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# The mediating and moderating effect of organisational justice and transformational leadership on employee mindfulness and employee wellbeing

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**Abstract:** Organisational justice (OJ) and transformative leadership are becoming increasingly significant in today's organisational practices. OJ, employee wellbeing (EW), employee mindfulness (EM) and transformational leadership (TL) are investigated in this study. The study sample comprises 483 of India's most prestigious college teachers. The study data is analysed using statistical software. The result of the study indicates that EM is helpful in EW. TL moderate the relationship between mindfulness and wellbeing. Furthermore, OJ mediates the relationship between mindfulness and wellbeing. The research sheds light on how transformative leaders strengthen this dynamic relationship. These ground-breaking discoveries may help managers, employees, policymakers, and employers to understand significance of EM for their wellbeing. In order to build a decent workplace and achieve organisational success, it is crucial to practice these techniques, and it is essential to have a proper understanding where mindfulness affects EW. This study is done with faculty in higher educational institutions in India. The findings of the study are concerning with higher educational institutions in the country.

**Keywords:** employee wellbeing; EW; organisational justice; OJ; employee mindfulness; EM; transformational leadership; TL.

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**Biographical notes:** Priyanka Singh is an accomplished Assistant Professor in the Department of Business Administration at Pranveer Singh Institute of Technology, Kanpur, with over 13 years of experience in teaching, research, corporate training, and consultancy. She is renowned for conducting engaging sessions on entrepreneurship programs, mind management, and leadership and motivational workshops. At the postgraduate level, she has imparted knowledge in behavioural psychology, organisational behaviour, human resource management, negotiation, counselling, and conflict management, inspiring students and fostering a positive learning environment.

Manoj Kumar Mishra is currently working as an Assistant Professor in School of Management at OP Jindal University, Raigarh. He is pursuing his PhD from Jagannath University Jaipur, India on 'Green Entrepreneurship'. He obtained his MBA from VTU with specialisation in marketing and graduation from AKTU. His ten papers are published in various journals of national repute which includes Scopus indexed, ABDC and UGC-Care listed journals. He has conducted five workshops and twelve FDPs on research methodology, entrepreneurship and green entrepreneurship across different institutes in India.

Sunil Kumar is an Assistant Professor at GITAM School of Business, GITAM (Deemed to be University) Visakhapatnam, A.P., India. He has over eight years of teaching experience. He earned his PhD from Jamia Millia Islamia (A Central University), New Delhi in the area of NGO Management. In his PhD, he has investigated the role of NGOs in people empowerment. He has qualified UGC-NET-JRF in Management. His academic qualifications include MBA and PhD. He has published papers in journals of repute indexed in Scopus, ABDC and UGC care, etc. He has presented papers at IIT, IIM, and other institution of repute in India.

Nidhi Sharma is working as an Associate Professor in Department of Management Studies at Rukmini Devi Institute of Advanced Studies, Delhi. She has completed her PhD at JU, Jaipur in the area of Organic Foods and Consumer Behaviour. She has 11 years of teaching experience and working as IQAC Convener at RDIAS. She has presented several research papers in many national and international conferences including presentations at IITs and IIMs. Her papers are published in various journals of national repute which includes Scopus indexed, ABDC and UGC-Care listed journals. She has conducted six FDPs on research methodology across different institutes.

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## 1 Introduction

Employee wellbeing (EW) is critical for organisational performance in today's modern and competitive environment. Current researchers have found that, high levels of psychological wellbeing play a crucial role in generating hope and resilience among employees, which in turn impacts the performance of high-performing organisations.

