</i>	<i>F</i>	Job performance			
					coefficient	<i>SE</i>	<i>t</i>	<i>P</i>
Model Summary	.5841	.3412		76.9889				.0000
Constant					39.8489	10.0811	3.9528	.0001
Gender					-4.1451	5.2211	-.7941	.4276
MAAS					.4700	.2089	2.2497	.0250
Interaction					-.0143	.1079	-.1326	.8946
MAAS x Gender			.0000	.0176				.8946

Note. MAAS = Mindfulness Attention Awareness Scale

Findings revealed that moderation with part-time job status have been achieved with no significance at all.

Part-time job status as a moderator between procrastination and job performance.

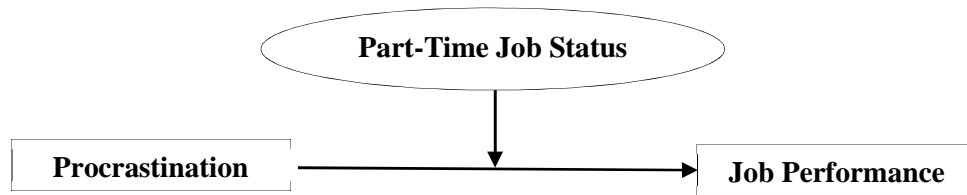


Table 24

Moderation impact of the Part-time Job Status between Procrastination and job performance among employees (N = 400)

	<i>R</i>	<i>R</i> ²	<i>R</i> ² Change / Δ <i>R</i>	<i>F</i>	Job performance			
					coefficient	<i>SE</i>	<i>t</i>	<i>P</i>
Model Summary	.1439	.0207		3.1429				.0251
Constant					72.2776	13.7093	5.2722	.0000
Gender					-8.8344	7.0718	-1.2492	.2122
MAAS					-.2803	.3399	-.8249	.4099
Interaction					.1213	.1760	.6894	.4910
MAAS x Part time Work			.0010	.4752				.4910

Note. TPS = Tuckman Procrastination Scale

Findings revealed that moderation with part-time job status have been achieved with no significance at all.

Chapter IV

Discussion

The purpose of this research was to investigate the association between mindfulness, procrastination and job performance, to study the moderating role of gender and job security in relation between mindfulness, procrastination and job performance, to explore the mediating role of mindfulness between procrastination and job performance and to examine the role of the demographic variables such as age, gender, job security, marital status, working sector and part time working hours on mindfulness, procrastination and job performance.

The proposed research contributes to the organizational psychology and positive psychology literature in two main theoretical domains of mindfulness and procrastination in particular, their relationship with job performance among employees of telecom organizations. As mindfulness research has primarily focused on its Positive effect on performance (e.g., Glomb et al, 2011; Dane & Brummel, 2013; Reb et al, 2014). In recent years, mindfulness has entered mainstream discussions across a wide range of areas, from medicine to management, and in these practices, its beneficial effects on performance are beginning to be explored. In Pickert's Time magazine cover article (2014) entitled, "The Mindful Revolution", the author references several physicians, Pentagon chiefs, Silicon Valley entrepreneurs, and FORTUNE 500 titans, who all regularly practice mindfulness meditation and tout its benefits in supporting the roles they serve within their respective organizations. Additionally, large corporations, such as Nike, General Mills, Target, and Aetna, teach employees to take advantage of the 'quiet times' (Bush, M. 2015) to foster their

development. Goldman Sachs and Farmers Insurance use mindfulness consultants to teach their employees job related mindfulness techniques (e.g., pausing before sending important emails) to help optimize their interactions with other employees and clients, as well as their performance. On a broader scale, a yearly business conference on mindfulness, Wisdom 2.0, has grown from 325 attendees in 2009 to over 3,000 attendees in 2016.

The present study is conceptualized and designed to understand the relationship of mindfulness, procrastination and job performance of employees and the moderating role of gender and job security between these relationships.

The primary objective of the current study was to investigate the association between mindfulness, procrastination and job performance male and female employees. The secondary objective to study the moderating role of gender and job security in relation between mindfulness, procrastination and job performance. The third objective was to explore the mediating role of mindfulness between procrastination and job performance. Moreover, to investigate the role of the demographic variables such as age, gender, job security, family system, marital status and part time work status on mindfulness, procrastination and job performance.

