

Sustainable Business – A Study on Employee Mindfulness in the Healthcare Sector

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Abstract

The growing need for the healthcare sector due to prevailing diseases demands efficient healthcare employees. They play a pivotal role in ensuring quality deliverables enabling the sustainability of healthcare organizations. Amidst the challenges in the job performance, mindfulness and emotional intelligence have gained attention as a potential intervention to enhance employee performance. This research paper investigates the relationship between mindfulness, organizational culture, ethical practices, and employee job performance with the support of the self-determination theory. This research paper has adopted a quantitative approach. Primary data were gathered from 409 allopathic doctors working in private hospitals. The data were analyzed, and the hypotheses were tested using the partial least squares structural equation modeling. The goodness of fit values are acceptable with goodness of fit index value of 0.97 and standardized root mean squared residual of 0.1. By tackling the existing gaps in research concerning mindfulness, the model clarifies the complex interconnections among organization culture, emotional intelligence, ethical practices, and employee performance factors. It demonstrates that mindfulness can influence employee performance both directly and indirectly, with ethical practices serving as a vital mediating factor in this relationship. It also demonstrates that organization culture and emotional intelligence can influence employee performance indirectly, with ethical practices as a significant mediating factor. This comprehensive insight not only enriches the existing literature but also offers valuable guidance for healthcare sector leaders and human resource professionals aiming to provide work-life balance, reduce stress, and improve employee performance. Through mindfulness, healthcare employees can improve their cognitive abilities, manage their emotions more effectively, and develop better interpersonal skills.

Categories: Sustainable entrepreneurship, Sustainable Human Resource, Human resources in hospitality

Keywords: cognitive abilities, mindfulness, organization culture, ethical practices, self determination theory, emotional intelligence, healthcare, employee performance, organizational behavior, emotional fatigue

Introduction

Ongoing development within the workplace demands continuous investigation into the dynamics of employee behavior within the organization. Factors influencing employee performance have been identified within a comprehensive organizational framework (Al-kharabsheh et al., 2023), examined in relation to leadership characteristics (Arifuddin et al., 2023), human resource management strategies, and employee attitudes in the corporate environment. Recent studies have focused on aspects such as mindfulness (Fitzhugh et al., 2023), (He et al., 2023), and (Young et al., 2023) and employee performance (Zada et al., 2023). Although these factors have consistently been linked to employee performance, there is a pressing need for an updated model in this field. Efforts were made to review literature that elucidates the causal relationships among these three employee variables in academic databases. Amidst this backdrop, the practice of mindfulness has emerged as a potential solution, offering individuals the tools to cultivate self-awareness, reduce stress, and enhance their overall well-being (Kumprang and Suriyankietkaw, 2024).

Healthcare professionals are frequently prone to stressful situations and fatigue, leading to burnout (Raab, 2014). In the high-pressure and highly demanding healthcare industry, fostering mindfulness among healthcare professionals is absolutely essential (Dsouza et al., 2023). Lack of mindfulness among healthcare professionals may lead to healthcare disparities (Burgess et al, 2017).

Mindfulness is not merely a luxury but rather a fundamental necessity in this field, given that the health and well-being of patients depend heavily on the competency and emotional resilience of these dedicated individuals. The emphasis on mindfulness within the healthcare workforce is firmly grounded in the belief that it not only enhances clinical practice but also serves as a powerful antidote to burnout while promoting a culture of compassionate patient care. Through comprehensive mindfulness training programs, the overarching goal is to equip healthcare staff with valuable tools to effectively manage the stress that often accompanies their roles, enhance their capacity to maintain unwavering focus, and

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ultimately cultivate a deeper sense of empathy in their interactions with patients, thereby elevating the overall quality of healthcare delivery. Researchers have emphasized the significance of mindfulness in organizational culture. Mindfulness has been integrated into company culture with a view of enhancing employee emotional intelligence, productivity, creativity, and performance (Aziz et al., 2020), (Lewis, 2019), (Luc, 2023). Establishing a mindful culture entail setting intentions, reflecting, avoiding multitasking, and following best practices for bringing mindfulness to work.

The literature suggests that promotion of prosocial behavior among employees through fostering mindfulness will not only improve their emotional quotient but also enhance their productivity at work and performance. Further research is needed to understand how mindfulness influences organizational culture and to replicate these findings in different workplace settings. The ability to be mindful is related to higher levels of emotional intelligence, which in turn lead to greater positive feelings, lesser negative feelings, and enhanced life satisfaction (Li et al., 2022). This holds a crucial implication for medical practitioners since (Jiménez-Picón et al., 2021) highlights how mindfulness and emotional intelligence serve as a buffer against imbalance in emotions by promoting balance, awareness, and control among others. Furthermore, (Kaplunenko and Kuchyna, 2023) has found that previous meditation counts towards emotional intelligence and awareness, which are key components of mindfulness.

Most research on organizational culture and ethical practices focuses on general organizational settings rather than the specific context of hospitals. Hospitals present unique ethical dilemmas and cultural challenges that differ significantly from other workplaces. Therefore, there is a need for context-specific studies that explore how organizational culture and ethical practices specifically affect hospital employees' performance. The potential moderating or mediating effects of organizational culture and ethical practices on the relationship between these psychological factors and work performance remain largely unexplored. These research gaps have been addressed to develop an understanding of how mindfulness, emotional intelligence, organizational culture, and ethical practices collectively influence the work performance of hospital employees. This understanding leads to more effective, integrated interventions and policies tailored to the unique demands of the healthcare sector, ultimately improving employee well-being and patient care. Hence, this research paper aims to investigate the relationship between mindfulness, organizational culture, ethical practices, and employee job performance.

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Literature review

Emergency care nurses recognized that the awareness and transformations resulting from mindfulness training positively impacted themselves, their colleagues, and the patients they serve. The findings also shed light on the difficulties of practicing mindfulness in a fast-paced emergency care environment and the practical considerations of utilizing a smartphone application for mindfulness training (Trygg Lycke et al., 2023). Poor health practices, particularly inadequate sleep, also play a role in the escalation of burnout. To address these challenges, three types of interventions can be implemented. Modifications to the workplace environment can mitigate compassion fatigue among nurses. Incorporating yoga with mindfulness practices is essential for reducing stress levels, which in turn can alleviate burnout. Furthermore, enhancing resilience through self-care techniques and healthy lifestyle choices, such as adequate sleep and guided imagery, can combat burnout effectively (Balaoing, 2023).

Researchers conducted a randomized trial to assess the impact of a mindfulness-based stress reduction (MBSR) program on 38 healthcare professionals, including physicians and nurses. The study demonstrated that participants who underwent the MBSR training experienced a 27% reduction in perceived stress and a 22% increase in self-compassion. Further improvements were observed in areas such as empathy, emotional regulation, and attentional focus. The results indicate that even short, structured interventions like MBSR can have a meaningful impact on the mental health and emotional resilience of healthcare workers operating in high-pressure environments (Shapiro et al., 2005).

A review by (Duarte and Pinto-Gouveia, 2017) focused specifically on mindfulness-based interventions tailored for nurses. Given the high-stress nature of nursing, the study explored how mindfulness practices such as meditation, breathing exercises, and reflective journaling could alleviate occupational strain. Results showed that these practices significantly reduced burnout levels while improving overall job satisfaction. The authors advocated for the integration of mindfulness into professional development programs, recommending organizational policies that support routine mindfulness practice to sustain long-term mental health among nursing staff.