Given the significance of EW in the workplace and the need to improve their capabilities, this article aims to comprehend and empirically test the constructions that may be associated with EW (Nguyen et al., 2020; Sharma and Kumar, 2020a). In surveys, most organisations emphasise their employees' physical and emotional health (Rudolph et al., 2021; Matta and Fares, 2021; Gyimah et al., 2022). Given that the corporate wellbeing market in the USA is currently valued at \$20.4 billion and is projected to reach \$87.4 billion by 2026, it should come as no surprise that this is a top priority for HR directors. From 2019 to the present, almost every aspect of human existence has been discouraging, including both the personal and professional spheres. This catastrophic pandemic has destroyed every region in its course. The human species was consumed by their accomplishments, rivalries, and other forms of success. It has nearly completely upended the private and professional lives of everyone on the planet. These difficult years have taught us a great deal about life, including, among other things, how to maintain our mental health. It has also provided researchers with a vast array of new research topics, such as whether or not high levels of competition, tension, rat race, and burnout are required for success. In this regard, the objective of our study is to intervene and pave the way for future research into the experiences of disabled individuals in the workplace. At least this time, the credit goes to COVID-19, where we researchers were also given the opportunity to analyse the pressure produced between the lines, the chaos grew, and a means to escape it with the concept of Workplace Mindfulness. Hanh (2011) referred to mindfulness as a 'pearl of true wisdom' that can transform a person's life by refocusing one's attention on their happiness. This pleasure can only emanate from one individual at a time, but it will permeate the lives of others and society at large. It is a standard that takes common sense into account. Kabat-Zinn (2003) popularised the concept of mindfulness, stating its role and significance in clinical psychology, understanding the derivatives of the mind, and its contribution towards total wellbeing. The researcher also advocates having a more evidence-based intervention be studied to unveil a conceptual and practical understanding of mindfulness. The roots of mindfulness have been profound, from neuroscience to psychology to sociology (Ludwig and Kabat-Zinn, 2008; Aumais, 2017; Kayani et al., 2023). Mindfulness research was conducted to understand the connection between the human brain and the physical immune system. The study outcome shows that mediation would control the function of the brain and the immune system in a conclusive direction (Davidson et al., 2003). The connections of mindfulness at workplaces come from understanding the complexities of the working sphere as the employees spend the maximum time at their workplaces and are exposed to stress  $24 \times 7$ . Here comes the magical concept of looking inverted and finding the solutions to the complication of mindfulness. Various researchers have tried to study the idea in different domains as wellbeing (Page and Vella-Brodrick, 2009), stress (Bishop et al., 2004), work (Glomb et al., 2011), wellbeing (Rybak, 2013), organisational justice (OJ) (Reb et al., 2019) with leadership (Baron et al., 2018). Furthermore, finally with workplace productivity (Kersemackers et al., 2018; Kumaret al., 2022a), however, there are few to mention as the implications of mindfulness are challenging to capture.

The researcher has tried to narrow its scope to identify the study's objectives, first, to investigate the relationship between employee mindfulness (EM) and EW. Second, to investigate the relationship between OJ and EW. Third, to determine the magnitude and direction of OJ's influence on the relationship between workplace mindfulness and EW and fourth, to identify and evaluate the degree and direction of the effect of

transformational leadership (TL) on EW and workplace mindfulness. Thus, it shall better understand the concept in the designed framework.

## **2 Literature review and hypothesis development**

### *2.1 Supporting theory*

Cognitive appraisal theory proposes a structured interrelationship of goals, cognitive evaluation, and emotion to explain how emotion originates and why different persons feel various emotions during the same event. It focuses on the role of cognition in emotion, arguing that emotion arises through evaluating an event and situation in connection to human reasons, goals, and requirements. To explain why different people, react differently to the same occurrence, cognitive appraisal theory proposes that they evaluate the same circumstance in vastly different ways based on their particular reasons and aims. Positive emotions are felt when events and changes are consistent with and relevant to one's personal motives and goals, and negative emotions are felt when events and changes are inconsistent with and irrelevant to one's goals and needs. Cognitive appraisal theory is gaining traction in HRM research as researchers seek to understand the root causes of employees' emotional experiences. This study uses cognitive appraisal theory and assumes that effective HR programmes may achieve the aims and needs of employee togetherness while also assisting employees in generating positive emotional reactions, despite the fact that no prior research has explored the exact emotions they experience.

### *2.2 Employee wellbeing and workplace mindfulness*

Page and Vella-Brodrick (2009) shed light on the understanding that wellbeing has three significant subsets: psychological wellbeing, subjective wellbeing, and workplace wellbeing, where workplace wellbeing is derivative of mental, emotional, and physical wellbeing. Much of the previous literature has discussed the importance of workplace wellbeing as a significant contributor to productivity (Hamar et al., 2015). Adams (2019) illustrated that EW is now considered an agenda of national importance. The workplace environment can positively and negatively affect physical, mental, and social wellbeing. However, it can not be achieved in isolation, and thus considerable previous literature has unveiled the association between EW and workplace mindfulness (Walsh and Arnold, 2020). The author advocated not only brought the bright but dark associations among the variables. (Mellor et al., 2016; Slutsky et al., 2019; Kumar et al., 2022b, 2023; Lochab et al., 2021) discussed the significance of mindfulness training in enhancing employees' wellbeing in two research contexts. Workplace interventions with online and offline work have also been highlighted (Aikens et al., 2014). Thus it postulates we to frame our first hypothesis as

H1 There is an association between EM and EW.