The primary purpose of research was to examine association between Mindfulness and Procrastination in male and female employees. It was hypothesized that mindfulness would be an important mediator in this relationship. The finding of the mediation analysis has shown that procrastination has direct association with

higher level of job performance hence it favors higher level of mindfulness. This result further suggest that higher procrastination leads to lower mindfulness and job performance amongst both male and female employees. The current findings are consistent with previous studies and it is also supporting the self-determination theory (Kabat- Zinn, 1994; Brown & Ryan, 2003; Cheung & Ng, 2018; Flett et al., 2016; Teasdale, Segal, & Williams, 1995;Brown, Ryan, & Creswell, 2007; Brown, Ryan, & Creswell, 2007; Deci & Ryan, 1980;Brown et al., 2007; Teasdale et al., 1995; Gustavson, Miyake, Hewitt, & Friedman, 2014) Mindfulness is a set of practice or a temperament of individuals that forces to focus concentration in the current situation on endeavor in a broadminded way. It is self-regulation which draw attention on nonreactive knowledge, permissive approval of feelings and thoughts (Kabat-Zinn, 1994). Prior study demonstrates the characteristics of mindfulness is linked to psychological health (Brown & Ryan, 2003; Cheung & Ng, 2018), achievement-oriented self-regulation (Howell & Buro, 2011), self-consciousness (Evans, Baer, & Segerstrom, 2009), and a procrastination (Flett et al., 2016). Mindfulness further encourages, support autonomous and awareness self-regulation (Brown, Ryan, & Creswell, 2007). Self-determination theory explained self-endorsed autonomy and awareness are key factor to best possible functioning of individuals that can help to pay attention on and achieve their daily life's tasks at work and academic place (Deci & Ryan, 1980;Brown et al., 2007; Teasdale et al., 1995). Mutually, they promoted nonjudgmental and acceptance of awareness linked with mindfulness might increase persons' self-regulation and reduction in procrastination.

Procrastination is associated with pleasure of desires (Gustavson, Miyake, Hewitt, & Friedman, 2014) which further facilitate to delay mindful commitment to prolong goals in preference of extra pleasing tasks. It is well known phenomena as self-regulatory failure and enhance mindless behaviors (Grund & Fries, 2018). A cross-sectional study found that procrastination is indirectly related to higher level of health issues and job stress because of lower level of mindfulness in employees (Sirois and Tosti;2012).

Prior studies demonstrated the relationship of mindfulness and job performance is under- debated among scholars now a days. Different theories are providing explanations of relationship. Researches has been conducted through different models but can't reach joint understanding (Judge, Thoresen, Bono, & Patton, 2001). The moderators found in previous studies were rewards, salary, job complexity or self-esteem. Researches concentrating on such moderators had diverse findings, few yielding substantial results (Judge et al., 2001; Petty, Mcgee, & Cavender, 1984). Preceding researchers found that mindfulness perform as moderator in procrastination and job performance. As discussed earlier that mindfulness has positive association with job performance. Whereas such associations were small and cannot prevent the moderating effect of mindfulness.

We propose that mindful people have good concentration, enough focus on given tasks and fewer distractions of emotions, thoughts and beliefs about the job and performance.

The secondary focus of the study was to explore the relationship among

mindfulness, procrastination and job performance in employees. It was hypothesized that gender and job security would be crucial moderator among mindfulness, procrastination and job performance. The moderation analysis evidenced that job security plays the role of moderator among procrastination and job performance. However, gender was not found acting as moderator among mindfulness, procrastination and job performance. The existing findings are in line with prior studies and it is also supporting the self-determination theory (Gustavson, Miyake, Hewitt, & Friedman, 2014; Brown, Ryan, & Creswell, 2007). Mindfulness further encourages and support autonomous and awareness self-regulation (Brown, Ryan, & Creswell, 2007). Self-determination theory explained self-endorsed autonomy and awareness are key factor to best possible functioning of individuals that can help to pay attention on and achieve their daily life's tasks at work and academic place (Deci & Ryan, 1980; Brown et al., 2007; Teasdale et al., 1995). Mutually, promoted nonjudgmental and consciousness acceptance linked to mindfulness will increase persons' self-regulation and reduce procrastination tendencies. This suggests that mindfulness, for example, is related to employees who feel less emotional fatigue and have greater job fulfilment (Hülshager, Alberts, Feinholdt, & Lang, 2013), and enhanced job performance, reduced turnover ratios (Dane & Brummel, 2013). Research on employees trait and mindfulness suggests that trait mindfulness buffers against the depleting effects of emotional exhaustion and is associated with enhanced job satisfaction (Hülshager et al., 2013), better work recovery processes (e.g., ability to detach, better sleep quality; Hülshager et al., 2014), enhanced job performance in women (Shao & Skarlicki, 2009), improved job performance and