A broad evidence map was provided by (Hilton et al., 2019) that compiled data on the use of mindfulness meditation across various workplace settings, including healthcare. The study found that mindfulness interventions were associated with improvements in emotional well-being, reductions in workplace absenteeism, and enhanced decision-making skills. Particularly among healthcare professionals, mindfulness helped mitigate symptoms of compassion fatigue and interpersonal stress. The evidence map

offered a structured overview of the potential benefits of mindfulness in promoting psychological wellness and organizational productivity.

A study by (Ameli et al., 2020) assessed the impact of a 7.5-hour mindfulness training conducted during work hours for clinicians and healthcare staff. The intervention led to noticeable improvements in stress reduction, focus, and workplace morale. Participants reported feeling more connected to their teams, better equipped to handle daily stressors, and more engaged in their work responsibilities. The brevity and scalability of the training program were key highlights, suggesting that mindfulness practices can be feasibly implemented within the clinical setting without compromising productivity.

In today's paced and demanding work environment, companies are increasingly exploring ways to improve employee well-being and job performance. Mindfulness, described as the awareness of experiences, has garnered attention as a potential method to enhance employee outcomes (Gajda and Zbierowski, 2023). The practice of mindfulness has been linked to decreased stress levels, improved focus, better emotional control, and enhanced cognitive skills (Khari and Bali, 2024). Mindfulness, an idea, in positive psychology, has shown to boost an individual's ability to effectively utilize their personal resources in work-related tasks. Individuals who engage in mindfulness have been noted to handle workplace stress better, demonstrate stronger problem solving abilities, make sound decisions, and achieve higher performance levels. Companies like Apple, Aetna, Procter & Gamble, and General Mills are actively providing mindfulness training programs for their employees with the expectation that it will positively impact employee well-being and motivation (Murtaza et al., 2024). Healthcare professionals, including doctors, nurses, and allied health workers, operate under immense pressure and face challenges such as long working hours, high patient loads, and emotionally charged environments. These conditions can lead to burnout, job dissatisfaction, and decreased performance, ultimately affecting patient outcomes. Therefore, understanding and enhancing the factors that contribute to job performance is paramount. The work environment in hospitals is inherently challenging due to the high-stakes nature of healthcare, which demands exceptional performance from employees. In recent years, there has been a growing interest in the psychological and emotional factors that can enhance the work performance of hospital employees. Among these factors, mindfulness, emotional intelligence, and resilience have emerged as significant contributors to improved work outcomes (Qureshi et al., 2023).

The self-determination theory (SDT) posits that human behaviors are inherently self-directed and that individuals autonomously guide their actions to fulfill three fundamental psychological needs: the need for autonomy, the need for competence, and the need for relatedness (Deci and Ryan, 2008). It is suggested that human motivation is shaped by SDT, which indicates that individuals possess an intrinsic inclination to enhance their abilities, engage in exploration and learning, and confront challenges and new experiences. Furthermore, the theory discusses how individuals' perceptions of autonomy in their tasks can promote the conversion of mindfulness into effective performance (Zhao et al., 2023). Individuals, as outlined by SDT, concentrate on resolving issues by gaining control over their emotions, thoughts, and actions, thereby aiming for peak performance. Consequently, when psychological needs are met, there is an enhancement in performance (Chen, 2024).

While extensive research exists on individual factors such as mindfulness, emotional intelligence, resilience, organizational culture, and ethical practices, their combined influence on hospital employees' work performance remains underexplored. Most studies examine these variables in isolation and often in non-healthcare settings, overlooking the unique ethical and emotional demands of hospital environments. Existing literature highlights the positive effects of mindfulness (Khari and Bali, 2024) and (Zhao et al., 2023) and emotional intelligence (Louwen et al., 2023) on employee well-being and performance. However, limited research investigates how these psychological constructs interact with organizational culture and ethical practices to influence outcomes in healthcare. Moreover, most available studies are cross-sectional, offering limited insights into long-term effects. There is a clear need for integrative, context-specific research to understand the dynamic interplay between these factors. Investigating potential mediating or moderating roles of organizational culture and ethical practices can yield deeper insights into what drives sustainable employee performance in hospitals. The nature of healthcare work is demanding, stressful, and involves long hours; however, this sort of an organizational climate fosters mindfulness, emotional resilience, and ethical awareness, which are both beneficial and essential. Such efforts can reduce burnout, improve clinical focus, and promote compassionate care. This study sought to map the existing gaps by examining the collective influence of the variables such as mindfulness, emotional intelligence, and organizational support on employee performance, with ethical practices serving as a mediating factor.

Mindfulness on Employee Performance

Mindfulness, a practice of maintaining a non-judgmental awareness of the present moment, has gained recognition for its potential benefits in reducing stress and improving mental well-being. In healthcare settings, mindfulness can help professionals manage the demands of their work environment more effectively. Research indicates that mindfulness practices can reduce burnout, enhance emotional regulation, and improve cognitive functions such as attention and decision-making (Yagi et al., 2023).

These improvements are crucial for maintaining high levels of job performance in healthcare. Research indicates that mindfulness can reduce stress, improve focus, and enhance emotional regulation, all of which are critical in a high-pressure environment like a hospital (Sunardi and Tatariyanto, 2023). By fostering a mindful approach, hospital employees can better manage the demands of their roles, leading to improved job performance and patient care.

Mindfulness has been shown to reduce stress and burnout, which are prevalent issues in the healthcare sector. Moreover, mindfulness practices can enhance cognitive functions that are critical for job performance. According to a study by (Asuero et al., 2014), healthcare professionals who engaged in mindfulness training showed improvements in working memory, attention, and cognitive flexibility. These cognitive enhancements are crucial for maintaining high performance in healthcare settings where quick, accurate decision-making is essential.

The positive impact of mindfulness on interpersonal relationships within the workplace is another key aspect. A study from the literature noted that mindfulness training improved empathy and communication skills among healthcare professionals, leading to better patient-provider interactions and increased patient satisfaction (Selič-Zupančič et al., 2023). Enhanced interpersonal skills can foster a more collaborative and supportive work environment, which is vital for effective healthcare delivery. Furthermore, mindfulness can improve job performance by fostering a sense of personal accomplishment and professional fulfillment. Mindfulness practices encourage self-reflection and a deeper connection to one's work, which can lead to greater job satisfaction and commitment. Mindfulness involves maintaining moment-by-moment awareness of thoughts, feelings, bodily sensations, and the environment. Its application in healthcare settings has been widely studied, particularly in reducing stress and burnout among hospital employees. Mindfulness practices have been shown to reduce stress and burnout among healthcare professionals, leading to improved job satisfaction and performance (Khari and Bali, 2024).

To summarize, mindfulness improves emotional regulation by promoting awareness and acceptance of emotional experiences. This is particularly beneficial in high-stress environments like hospitals, where employees frequently encounter emotionally challenging situations. Improved focus helps healthcare workers manage their tasks more effectively, leading to better performance outcomes. The following hypothesis is arrived from these arguments of literature:

Hypothesis 1. Mindfulness has positive impact on Employee Performance

Organization Culture on Employee Performance

This refers to the shared values, beliefs, and norms that shape the behavior and practices within an organization. A positive organizational culture in hospitals is characterized by supportive leadership, effective communication, and a collaborative work environment. Such a culture can boost employee morale, increase job satisfaction, and foster a sense of belonging, all of which are crucial for enhancing work performance (Braithwaite et al., 2017). Hospitals with a strong, positive organizational culture are better positioned to achieve high levels of employee engagement and performance. The culture of an organization encompasses its values, beliefs, and behaviors, and significantly influences employees' attitudes and performance. Conversely, a toxic culture can lead to high turnover rates, job dissatisfaction, and suboptimal performance. Understanding how organizational culture impacts job performance can help healthcare institutions develop strategies to create more supportive and effective work environments.