### *2.3 Organisational justice and employee wellbeing*

In their most recent research, Sora et al. (2021) shed light on the crucial role that OJ plays in ensuring the health and safety of workers. In addition to this, Sharma and Kumar

(2020b) shed light on the realm or interaction between mental health, mindfulness, OJ, and job engagement. Sharma and Kumar (2020c) have published an article titled 'The contribution of workplace practices to employees' overall wellbeing'. The authors Lawson et al. (2009) claim, with support from empirical research, that the impression of equity in the organisational environment can have a major effect on the wellbeing and health of employees. It indicates that we should proceed as if we are assuming the second research hypothesis.

H2 There is an association between OJ and EW.

#### *2.4 Organisational justice as a mediator in the relationship between workplace mindfulness and employee wellbeing*

Over 2,000 years ago, the concept of justice as an intellectual practise arose. Justice refers to whether or not an action or judgement is legally fair and relevant to the context of the decision. There are three kinds of justice: distributive justice, procedural justice, and interactional justice (Rahman and Karim, 2022; Stamenkovic et al., 2018; Donglong et al., 2020; Lee and Chui, 2019; Saragih et al., 2020). Researchers have campaigned for the crucial and positive portrayal of Workplace justice, and fairness in practice portrayal by leaders as a part of mindfulness and leader-member wellness through rigorous empirical research. In recent years the organisation has developed an acquaintance with practising these concepts holistically. A wave of it can be seen in the contemporary literature as Sharma and Kumar (2020b), Reb et al. (2019), and many more researchers have argued upon the wellbeing association to mental health, stress levels at the workplace and leader manager mindfulness and interpersonal justice as heave contributors on it. Fox et al. (2001) Studies have also reflected the coherent relationship among emotional reflux, perceived justice, and stressor towards counterproductive work behaviours. A few other psychological traits were also investigated to support the association with the healthy wellbeing of university employees. Thus the literature aided in posing the following hypothesis as

H3 OJ positively mediates the relationship between EM and EW.

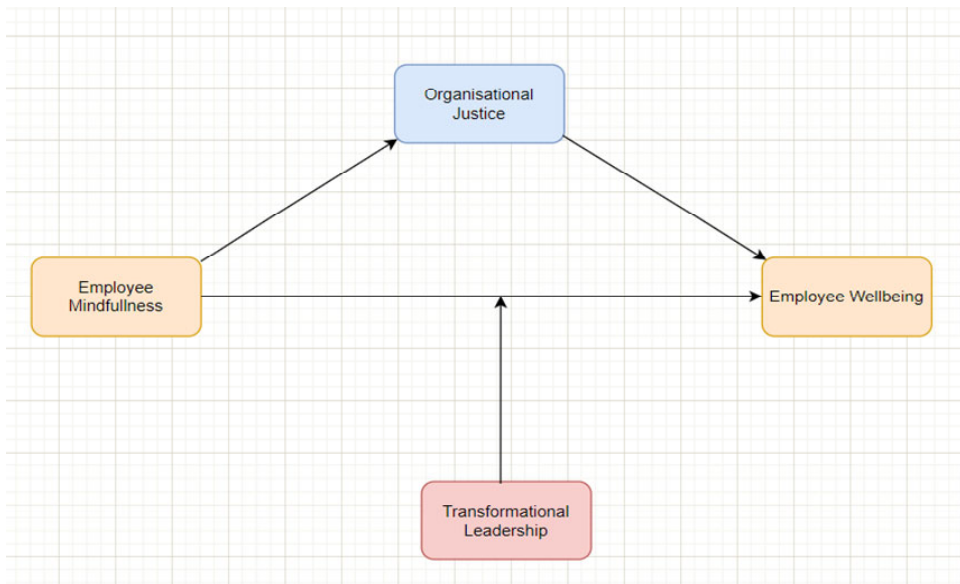
#### *2.5 Moderating role of transformational leadership in the relationship between employee mindfulness and employee wellbeing*