reduced turnover intentions (Dane & Brummel, 2014), increased job satisfaction and reduced turnover (Andrews, Kacmar, & Kacmar, 2014), and reduced safety issues at work (Dierynck, Leroy, Savage, & Choi, 2017). Presently, organizations are putting efforts to overcome work-family conflict by inducing mindfulness at workplace (Bishop et al., 2004; Kostanski & Hassed, 2008), Trait mindfulness is a skill and a unique trait which can be learnt or get trained (Bishop et al., 2004; Kostanski & Hassed, 2008)

The present study also focuses on exploring the possible role of demographic variables age, gender, marital status, working sector, working hours and family system on mindfulness, procrastination and job performance. The findings of study show a non-significant gender differentiation on mindfulness, procrastination and job performance.

Results also revealed significant differences among permanent and contractual employees on mindfulness, procrastination and job performance. The results indicate that permanent employees were exhibiting more Mindfulness traits as compared to contractual employees. The results also demonstrate that contractual employees were exhibiting higher level of procrastination as compares to their counterpart permanent employees. The results further elaborate that permanent employees were showing better job performance as compared to contractual employees.

Based on literature review available related to mindfulness, procrastination and job performance among employees it was hypothesized that (i) There will be a positive relationship between Mindfulness and job performance among employees

(ii) There will be a negative relationship between Procrastination and Job Performance among employees (iii) The increase in Job security will impair the relationship between Mindfulness and Job Performance (iv) Male employees are more inclined toward procrastination and mindfulness as compared to females' employees (v) The gender impairs the relationship between Mindfulness, Procrastination and Job performance among employees (vi) Mindfulness will mediate the relationship between Procrastination and Job Performance.

It was hypothesized that there will be a positive relationship between Mindfulness and job performance among employees. To test our first hypothesis, Pearson Product Moment Correlation coefficient was computed to find out relationship between Mindfulness and job performance. Table 5 shows the correlation matrix of Mindfulness and Job Performance i.e., a significant positive relationship ($r=.35$, $p<0.01$) which shows that mindfulness tends to enhance employees job performance. The results are consistent with previous findings of Gallant (2016) that reported mindfulness improves executive functioning that will further enhance the job performance of executives and consequently the employees of any organization. Dane and Bogels (2014) also reported that mindfulness predicts job performance at workplace. Furthermore, Shonim, Van Gordon, Dunn, Singh and Griffiths (2014) suggested that mindfulness facilitate job satisfaction and job performance among employees. Also reported that Mindfulness increases grey matter in left hippocampus which help in improvement of job performance (Holzel, Carmody, Vangel, Congleton, Yerramsetti, Gard & Lazer, 2011). Waiter & Dubois

(2016) mindfulness improves executive attention and memory functions which leads to better job performance.

It was hypothesized that there will be a negative relationship between Procrastination and Job Performance among employees. In order to test the second hypothesis, Pearson Product Moment Correlation was computed to find out relationship between procrastination and job performance. Table 5 shows the correlation matrix of procrastination and job performance i.e., a significant negative relationship ($r = -.16$, $p < 0.01$) which highlights that procrastination amongst employees has negative impact upon their job performance. The results are in line with the findings of Klingsieck's (2013) which reports procrastination tends to affect life-domains including academic and work of employees. Also, it deteriorates work efficiency and job performance. Herweg and Muller (2011) self-control enhances procrastination tendencies which further affect employee's job performance.