A positive organizational culture fosters employee engagement and commitment, which are critical for high performance. Studies show that hospitals with supportive cultures have higher levels of employee satisfaction and lower turnover rates. Organizational culture impacts the quality of patient care. Hospitals with a culture that emphasizes teamwork, communication, and continuous improvement tend to deliver better patient outcomes (Rojak et al., 2024). Leadership plays a crucial role in shaping organizational culture. Leaders who promote a positive culture and lead by example can significantly enhance job performance and satisfaction among hospital employees. The focus of this study is on the need to investigate the combined impact of mindfulness, emotional intelligence, organizational culture, and ethical practices on hospital employees' performance is particularly pressing in a metropolitan healthcare city. The focus of the study is individual centric, organization focused.

The following hypothesis is arrived from these arguments of literature:

Hypothesis 2. Organization Culture has positive impact on Employee Performance

Emotional Intelligence on Employee Performance

This refers to the ability to recognize, understand, and manage one's own emotions, as well as the emotions of others. High levels of emotional intelligence are associated with better teamwork,

communication, and conflict-resolution skills (Matta and Alam, 2023). In the context of hospital work, where collaboration and effective communication are vital, emotional intelligence plays a crucial role in ensuring that employees can work efficiently and harmoniously. Studies have shown that healthcare professionals with high emotional intelligence tend to have better patient interactions and job satisfaction (Louwen et al., 2023). Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions, as well as those of others. High levels of emotional intelligence are associated with better communication, conflict resolution, and teamwork, all of which are essential in healthcare settings. Healthcare professionals with high emotional intelligence can navigate the emotional complexities of patient care, leading to improved patient outcomes and higher job performance. Research suggests that emotional intelligence can mitigate the effects of stress and burnout, further enhancing job performance (Matta and Alam, 2023).

High emotional intelligence facilitates better communication and collaboration among healthcare teams, essential for coordinated patient care. Research shows that healthcare professionals with high emotional intelligence have better relationships with colleagues and patients, leading to improved work performance and patient satisfaction. Emotional intelligence enables individuals to manage their stress more effectively by recognizing and regulating their emotional responses. Leaders with high emotional intelligence are more effective in motivating and managing their teams. This can lead to a more supportive work environment and higher overall job performance among hospital employees. The following hypothesis is arrived from these arguments of literature:

Hypothesis 3. Emotional Intelligence has positive impact on Employee Performance

Ethical Practices on Employee Performance

Ethical practices in healthcare involve adherence to ethical standards and principles such as patient confidentiality, informed consent, and professional integrity. Upholding ethical practices is vital for maintaining trust between healthcare providers and patients, as well as within the healthcare team. Ethical behavior fosters a work environment where employees feel respected and valued, which can lead to higher job satisfaction and commitment (Louwen et al., 2023). Moreover, hospitals that prioritize ethical practices are likely to experience fewer conflicts and legal issues, contributing to a more stable and productive work environment. Ethical practices are fundamental in healthcare, where professionals must often make critical decisions that affect patient lives. Adherence to ethical standards fosters trust, accountability, and professional integrity, which are crucial for effective healthcare delivery. Ethical practices ensure that patient care is prioritized and that professionals maintain high standards of conduct. The presence of a strong ethical framework within healthcare organizations can enhance job performance by promoting a sense of responsibility and professional pride among employees. Ethical practices build trust among employees and between healthcare providers and patients. A strong ethical climate reduces conflicts and enhances morale, leading to better job performance. Ethical behavior is crucial for effective decision-making in healthcare, where decisions often have significant moral and ethical implications. An ethical climate supports sound decision-making processes and improves overall performance (Marisya et al., 2023). The researchers found a statistically significant and positive relationship between ethical behavior and mindfulness (Kalafatoğlu and Turgut, 2017). Also, work ethics was found to be a good predictor of job performance (Bin Salahudin et al., 2016). Hence, ethical practices were considered for this research to test if there is a mediation effect between mindfulness and employee performance. Adherence to ethical standards ensures compliance with regulatory requirements, reducing the risk of legal issues and enhancing the hospital's reputation. This creates a stable work environment that supports high performance. The following hypotheses are arrived from these arguments of literature:

Hypothesis 4. Ethical Practices fully mediate between Mindfulness and Employee Performance

Hypothesis 5. Ethical Practices fully mediate between Organization Culture and Employee Performance

Hypothesis 6. Ethical Practices fully mediate between Emotional Intelligence and Employee Performance

Research gap identification

Despite the extensive literature on the individual components of mindfulness, emotional intelligence, resilience, organizational culture, and ethical practices, there remains a gap in understanding their combined influence on the work performance of hospital employees. This gap highlights the need for a comprehensive study that integrates these factors within the unique context of the healthcare environment. Most existing research examines these factors in isolation rather than in combination. Studies have shown the individual benefits of mindfulness (Khari and Bali, 2024) and (Zhao et al., 2023) and emotional intelligence (Louwen et al., 2023) on employee performance and well-being. However, the interplay between these psychological constructs and how they collectively influence work performance in hospitals is underexplored. Most research on organizational culture and ethical practices focuses on general organizational settings rather than the specific context of hospitals. Hospitals present unique ethical dilemmas and cultural challenges that differ significantly from other workplaces.

Therefore, there is a need for context-specific studies that explore how organizational culture and ethical practices specifically affect hospital employees' performance. There is a paucity of research examining how mindfulness and emotional intelligence interact dynamically with organizational culture and ethical practices to influence work performance. The potential moderating or mediating effects of organizational culture and ethical practices on the relationship between these psychological factors and work performance remain largely unexplored. Most existing studies are cross-sectional, providing a snapshot of the relationships between these variables at a single point in time. Longitudinal studies are needed to understand how these factors interact over time and their long-term impact on work performance and employee well-being.

Addressing these research gaps is essential for developing a comprehensive understanding of how mindfulness, emotional intelligence, resilience, organizational culture, and ethical practices collectively influence the work performance of hospital employees. This understanding can lead to the creation of more effective, integrated interventions and policies tailored to the unique demands of the healthcare sector, ultimately improving employee well-being and patient care.