The research tries to invade the possibility of understanding the moderating role of TL in reactions to workplace mindfulness and EW (Qian et al., 2020; Aziz et al., 2020). However, it is evident that there is a potent intervention of these variables and is heavily disposing of each other in a behavioural context. Kroon et al. (2017) has identified a substitute for TL in an organisational context. Not all employees are advantageous to have these leaders for them, and it is mindfulness. Pinck and Sonnentag (2018) also, in their contribution, emphasise the leader mindfulness transcending into the positive and negative wellbeing of employees and TL acting as a tool for it (Kumar et al., 2020; Bagherian et al., 2023a, 2023b; Xu et al., 2021; Salloum et al., 2016). In this article, the cognitive appraisal theory is used to support the role of TL and mindfulness on the part of leaders in maintaining a healthy psychological balance despite such workplace determinants as job stress, job satisfaction, and psychological wellbeing. As was noted

previously, this research assisted us in the process of formulating our fourth hypothesis as they

H4 TL moderate the relationship between EM and EW.

**Figure 1** Hypothesised model (see online version for colours)



*Source:* Researcher's own

### 3 Research methodology

#### 3.1 Participants

The population for this research were faculty fraternity of five reputed Indian universities with comprehensive coverage of the country's North, South, East-West, and Central geographical regions. The study measures the role and impact of mindfulness and wellbeing in higher education institutions. Faculty fraternity, as the high intellectual capital, thus becomes an intelligent target to analyse the impact and effectiveness of these psychological and behavioural concepts. Research has used a convenient sampling technique for the study as it is cost-effective, opportune, and competent (Jager et al., 2017; Sadiq et al., 2020; Erdoğan et al., 2022). The study was investigated in the winter term, October, November, and December 2022. The research exploration was done by distributing the questionnaire to around 1,210 faculties across the target sample. The spread of the faculties is wide from engineering, management, food- technology, bio-technology, pharmacy, fashion, and vocational education. The data received was functional. We have received 597 questionnaires back. After eliminating incomplete and inaccurate data, a sample of 483 respondents were considerable and utilised in this investigation. Hence, the response rate was 39.9% which is affirmative.



The dispersion of the demographic variables of the research comprises age, gender, department, and educational background. The sample consists of different age groups as a bracket of 24 years to 60 plus with description as 24 % of respondents belong to the age bracket 24–34 year, 36 % belonging to the age bracket of 35–45, 28 % in the frame of 45–55 and 12 % were above 55–60 above. The dispersion of 483 respondents was as 39% were female, and 61 % were male.

### 3.2 *Questionnaire*

- EM. The study tries to tap the dimension of EM with a modified scale of Brown and Ryan (2003). A standard scale of EM given by Brown and Ryan (2003) were used which comprises fifteen statements that were sum upped with 12 statement scale with a conversion of six pointer measurement tool to a five-pointer measurement tool. A few sample examples of the statement of research are “I find it difficult to stay focused on what” s happening in the present” and “I rush through activities without being attentive to them.” The internal consistency (alpha) original MAAS Questionnaire was 0.82, and the coefficient of alpha measurement of our scale was 0.917.
- EW (MHC-SF) was measured the concept of EW; (Keyes, 2002, 2007, 2009). The scale of the mental health continuum. The scale is divided into three subsets and dispersion among 14 statements with a five-point Likert rating scale (1 ‘never,’ 2 ‘sometime, 3 ‘about once a week,’ 4 ‘frequent,’ and 5 ‘every day). Past literature has advocated the reliability and validity of the scale with three different cultural contexts (Joshanloo et al., 2013). The three significant constructs derived from the questionnaire are first, Psychological wellbeing. Second, social wellbeing and last emotional wellbeing.
- TL. The study tries to capture and assess the TL role in the organisation using the global transformational leadership scale (GTL) developed by Carless et al. (2000). The scale embraces the seven measurements constructed on a five-point Likert scale, covering 5 - strongly agree, 4- agree, 3- neutral, 2 - disagree, 1- strongly disagree. TL is measured using construct like vision, subordinate’s development, follower’s development, recognition and encouragement, mutual trust, cooperation, innovative approach, exemplification of the leader, infuse the charm of the leader to become as an aspiration for others. The reliability of the scale is higher than 0.8.
- For OJ, the investigation has utilised the modified scale of Colquitt (2001), which comprises four determinants of OJ, tapped via standard 20 items. Our study has 12 items on the scale. The present study has also taken four subsets of the questionnaire. Firstly, researchers have tried to understand the relevance of procedural justice with the statement. (e.g., “Have you been able to express your views and feelings during those procedures?”). The second dimension is captured with the statement, “Is your (outcome) justified, given your performance?” as a contributor to distributive justice. The third determinant of the scale is interpersonal justice, reflected as “has (he/she) treated you with respect?”. Fourth is informational justice with model statements such as “has (he/she) communicated details promptly?” All statements were rated against set parameters as 1 = to a small extent and 5 = to a large extent.