It was hypothesized that the increase in job security will impair the relationship between mindfulness and job performance. The mean of contract employees was high on Procrastination and significant ($M = 38.63$, $p = 0.00$) as shown in Table 9 which shows that procrastination is high in employees with contract job as compared to employees on a permanent job. Also, the mean of permanent employees was high on job performance and significant ($M = 67.22$, $p = 0.00$) which means that employees on a permanent job show higher job performance as compared to the employees on a contract basis. The results also demonstrated that permanent employees exhibit a higher level of mindfulness as compare to contract

employees ($M=60.73$, $p=0.00$). Those employees having high job security, have positive association between benefit perceptions and performance however negative association between threat perception and performance for the employees having low job security (Kraimer, Wayne, Liden, & Sparrowe, 2005). This illustrate that the more an individual is associated with secure job status his/her performance on job is improved with enhanced organizational commitment and least threat perception. Job security plays differentially with mindfulness variable that Mindfulness-based stress interventions help in anxiety reduction for employees of uncertain job status. Mindfulness, a deliberate consciousness achieved through meditation, overcome psychological suffering by lowering the anticipated anxiety faced by uncertain jobs. Thus, mindfulness turned out to be in negative relation with job security (Jacobs & Blustein, 2008). Dane & Brummel (2013) found that in dynamic organizations, workplace mindfulness and job performance are positively associated with each other.

It was hypothesized that male employees will be more inclined toward procrastination and mindfulness than females employees. To test this differentiation t-test applied to explore gender differences among these variables of study. However, in present study non-significance differentiation was found among gender on procrastination and mindfulness of employees. These findings are in line with the findings of Short and Mezo (2010) reporting non Significant gender differences amongst males and females in their levels of mindfulness. Also, these findings are consistent with the findings of Balkis and Duru (2009) which suggests that

procrastination is gender neutral. Similar pattern of non-significant findings was also reported by Ozer and Ferrari (2011) who did not find any support for gender difference on procrastination.

However, contradictory to the findings of present study, it was reported that Males significantly score higher on mindfulness as compared to females as suggested that females may experience more difficulty being mindful than males (Slonim, Kienhuis, Di Benedetto, & Reece 2015).

Also, contradictory to the findings of present study, Ozer, Demir and Ferrari (2010) reported males tend to procrastinate more as compared to females. Furthermore, similar results were reported as males usually score high on procrastination as compared to females (Prohaska, Morrill, Atilas & Perez, 2000).

It was hypothesized that gender impairs the relationship of mindfulness, procrastination and job performance. Moderations analysis was performed, with the help of Hayes software macro package (Hayes, 2013) to see the interactive effect of different demographic variables and mindfulness or procrastination on overall job performance of employees. Gender differentiation was found neutral (non-significant) for relationship between mindfulness and job performance ($p = .729$), for relationship between procrastination and job performance ($p = .708$) suggesting that gender has no moderating role, to explain any possible interaction with mindfulness or procrastination on job performance. Sabina's (2017) work reflected a strive to review the impact of gender as potential moderator, paving line for present study to re-run similar evidences on this sample. However, for present sample it has yielded

non-significant results like the study conducted by (Kappen, G.2019) in their investigation identifying mindfulness training along with marital status and other related variables. It is generally believed that that women are have more impact of mindfulness on performance as compared to men (Shao, R., & Skarlicki, D. P; 2009).

It was hypothesized that Mindfulness will mediate the relationship between Procrastination and Job Performance. It was assumed that mindfulness would be the important mediator in this relationship. The finding of the mediation analysis depicts that procrastination is directly associated with higher level of job performance, as it appears to favors higher level of mindfulness. This result suggests that high level of level procrastination is inversely related with lower level of mindfulness and job performance in both male and female. The current results are consistent with findings of an earlier study and it is also supporting the self-determination theory (Kabat-Zinn, 1994;Brown & Ryan, 2003; Cheung & Ng, 2018;Flett et al., 2016; Teasdale, Segal, & Williams, 1995;Brown, Ryan, & Creswell, 2007; Brown, Ryan, & Creswell, 2007; Deci & Ryan, 1980;Brown et al., 2007; Teasdale et al., 1995; Gustavson, Miyake, Hewitt, & Friedman, 2014) Mindfulness is a set of practice or a temperament of individuals that forces to focus concentration in the current situation on endeavor in a broadminded way. It is a kind of concentration self- regulation that draw attention on nonreactive knowledge, permissive approval of feelings and thoughts (Kabat-Zinn, 1994). Prior study demonstrates that characteristics of mindfulness is linked to mental health (Brown & Ryan, 2003; Cheung & Ng, 2018), achievement-related self-regulation (Howell

&Buro, 2011), self-consciousness (Evans, Baer, & Segerstrom, 2009), and procrastination (Flett et al., 2016).