The literature indicates that mindfulness, emotional intelligence, resilience, organizational culture, and ethical practices are critical for the work performance of hospital employees. However, further research is needed to explore their combined effects and develop integrated interventions. By addressing this research gap, healthcare organizations can create supportive environments that enhance employee well-being and performance, ultimately leading to better patient care and organizational effectiveness. In the high-pressure and highly demanding healthcare industry, fostering mindfulness among healthcare professionals is absolutely essential. Mindfulness is not merely a luxury but rather a fundamental necessity in this field, given that the health and well-being of patients depend heavily on the competency and emotional resilience of these dedicated individuals. The emphasis on mindfulness within the healthcare workforce is firmly grounded in the belief that it not only enhances clinical practice but also serves as a powerful antidote to burnout while promoting a culture of compassionate patient care. Through comprehensive mindfulness training programs, the overarching goal is to equip healthcare staff with valuable tools to effectively manage the stress that often accompanies their roles, enhance their capacity to maintain unwavering focus, and, ultimately cultivate a deeper sense of empathy in their interactions with patients, thereby elevating the overall quality of healthcare delivery. The study on the influence of mindfulness, emotional intelligence, resilience, organizational culture, and ethical practices on the work performance of hospital employees is driven by the critical need to enhance healthcare delivery through improved employee performance. The unique challenges faced by hospital employees, including high stress, emotional demands, and ethical dilemmas, necessitate a comprehensive understanding of the factors that can positively impact their performance. This study aims to fill significant gaps in the existing literature and provide actionable insights for healthcare administrators.

Rationale behind mediation analysis of ethical practices between mindfulness, emotional intelligence, and organization culture on employee performance

Hospitals are high-stress environments where employees routinely face life-and-death situations, emotional strain, and high workloads. These conditions can lead to burnout, decreased job satisfaction, and, ultimately, impaired work performance ([Shanafelt et al., 2015](#)). Addressing these challenges requires an understanding of the psychological and organizational factors that can mitigate stress and enhance resilience and productivity among hospital staff. Studies indicate high levels of burnout among healthcare workers, with significant consequences for both employee well-being and patient care ([Maslach and Leiter, 2016](#)). Identifying strategies to reduce burnout is essential for sustaining a competent and healthy workforce.

Mindfulness and emotional intelligence are psychological constructs that have shown promise in enhancing employee well-being and performance in various settings. However, their specific impact on hospital employees, who operate in one of the most demanding work environments, requires further exploration. Research has demonstrated that mindfulness practices can reduce stress and improve emotional regulation, leading to better job performance and reduced burnout ([Khari and Bali, 2024](#)). In hospitals, where maintaining focus and emotional stability is crucial, mindfulness could play a significant role in enhancing employee performance. In an era marked by the relentless demands and pressures of the healthcare industry, the significance of employee job performance within the health sector cannot be overstated. As healthcare organizations strive to provide quality patient care, they face the dual challenge of managing a highly stressful work environment and ensuring that their workforce remains effective ([Dsouza et al., 2023](#)). Emotional intelligence emphasizes better teamwork, communication, and patient interactions. In the collaborative environment of a hospital, high emotional intelligence can improve interpersonal relationships and the quality of care provided to patients ([Louwen et al., 2023](#)).

The organizational culture and ethical practices within a hospital are pivotal in shaping employee behavior and performance. A positive organizational culture and strong ethical standards can enhance job

satisfaction, reduce turnover, and improve overall performance. A supportive and collaborative organizational culture can enhance employee engagement and productivity (Braithwaite et al., 2017). Understanding how different cultural attributes affect hospital employees can guide the development of policies that foster a positive work environment. Ethical behavior in healthcare is fundamental to maintaining trust and professionalism. Hospitals with a strong ethical climate experience fewer conflicts and legal issues, contributing to a more stable and productive work environment (Dsouza et al., 2023). Put together, mindfulness, emotional intelligence, resilience, organizational culture, and ethical practices form a robust framework for enhancing the work performance of hospital employees. By understanding and integrating these elements, hospital administrations can create a supportive work environment that not only improves employee well-being but also leads to better patient outcomes, as well as cultivate a supportive and ethical work environment that not only improves employee well-being and satisfaction but also leads to superior patient care and operational effectiveness.

The need to investigate the combined impact of mindfulness, emotional intelligence, resilience, organizational culture, and ethical practices on hospital employees' performance is particularly pressing in a metropolitan healthcare hub like Bengaluru. As one of India's fastest-growing cities, Bengaluru hosts a dense population alongside a large concentration of public and private hospitals, specialty clinics, and multispecialty healthcare organizations. These institutions cater not only to local residents but also to patients from across the country and abroad, making the city a critical node in India's healthcare delivery system. In such a high-demand environment, hospital employees are expected to consistently perform at peak levels under conditions of intense workload, emotional strain, and complex ethical scenarios. The competitive and patient-centric nature of healthcare in Bengaluru places extraordinary demands on clinical and non-clinical staff alike, making employee well-being and sustained performance a top priority for healthcare administrators. Despite this, limited empirical research has explored how the psychological and organizational factors influencing employee performance manifest in such urban, high-pressure healthcare settings. A context-specific investigation in Bengaluru can yield valuable insights into how integrated approaches grounded in mindfulness, emotional intelligence, and ethical culture can support healthcare professionals in managing stress, enhancing patient care, and maintaining operational efficiency. Therefore, this study aims to address a critical research gap by focusing on the dynamic and demanding healthcare ecosystem of Bengaluru, with the goal of developing actionable strategies for improving both employee performance and organizational outcomes.

Proposed conceptual framework

The conceptual framework for all the identified constructs has been derived based on the theories identified from literature review. The workplace and its significance to organizations are studied with the identification of various constructs in the literature review. The significant constructs identified from this research are mentioned in Figure 1.

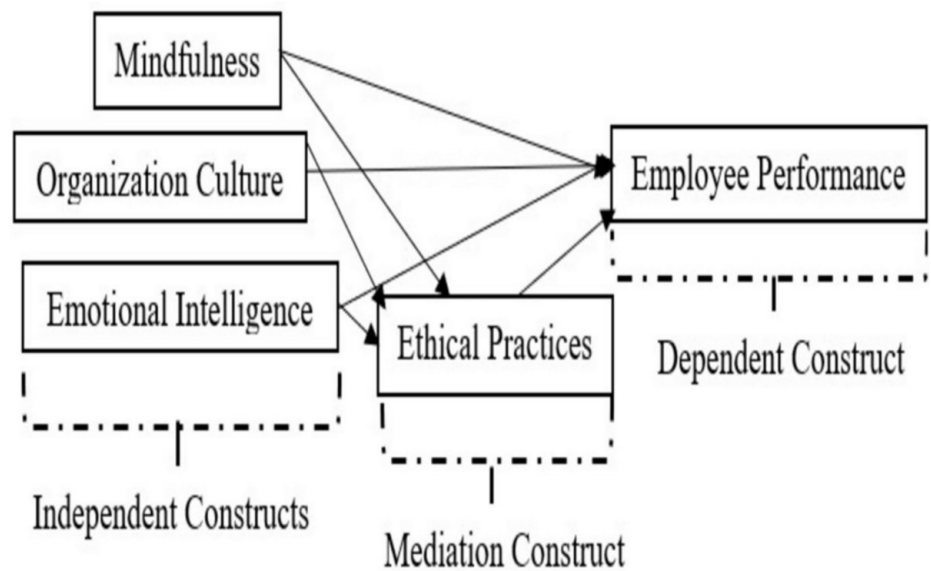


FIGURE 1: Conceptual Framework

Research Method

This research involves quantitative analysis of cross-sectional data using survey questionnaire adopted from literature. The measures of this research have been adopted from the developed scales from the

literature for mindfulness (Zada et al., 2023), organization culture (Dewi and Wibowo, 2020), emotional intelligence (Schutte et al, 1998), employee performance (Koopmans et al, 2014), and ethical practices (Ullah et al., 2021). The scales have been adopted appropriately to match the need of the research in the interest of the busy schedule of the medical practitioners. All the responses are validated using statistical methods for internal consistency and validity test. This research has chosen the registered allopathic doctors of India as the targeted population. Allopathy doctors were chosen for this study due to the high-pressure, fast-paced, and protocol-driven nature of their work environments, particularly in urban healthcare ecosystems like Bengaluru. Secondly, unlike practitioners of traditional systems such as Ayurveda, Unani, or Homeopathy, whose patient engagement patterns and institutional structures often differ, allopathic doctors frequently work in high-volume hospital settings, manage acute and critical care cases, and are subject to intense clinical, ethical, and administrative demands. Thirdly, this makes them ideal respondents for a study examining how psychological constructs like mindfulness, emotional intelligence, and resilience, along with organizational culture and ethical practices, impact performance. Finally, the allopathic healthcare system in Bengaluru also dominates the city's medical infrastructure, offering a larger and more standardized sample pool for statistically meaningful analysis. Therefore, focusing on allopathy doctors allows for a contextually relevant, practically grounded, and methodologically consistent investigation aligned with the objectives of this study.