**Table 1** Reliability of measurement scale

<i>Construct/ variable</i>	<i>Measurement items</i>	<i>Mean</i>	<i>Std. dev.</i>	<i>Factor loading</i>	<i>SRW</i>	<i>Alpha</i>	<i>CR</i>	<i>AVE</i>
Employee mindfulness	EM1	4.23	0.776	0.768	0.854	0.917	0.969	0.689
	EM2	4.39	0.822	0.814	0.862			
	EM3	4.25	0.765	0.801	0.876			
	EM4	4.42	0.844	0.844	0.887			
	EM5	4.38	0.839	0.832	0.831			
	EM6	4.36	0.823	0.817	0.769			
	EM7	4.34	0.800	0.798	0.753			
	EM8	4.31	0.826	0.767	0.793			
	EM9	4.25	0.841	0.812	0.881			
	EM10	4.31	0.885	0.836	0.857			
	EM11	4.42	0.862	0.831	0.852			
	EM12	4.32	0.861	0.829	0.795			
	EM13	4.28	0.850	0.799	0.836			
Organisational justice	OJ1	4.51	0.765	0.650	0.843	0.847	0.970	0.687
	OJ2	4.50	0.732	0.642	0.883			
	OJ3	4.48	0.745	0.637	0.893			
	OJ4	4.21	0.678	0.616	0.856			
	OJ5	4.24	0.705	0.614	0.703			
	OJ6	4.04	0.884	0.609	0.858			
	OJ7	3.96	1.033	0.608	0.821			
	OJ8	3.71	1.083	0.594	0.803			
	OJ9	4.25	1.152	0.553	0.801			
	OJ10	4.05	1.303	0.534	0.818			
	OJ11	4.43	0.598	0.763	0.864			
	OJ12	4.29	0.546	0.744	0.754			
	OJ13	4.22	0.514	0.819	0.867			
	OJ14	4.55	0.600	0.814	0.859			
	OJ15	4.53	0.566	0.805	0.789			
	OJ16	4.47	0.626	0.762	0.885			
OJ17	4.24	0.542	0.751	0.846				
OJ18	4.27	0.547	0.803	0.785				
OJ19	4.54	0.592	0.769	0.885				

*Source:* Author's research results

**Table 1** Reliability of measurement scale (continued)

<i>Construct/ variable</i>	<i>Measurement items</i>	<i>Mean</i>	<i>Std. dev.</i>	<i>Factor loading</i>	<i>SRW</i>	<i>Alpha</i>	<i>CR</i>	<i>AVE</i>
Transformational leadership	TL1	4.53	0.695	0.749	0.841	0.884	0.954	0.747
	TL2	4.55	0.656	0.744	0.933			
	TL3	4.54	0.680	0.717	0.811			
	TL4	4.28	0.619	0.706	0.825			
	TL5	4.30	0.634	0.675	0.808			
	TL6	4.34	0.653	0.670	0.816			
	TL7	4.39	0.625	0.642	0.872			
Employee wellbeing	EW1	4.25	0.609	0.753	0.865	0.870	0.971	0.720
	EW2	4.29	0.608	0.719	0.892			
	EW3	4.57	0.639	0.686	0.715			
	EW4	4.57	0.662	0.670	0.871			
	EW5	4.56	0.648	0.643	0.847			
	EW6	4.24	0.521	0.556	0.993			
	EW7	4.33	0.577	0.577	0.867			
	EW8	4.27	0.556	0.520	0.823			
	EW9	4.56	0.573	0.753	0.854			
	EW10	4.60	0.568	0.725	0.862			
	EW11	4.54	.566	.693	0.876			
	EW12	4.25	.529	.668	0.887			

*Source:* Author's research results

## 4 Results and findings

### 4.1 Measures

Data were examined for the model hypothesised by the researcher using the support of the existing literature is afore mentioned. The model formulated examines the associations among our variable OJ, EW, EM and TL as represented in (Figure 1).