Results 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 & Kiburuz, 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 & Hased, 2008).

Just like job security, the results were found non-significant on the possible role of work sector i.e. private vs public sector on mindfulness and job performance ($p = .18$). It appears that work sector does seem to positively interact with procrastination on job performance (Delta $R^2 = .007$, $B = -.195$, $p = .05$). Mod graph further explains that public/government sector employees tend to exhibit higher procrastination and low job performance as compared to employees working in the

private sector organization who exhibit lesser procrastination with overall higher job performance.

Result were found non-significant on exploring role of family systems on relationship with mindfulness and job performance ($p = .31$) and exploring role of family systems on relationship between procrastination and job performance ($p = .31$) suggesting that family systems i.e. nuclear or joint has no moderating role at in in interaction with mindfulness or procrastination on job performance.

Result were found non-significant on possible role of part-time job status on relationship between mindfulness and job performance ($p = .89$) and exploring role of part-time job status on relationship between procrastination and job performance ($p = .49$) suggesting that doing part-time job or not has no moderating role at in in interaction with mindfulness or procrastination on job performance.

Conclusion

These findings suggest that procrastination could inhibit job performance in male and female employees. Therefore, job performance could be stimulated by individual mindfulness in male and female employees. This study finding suggested that procrastination could be decreased job performance in female and male employees. Additionally, it recommends that the mindfulness could also enhance job performance among 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.

Limitations and Suggestions

Present study has some strengths and limitations as well like any other scientific research. Therefore, following considerations should be kept in mind before interpreting the results of present study:

- To enhance the generalizability of findings a large number of sample has been collected and statistically analyzed, however data has been collected from only two metropolitan cities of Pakistan i.e. Islamabad and Rawalpindi thus it bears the lesser reflection from the entire country and limits the generalizability to a different sample, which highlights the future lines to explore these construct on country-representative sample through Pakistan.
- Gender as one of the constituents of present study brings a limitation as well as a positive notion that mindfulness is not gender limited, both males and females have not reported significant and moderating impact on the

performance in related with mindfulness. A more balanced sample in which both of the category participants are in equal number can add distinction for future investigations.

- Self-report measures were used to collect data, for future researchers, multi-informant inquisitive methodology may yield more comprehensive findings and variations. Qualitative methodology such as interviewing and focus group discussions would add the richness for the construct especially in the context of mindfulness.
- Correlational research design was used in present study to explore relationship between study variables. It is recommended for future researchers to conduct an experimental study on variable i.e., Mindfulness
- Personality traits have been found in literature to be linked with constructs like mindfulness and procrastination (Klingsieck, 2013). It was not included in the present study and was only limited to job performance of current employees. It is recommended for future researches to consider personality traits while doing research with variables like mindfulness and procrastination.
- Moreover, contextual factors in an organization have been linked with study variables. It is also recommended to consider contextual factors related to mindfulness, procrastination and job performance in order to gain better understanding of these variables. So that guidelines could be generated within work premises to facilitate mindfulness, reduce procrastination, and enhance job performance of employees.

Implications

One of the challenges to employees in any workplace setting is related to consistency in job performance. Despite of advance technological progress in human performance and efficiency, human factor is still essential in all cases and it sure deemed certain ramifications on its part. This study is one such effort to establish correlational dynamics across the mindfulness, procrastination and job performance and how variables like gender and job characteristics such as job security impact it. Professional trainings in these both areas are relatively untouched zones and results elaborated that procrastination is a significant factor impact performance negatively thus employees' engagement in mindful activities such as meditative strategies could serve as the effective means. Furthermore, employers can take initiative to instigate mindful motivation to avoid the halting lag of procrastination on work setups.

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Lists of Annexure

Annexure- A	Consent Form
Annexure- B	Demographic Sheet
Annexure- C	Mindfulness Attention Awareness Scale (MAAS)
Annexure- D	Tuckman's Procrastination Scale (TPS)
Annexure- E	Job Performance Scale (JP-S)-Employee Sheet
Annexure-F	Job Performance Scale (JP-S)-Supervisor Sheet
Annexure-G	Report Plagiarism Check