There are about 13,08,009 allopathic doctors registered in India, in which the survey questionnaire has been distributed to 2,000 doctors. Based on the convenient sampling technique and to have the threshold value of 385, assuming that the respondent's percentage would be not more than 30%, the chosen sample size is 2,000.

The survey has been carried out by distributing the questionnaire through emails, WhatsApp, LinkedIn, and through other social media platforms. The target sample size, which has been drawn specifically from allopathy doctors in Bengaluru, is justified based on both statistical and contextual considerations. From a methodological perspective, a sample size of around 400+ respondents is appropriate for structural equation modeling techniques such as partial least squares structural equation modeling (PLS-SEM), which require a sufficient number of cases to ensure model stability, reliability, and generalizability. Contextually, Bengaluru has a high concentration of allopathic hospitals and healthcare professionals, offering a large and accessible respondent pool. The selected sample aims to capture diversity across hospital types (private, public, multi-specialty), roles, and experience levels, thereby providing a robust representation of the population under study. This balance between statistical rigor and real-world relevance validates the chosen sample size for exploring complex relationships among psychological and organizational variables affecting performance.

After removing the missing, biased, and unfilled responses, 409 respondents are considered as final sample for this study as per the standard sample size of 385 based on the threshold values of z-score as 1.96 and standard deviation as 0.5, with confidence interval of 0.95 (Muthén and Muthén, 2002). A convenient sampling technique was used for the collection of data for this research. The data is analyzed using SPSS Version 26 and SMART-PLS Version 4.1.1.1 tools, and the outcome of the hypotheses are discussed based on the values obtained from the structural equation model. Data validation is carried out using SPSS and SEM using smart PLS.

Results

Given the diverse and demanding work schedules of hospital employees in Bengaluru, data collection requires careful planning to ensure both participation and quality of responses. A structured questionnaire-based survey approach with necessary ethical clearances and institutional permissions in place, the data collection phase took 10 weeks. This timeline accounts for identifying and reaching out to multiple hospitals, coordinating with HR departments, scheduling the sessions without disrupting clinical operations, and ensuring a representative sample across roles and hospitals. Following data collection, an additional 4 weeks was utilized for data cleaning, statistical analysis (e.g., PLS-SEM), and the preparation of visual representations such as figures and structural model diagrams. In total, a time frame of approximately 14 weeks was utilized to complete the data collection, analysis, and presentation of findings, keeping in mind the professional constraints and diversity of the respondent profile.

The descriptive statistics of gender (Figure 2) shows that 264 respondents were male (64.5%) and 145 respondents were female (35.5%). The age distribution of the respondents (Figure 3) is as follows: 16.1% are between 18 and 35 years, 37.1% are between 36 and 45 years, 29% are between 46 and 55 years, and 17.7% are 56 years and above. Regarding work experience (Figure 4), 14.5% have 0-5 years, 29% have 5-10 years, 30.6% have 11-15 years, and 25.8% have over 15 years of experience.