- EM. It is measured using 13 statements given by Brown and Ryan (2003), holding a Cronbach alpha of 0.917, with CR equal to 0.969 and AVE equal to 0.689. It has been determined that each measure is appropriate for the objectives of this study. In Table 2, you are also find the means, standard deviations, factor loadings, and standardised regression weights for each statement utilised for this investigation.
- OJ. It is measured using 19 statements given by Colquitt (2001) exhibiting a Cronbach alpha of 0.847, with CR equal to 0.970 and AVE equal to 0.687. It has been determined that each measure is appropriate for the objectives of this study. In Table 2, you are also find the means, standard deviations, factor loadings, and standardised regression weights for each of the statements utilised for this investigation.

- TL. It is measured using 7 statements given by Carless et al. (2000) with a Cronbach alpha (0.884), CR = 0.954, and AVE = 0.747. It has been visualised that all metrics are suitable for the intended purposes of the investigation. Table 2 shows the values of means, standard deviations, factor loadings, and standardised regression weights for each statement. EW. The construct is measured using 12 statements given by (Keyes, 2007, 2009) having a Cronbach alpha value of 0.870, with 0.971 composite reliability and AVE 0.720. So these values supports that each measure is appropriate for the objectives of this study. Table 2 shows the means, standard deviations, factor loadings, and standardised regression weights for each of the statements utilised for this investigation.

**Table 2** Correlation

	<i>Mean</i>	<i>Std. dev.</i>	<i>EW</i>	<i>TL</i>	<i>OJ</i>	<i>EM</i>
EW	4.18	0.34	1			
TL	3.87	0.40	0.069	1		
OJ	3.89	0.31	0.106**	0.795**	1	
EM	1.52	0.22	0.063	0.390**	0.451**	1

*Source:* Author’s research results

The values of the various variables’ correlations are displayed in the table that can be found above. The value of the correlation coefficient, denoted by the letter r, is also included in the table. The findings demonstrate that there is a connection between EM and TL (0.390\*\*), as well as between OJ and EM (0.451\*\*). The correlation value between EM and EW is (0.063). The correlation value between TL and EW is (0.069). OJ correlates with EW (0.106\*\*) and is also significant. OJ correlates with TL, which is significant (0.451\*\*).

**Table 3** Construct discriminant validity

	<i>CR</i>	<i>AVE</i>	<i>MSV</i>	<i>ASV</i>	<i>TL</i>	<i>EM</i>	<i>OJ</i>	<i>EW</i>
TL	0.954	0.747	0.004	0.002	0.864			
EM	0.969	0.689	0.169	0.058	0.056	0.830		
OJ	0.970	0.687	0.169	0.059	0.018	0.411	0.829	
EW	0.971	0.720	0.009	0.005	0.060	0.056	0.093	0.849

*Source:* Author’s research results

To validate the model’s discriminant power, the Average Variance Explained for each variable’s square root was compared to the correlation values that corresponded to those values. The preceding table reveals that the square root of the AVE has higher correlation values with other constructs than its comparable correlation values (Fornell and Larcker, 1981). This is something that can be seen. Because of this, the discriminant validity of all the variables has been validated.

The degree to which various model factors accurately reflect the data is the most important conclusion that can be derived from using the CFA method. Model fit indices can be used to investigate this. The model is considered validated if the parameters used to fit the data are satisfactory. All the numbers are inside the margin of error, so we know the structural model is good. Therefore, the model is said to be fit with CMIN/DF = 2.482

(As high as 5.0, Kline, 1998, GFI = 0.847 > 0.80, TLI = 0.879 > 0.90, Hooper et al., 2008a; CFI = 0.886 (> 0.90, Hu and Bentler, 1999; Hooper et al., 2008b; RMSEA = 0.050(< 0.07, and between 0.08 to 0.10, Mac Callum et al., 1996 ; IFI = 0.887. All of the hypothesised links between the study’s variables are statistically significant (p-values for the relationships are all less than 0.05), as shown by the study’s structural model.

**Table 4** Model fit indices

<i>Fit indices</i>	<i>Values obtain</i>
CMIN/df	2.482
CFI	0.886
GFI	0.847
TLI	0.879
IFI	0.887
RMSEA	0.050
PCLOSE	0.463

Source: Author’s research results

**Table 5** Regression analysis

<i>Dependent and independent variable</i>	$\beta$	<i>se</i>	<i>t</i>	<i>sig</i>	<i>Hypothesis</i>
EM-EW (R <sup>2</sup> = 0.632)	1.008	0.032	31.837	0.000	Supported
OJ-EW (R <sup>2</sup> = 0.011)	0.116	0.045	2.593	0.010	Supported

First, as shown in Table 5, EM significantly affects EW. Here,  $p < 0.05$ ,  $\beta = 1.008$ ,  $se = 0.032$ ,  $t = 31.837$ . This provides acceptance to the first hypothesis (H1). Second, as the above Table 5 shows, OJ significantly affects EW. The conditions are:  $\beta = 0.116$ ,  $se = 0.045$ ,  $t = 2.593.5$ , and  $p < 0.05$ . This provides acceptance to the second hypothesis (H2).

**Table 6** Mediation analysis result

<i>Mediator (OJ)</i>	<i>Direct</i>	<i>Indirect</i>	<i>Boot SE</i>	<i>Boot LLCI</i>	<i>Boot ULCI</i>	<i>Mediation</i>
EM-OJ-EW	0.0473	0.0504	0.0280	0.0125	0.1223	Partial mediation

Notes: 1) N = 483 2) LLCI = lower-level confidence interval; ULCI= upper-level confidence interval, 3) \* significant at the 0.05 level; \*\*significance at the 0.01 level; \*\*\*P#0.005.

Source: Research output

The mediation study revealed a partial mediating effect of OJ on the connection between EM and EW. According to the study’s findings, an indirect effect may be inferred when the interval values between the lower and upper confidence level CI for indirect effect do not find zero (as displayed in the preceding table) (Zhao et al., 2010). As can be seen in the accompanying table, the indirect effect plays a much less role than the direct one. As a result, the model’s hypothesised interactions include indirect and direct influences. This confirms the hypothesis of partial mediation proposed by Jacoby and Jaccard (2010). Thus, the hypothesis (H3).

**Table 7** Moderation analysis: employee mindfulness, transformational leadership and employee wellbeing

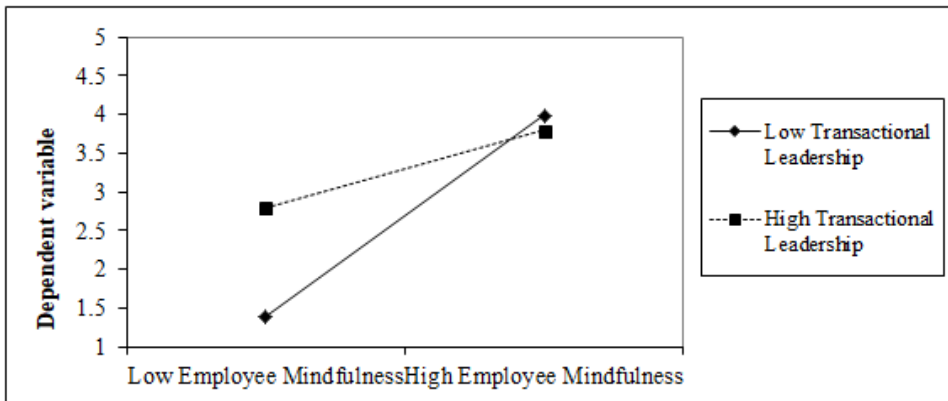
<i>Model summary</i>						
<i>R</i>	<i>R-sq</i>	<i>MSE</i>	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>
0.4018	0.1615	0.1359	37.6804	3.0000	582.0000	0.0000
<i>Model</i>						
	<i>coeff</i>	<i>se</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
Int_1(TL)	0.307	40.1367	2.24780	0.0250	0.0388	0.5759
<i>Product terms key:</i>						
Int_1:	EM		x			TL
<i>Test (s) of highest order unconditional interaction(s)</i>						
	<i>R2-chng</i>	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>	
Int_1	0.0072	5.0525	1.0000	582.0000	0.0250	

Notes: MSE: mean squared error. LLCI: lower limit for confidence interval; ULCI: upper limit for confidence interval.