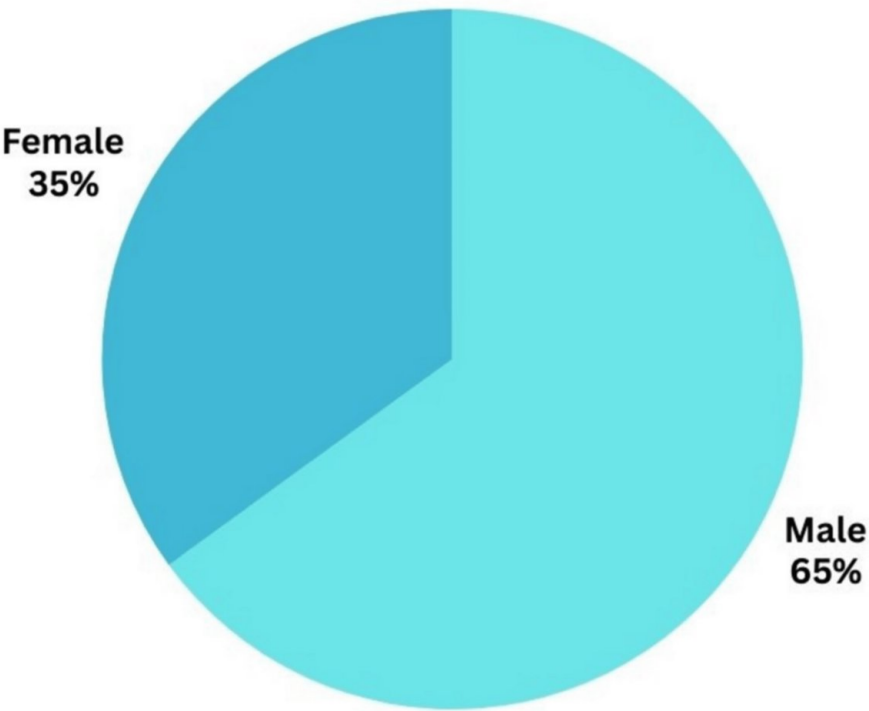


FIGURE 2: Descriptive Statistics of Gender

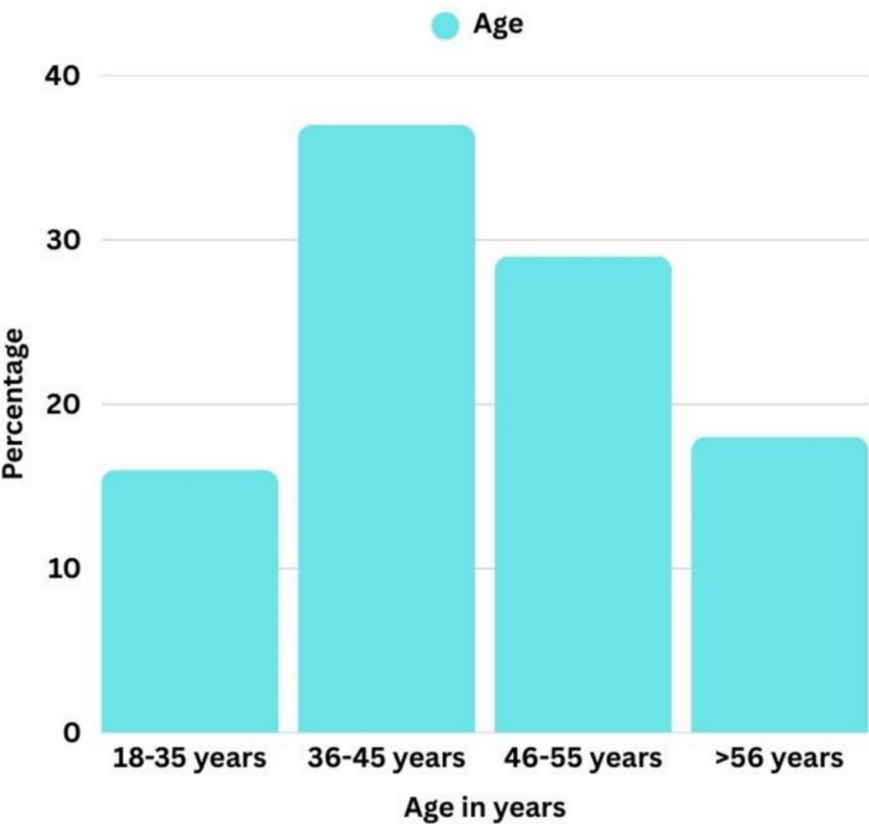


FIGURE 3: Descriptive Statistics of Age

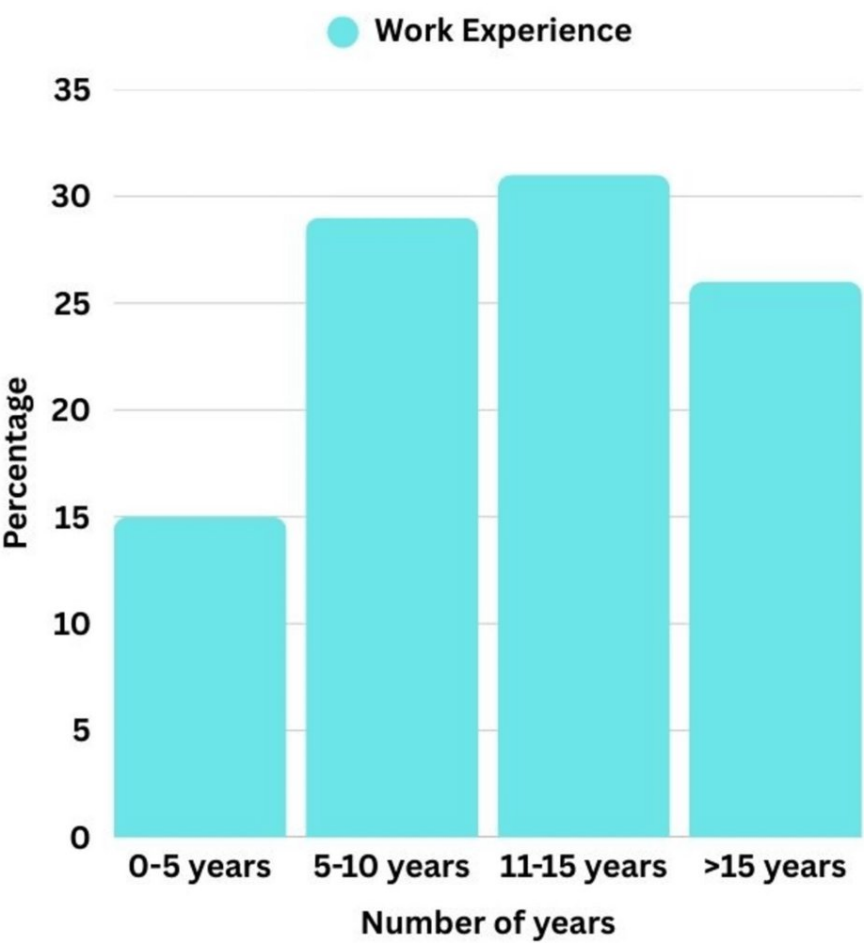


FIGURE 4: Descriptive Statistics of Work Experience

Development of structural model

Normality test was conducted using Kolmogorov-Smirnov (K-S) and Shapiro-Wilk (S-W) tests. The values of constructs are not more than 1, and the significance value is less than 0.05, indicating that data is not normally distributed (Table 1). The Cronbach's alpha value of 0.958 signifies the data reliability.

Construct	Cronbach's Alpha
EI	0.873
EP	0.650
ET	0.842
M	0.746
OC	0.841

TABLE 1: Reliability Test

EI, Emotional Intelligence; EP, Employee Performance; ET, Ethical Practices; M, Mindfulness; OC, Organization Culture

Cronbach's alpha is 0.9650, which is greater than the threshold value of 0.70 and suggests a high level of internal consistency. Constructs are validated using principal component analysis with Kaiser-Meyer-Olkin (KMO) value of 0.939, which is between the accepted values of 0.8-1.0 (Byrne, 2016) and

(Chowdhury, 2016). Factor loadings for all variables of each construct are investigated, and the outliers (Employee Performance 2 [EP2], EP3, Ethical Practices 1 [ET1], Mindfulness 1 [M1], Organization Culture 1 [OC1]) are removed. The significance of all other variables are having the values of more than 0.6. The KMO test statistic typically ranges from 0 to 1, and a higher value indicates better suitability for factor analysis. In this study, the KMO value is 0.931, which is a very high KMO value, suggesting that the data is highly suitable for factor analysis.

Variables	EI	EP	ET	M	OC
EI1	0.758				
EI2	0.793				
EI3	0.871				
EI4	0.888				
EI5	0.715				
EP1		0.840			
EP4		0.615			
EP5		0.796			
ET2			0.781		
ET3			0.853		
ET4			0.883		
ET5			0.778		
M2				0.744	
M3				0.896	
M4				0.583	
M5				0.689	
OC2					0.802
OC3					0.832
OC4					0.814
OC5					0.841

TABLE 2: Factor Loadings – All Constructs

EI, Emotional Intelligence; EP, Employee Performance; ET, Ethical Practices; M, Mindfulness; OC, Organization Culture

Multicollinearity of constructs is tested and the results are investigated for the validation of constructs. Table 2 shows the regression coefficients of all predictors with dependent facets. The confidence interval of 95% explains that the B values of all constructs lie between lower and upper bound values. Variance inflation factor (VIF) of each construct is not more than the value of 3. A VIF value of 1 implies that there is no correlation among the elements, and the value of more than 4 needs investigation. In contrast, the value of 10 or more has significant multicollinearity, which requires changes to the developed constructs (Winterton, 2008).

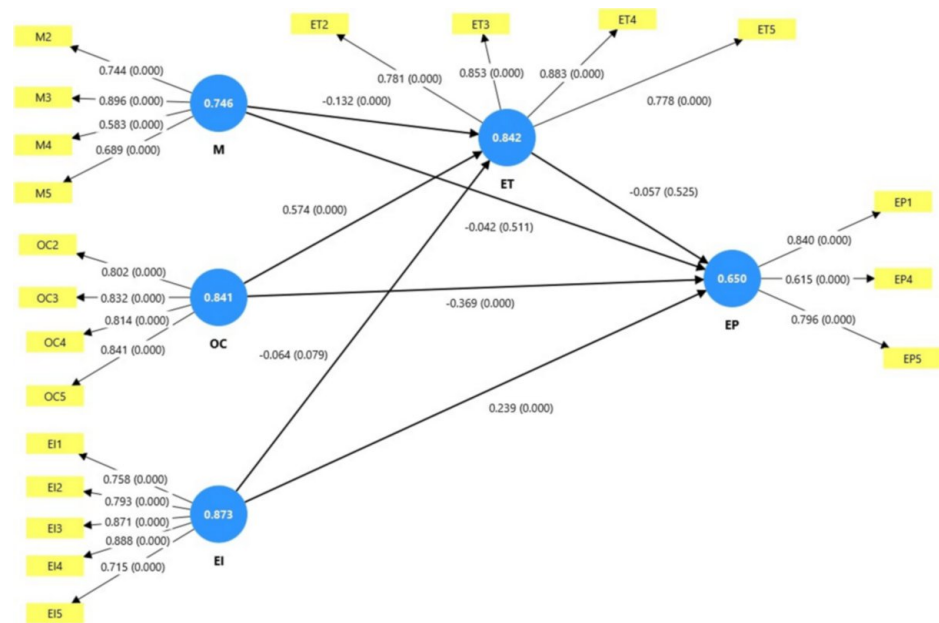


FIGURE 5: Structural Model

EI, Emotional Intelligence; EP, Employee Performance; ET, Ethical Practices; M, Mindfulness; OC, Organization Culture

The structural model (Figure 5) indicates that the latent variables are significant, with associated variables having p-values less than 0.01. There is a positive relationship of 0.574 between organizational culture and ethical practices. Emotional intelligence has a negative relationship with ethical practices, with a value of -0.064. Employee performance is positively influenced by emotional intelligence, with a value of 0.239. Mindfulness has a negative relationship with ethical practices, with a value of -0.132, and also negatively impacts employee performance, with a value of -0.042. The direct impact of mindfulness on employee performance is not significant, but there is full mediation through ethical practices. All constructs are validated for variance to measurement error using average variance extracted (AVE), as shown in Table 3. AVE values greater than 0.5 are considered acceptable (Hair, 2006).

Construct	AVE
EI	0.653
EP	0.573
ET	0.680
M	0.543
OC	0.677

TABLE 3: AVE – All Constructs

EI, Emotional Intelligence; EP, Employee Performance; ET, Ethical Practices; M, Mindfulness; OC, Organization Culture; AVE, Average Variance Extracted

The outer model of the PLS indicates the significance of all endogenous and exogenous constructs with their corresponding variables. Respondents mentioned that they are not much involved in mindfulness practices, with the most significant aspect being the experience of emotions without being conscious of it until sometime later. Most respondents remain calm and positive in the face of obstacles to manage emotional intelligence. They do not consider organizational encouragement of skill development as a significant factor of organizational culture. Monthly income is not significant to ethical practices based on the responses. Building effective relationships and providing feedback to management are not considered part of employee performance. The inner model of the PLS explains that the mediation effect of ethical practices is significant between mindfulness and employee performance. Organizational culture and emotional intelligence positively influenced employee performance. The mediation effect of ethical

practices between organizational culture, emotional intelligence, and employee performance requires further study to investigate other influential factors.

The structural model is validated, and the outcome of this model is further investigated for the interpretation of hypotheses.

Findings

This section covers the mediating effect of ethical practices on the relationships between mindfulness and employee performance, organizational culture and employee performance, and emotional intelligence and employee performance, as per the hypothesis development. PLS-SEM is applied to investigate the hypotheses for all the identified constructs with 3,000 iterations. The direct value of -0.042 is not significant (p-value > 0.01) for Hypothesis Ha1, which implies that there is no positive effect of mindfulness on employee performance. The direct value of -0.369 is significant (p-value < 0.01) for Hypothesis Ha2, which implies that there is a positive effect of organization culture on employee performance. The direct value of 0.239 is significant (p-value < 0.01) for Hypothesis Ha3, which implies that there is a positive effect of emotional intelligence on employee performance. The direct value of -0.042 is not significant (p-value > 0.01) and the indirect value of 0.008 is significant (p-value < 0.01) for Hypothesis Ha4, which implies that there is a full mediation effect of ethical practices between mindfulness and employee performance. The direct value of -0.369 is significant (p-value < 0.01) and the indirect value of -0.033 is not significant (p-value > 0.01) for Hypothesis Ha5, which implies that there is a partial mediation effect of ethical practices between organization culture and employee performance. The direct value of 0.239 is significant (p-value < 0.01) and the indirect value of 0.004 is not significant (p-value > 0.01) for Hypothesis Ha6, which implies that there is a partial mediation effect of ethical practices between emotional intelligence and employee performance. Hypotheses results are summarized and explained in Table 4.

Hypothesis	Relationship	Path Coefficient	Direct Effect	Indirect Effect	Mediation Result
H _{a1}	Mindfulness has positive impact on Employee Performance	-0.045	-0.042 (ns)	NA	Not Significant
H _{a2}	Organization Culture has positive impact on Employee Performance	-0.373	-0.369 (s)	NA	Significant
H _{a3}	Emotional Intelligence has positive impact on Employee Performance	0.246	0.239 (s)	NA	Significant
H _{a4}	Ethical Practices fully mediate between Mindfulness and Employee Performance	0.005	-0.042 (ns)	0.008 (s)	Full Mediation
H _{a5}	Ethical Practices fully mediate between Organization Culture and Employee Performance	-0.212	-0.369 (s)	-0.033 (ns)	Partial Mediation
H _{a6}	Ethical Practices fully mediate between Emotional Intelligence and Employee Performance	-0.015	0.239 (s)	0.004 (ns)	Partial Mediation

TABLE 4: Hypotheses Testing Results

The results are presented and discussed for hypotheses analysis. The relationships between all constructs are studied, and their significance is interpreted using the model values. Emotional intelligence has a significant relationship with employee performance, with a p-value less than 0.05 and a t-value of 7.402. Emotional intelligence has no significant relationship with ethical practices, with a p-value greater than 0.05 and a t-value of 1.758. Ethical practices has no significant relationship with employee performance, with a p-value greater than 0.05 and a t-value of 0.636. Mindfulness has no significant relationship with employee performance, with a p-value of 0.511 and a t-value of 0.657, but has a significant relationship with ethical practices, with a p-value less than 0.05 and a t-value of 3.652. Organization culture has a significant relationship with ethical practices and employee performance, with a p-value of less than 0.05. The goodness of fit is studied, and the values are accepted, with a goodness of fit value of 0.97 and standardized root mean squared error of 0.1. The results of the hypotheses do support the literature with additional insights on the mediation effect of ethical practices on employee performance. The findings of this study reveal a statistically significant positive mediation effect between mindfulness and employee job performance through ethical practices. The quantitative analysis demonstrates that employees who engage in regular mindfulness practices tend to exhibit higher levels of job performance. Organization culture has a significant positive impact on employee performance. It is very important for the organizations to have an organization culture that is being supported by both employer and employee for enhancing the employee performance. The partial mediation effect of ethical practices between organization culture and employee performance signifies further investigation. Emotional intelligence

plays a significant positive role on employee performance. The direct positive impact of emotional intelligence on employee performance emphasizes the need to manage own emotions in positive ways. The partial mediation effect of ethical practices between emotional intelligence and employee performance demands further investigation.

Discussion

This research significantly contributes to SDT. The insights gained from this research on mindfulness practices are crucial for advancing effective human resource management, fostering engagement, and promoting development within companies. In summary, the findings of this research hold practical implications for human resource development aimed at improving performance and ensuring sustainable well-being within organizations as stated by SDT.

The findings of this study validate the suggested conceptual framework, highlighting the important mediating effect of ethical practices between mindfulness and employee performance. Organizational culture significantly enhances employee performance. An individual's emotional intelligence also plays a crucial role in positively affecting employee performance. Previous research indicates that a supportive organization culture contributes to better employee performance (Rojak et al., 2024). The literature suggests that increased emotional intelligence correlates with improved employee performance (Matta and Alam, 2023).

The study thoroughly examines its findings and asserts that a detailed array of dimensions such as professional aspirations, collaboration, communication, concentration, productivity, efficiency, and employee contributions serves as universally relevant metrics for the comprehensive assessment of employee performance. These carefully identified measures collectively establish a holistic framework, demonstrating their universal applicability across various organizational settings. This claim highlights the inherent significance and practicality of these well-defined metrics, presenting them not merely as standalone indicators but as essential elements that provide a comprehensive and nuanced perspective on the complex aspects of employee performance.

From a practical perspective, it is essential to acknowledge that, in addition to the roles played by leaders and managers within an organization, employees themselves significantly influence their own performance levels. Therefore, the development and management of employee attitudes are critical in determining overall performance outcomes. Human resource managers are encouraged to expand their focus beyond conventional human resource management practices and to take into account factors that arise directly from employees. This necessity also applies to organizational leaders, who have the authority to select suitable leadership strategies, thereby improving the effectiveness of human resource management and promoting greater employee engagement.

In the quest to enhance employee performance, it is essential for human resource leaders and managers within organizations to acknowledge the significant impact of mindfulness and employee creativity. By recognizing and cultivating these elements, companies can create an environment that promotes improved employee performance. This strategy establishes a comprehensive framework in human resource management, integrating both managerial practices and the inherent contributions of the workforce.

The research model put forth makes a substantial contribution to the progression of studies within the domain of human resource management and organizational behavior. By tackling the existing gaps in research concerning mindfulness, organization culture, emotional intelligence, ethical practices, and employee performance, the model clarifies the complex interconnections among these factors. It demonstrates that mindfulness can influence employee performance both directly and indirectly, with ethical practices serving as a vital mediating factor in this relationship. It also demonstrates that organization culture and emotional intelligence can influence employee performance indirectly, with ethical practices as a significant mediating factor. This comprehensive insight not only enriches the existing literature but also offers valuable guidance for organizational leaders and human resource professionals aiming to improve employee performance in modern workplace environments. The research outcome also complements SDT.

The significant outcomes of the study can be summarized as follows: Employee performance is enhanced by both emotional intelligence and organizational culture. Ethical practices, emotional intelligence, and a positive organizational culture enhance performance outcomes among employees. Although mindfulness does not have a direct influence on employee performance, an indirect effect is observed through ethical practices. Additionally, the contribution to the existing literature is substantiated by a conceptually validated model that examines mindfulness, emotional intelligence, and contextual ethical workplace factors.

Studies on mindfulness have been conducted in various sectors such as education, manufacturing, sports, military, and criminal justice system. It was found that mindfulness practices improve attention and

emotional regulation among students, as well as enhance teacher well-being (Meiklejohn et al., 2012). The findings of a research carried out by (Good et al., 2016) in manufacturing sector stated that mindfulness reduces stress, enhances leadership effectiveness, improves employee performance, and strengthens professional networks. Mindfulness-based attention training led to better performance and increased well-being during military training (Roemer et al., 2024). Mindfulness training enabled the athletes to enhance focus, reduce anxiety, and improve performance (Baltzell and Summers, 2017). The findings of a study carried out in the criminal justice system stated that mindfulness training reduced anxiety and hostility while enhancing the institutional behavior among the inmates in the prison (Samuelson, 2007).

Conclusions

This research concludes with significant constructs from the literature review and through the research gaps for the development of a structural model for investigating the influence of mindfulness and emotional intelligence on employee performance through the mediation of ethical practices. The model has been conceptualized with three independent constructs (mindfulness, emotional intelligence, and organizational culture), one mediating construct (ethical practices), and one dependent construct (employee performance). The outcome of this research and the key results have chaperoned human resource development to transform the workplace for the benefit of both employer and employee. The main findings of the research are that organizational culture and emotional intelligence have a significant positive impact on employee performance. Ethical practices have a significant positive mediating effect between mindfulness and employee performance. Workers in the hospitality industry frequently encounter mental and psychological challenges, as well as emotional fatigue, stemming from the inherent demands of their roles. These issues significantly influence their levels of work engagement, customer interaction, and overall productivity. The practice of mindfulness serves as a valuable strategy to address these challenges, fostering a more content and efficient workforce in the hospitality field. Through the practice of mindfulness, employees can improve their cognitive abilities, manage their emotions more effectively, and develop better interpersonal skills, all of which lead to increased productivity.

Limitations and scope for further research

The need for relatedness can be explored by the researchers in the context of mindfulness among employees of any sector while adopting SDT. The study used a cross-sectional design, collecting data once from the participants. This design may limit the ability to establish causal relationships and understand changes over time. Due to time constraints, a convenient/random sampling method was used for data collection. This may introduce bias and affect the representativeness of the sample. It is important to recognize that, although the mediating role of ethical practices has been recognized, full mediation has not been achieved for organization culture and emotional intelligence. Factors such as mindfulness, organization culture, and emotional intelligence have been established as direct influences on employee performance; however, the mediation provided by ethical practices serves to strengthen and enrich these direct connections. This finding highlights a significant gap in research regarding the thorough investigation of the mediating interactions between various factors in the fields of human resource management and organizational behavior, as well as their effects on employee performance. The mediation impact of ethical practices between emotional intelligence and employee performance, and between organization culture and employee performance, needs future study with the influential factors.

Consequently, the identified gap offers a promising opportunity for future research initiatives, encouraging scholars to explore the complex interactions of variables and the subtle mediation processes that enhance our understanding of the factors influencing employee performance within the domains of human resource management and organizational behavior. The R-square value of 0.5 indicates that ethical practices have significant correlation with the exogenous constructs of mindfulness, organization culture and emotional intelligence. The R-square value of 0.3 indicates that employee performance is less significant through mediation effect of ethical practices, which needs further study. While this research possesses notable academic value, it is essential to identify the inherent methodological constraints, particularly the limited sample size and respondent demographics, which necessitate a careful expansion in future studies. Although the current empirical findings support the existence of certain relationships, it is important to recognize that some values may remain at lower levels, potentially due to the omission of specific items. The academic direction suggests that a thoughtful increase in sample size will enhance statistical reliability, thereby reinforcing the credibility of the identified relationships. Looking ahead, the path of academic research encourages future scholars to apply this enhanced model within the context of larger sample sizes, which is likely to lead to a deeper and more nuanced understanding of the complex relationships involving mindfulness, employee creativity, and performance. Furthermore, the thoughtful integration of the full range of mindfulness items previously collected in academic literature is expected to enhance the scope and depth of future studies. A scholarly call to action arises, urging researchers to explore the intricate connections between the proposed model and the critical roles of leadership and human resource management in shaping ethical practices and performance, thus fostering a more insightful and comprehensive understanding of organizational dynamics.

Additional Information

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All authors have reviewed the final version to be published and agreed to be accountable for all aspects of the work.

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