Source: Extant literature and authors' analysis

Employees who practice mindfulness tend to indicate higher incidences of elevated values of wellbeing. In addition to this, there is a substantial connection between the moderator transactional leadership (TL) and the outcome construct EW = 0.3074,  $t = 2.24$ ,  $p < 0.05$  (Table 7). Variation changed by  $R^2 = 0.007$ ,  $(F(1, 582) = 5.05, p < 0.05)$ . Therefore, TL as a moderator variable significantly impacts the connection between EM and wellbeing. Figure 2 shows interaction plots with similar findings; the lines denoting TL are entangled, providing acceptance to the moderation hypothesis (H4).

**Figure 2** Interaction plot between employee mindfulness and transactional leadership



Source: Researcher's own

## 5 Discussion

OJ is explained as limit to which workers possess an impression of receiving treatment with equality at work. It boosts morale and workplace satisfaction; thus workers should have this perspective. It was discovered that workers who believe their employers treat them fairly are happier and more satisfied with their jobs (Colquitt et al., 2007). It was found that OJ partially mediates between EM and EW. This suggests that mindfulness boosts morale by making employees feel treated properly (Zhang et al., 2020). TL may also bridge conscious behaviours and employee satisfaction. It is showed that high-TL organisations had a stronger relationship between mindfulness and EW (Lu et al., 2019). Comparing TL levels in organisations provided this result. Transformational leaders may maximise mindfulness providing training which benefits to their employees. After considering all the study's findings, we've decided to go backwards in the organisation. We must explain our location, direction, and arrival. Due to the pandemic, we've had some downtime, which has given us to focus on how important it is for employers to keep their employees well and happy. They're the educational institutions. This research also shows that this cannot be done in sterile conditions. Schutte and Malouff (2011) say mindfulness research and practice are closely related. Mindfulness in the workplace emphasises acceptance of the present above value judgments. Concerning, it leans seriously right without considering our left which we need now. These inquiries are common. Research should now address teacher's difficulties. Leaders must be able to see the big picture and build bridges to peace because we spend most of our waking hours in an anxious and often violent work environment. According to Lomas et al. (2017), mindfulness training can help replace the 'me' mentality in the workplace with a 'we' mentality. A more compassionate workplace would be safer for everyone. Instead than focusing on symptoms like harmful behaviours or interpersonal dynamics, discuss the main reasons. The study's multiple lines of reasoning connect their part.

It is indicatives from the result of the study indicates that TL moderates the relationship between EM and wellbeing. We add to our understanding of the interpersonal correlates of mindfulness at work by presenting TL as an important mechanism by which leader mindfulness connects to the wellbeing of subordinates. The findings imply that leader mindfulness manifests itself in leaders' behaviour, and that mindfulness transfers into subordinates' wellbeing, extending previous study that revealed a positive association between leader mindfulness and subordinate wellbeing (Pinck and Sonnentag, 2018; Kelloway et al., 2012; Nielsen et al., 2008). It is reflected from the study results that EM significantly contributes to EW. The current study's findings support previous research suggesting that teachers' psychosocial characteristics may play an important role in their ability to establish and sustain a learning-friendly classroom climate and build and maintain supportive relationships with the students for whom they care, particularly those with challenging behaviour. The findings that mindfulness may significantly contribute to these competencies are unique to this study. Faculties in the top quartiles of mindfulness revealed much higher levels of perspective-taking, as expected. However, contrary to our assumptions, there were no changes in discipline sensitivity (Hwang et al., 2017; Bardach et al., 2022).

## **6 Implications**

### *6.1 Managerial implication*

These discoveries have an impact, both conceptually and practically, on organisations. In principle, equitable and just workplaces have the potential to amplify the beneficial effects of mindfulness on workers. The advantages of mindfulness on teachers psychological wellbeing can be strengthened if institutions focus on developing ‘transformational leaders’ as they are able to inspire individuals to accomplish everyone’s potential and encourage teachers to acknowledge their full potential. Teachers (employee) wellbeing can be improved with the help of mindfulness practices and policies that promote justice and equality. The beneficial effects of mindfulness on EW can be increased by locating and cultivating transformational leaders who are able to motivate people to attain their full potential and inspire employees to reach their full potential. It is possible to boost EW and productivity by fostering OJ and developing transformational leaders.

Businesses can prioritise justice and TL in attempts to grab opportunity of mindfulness’s positive effects on EW; firstly, adopt policies and procedures that promote justice and equality, such as transparent recruitment and selection processes, equitable compensation and benefits, and objective performance evaluations. Secondly, hold everyone accountable for adhering to these policies and practices. Thirdly, encourage open communication and transparency: Companies should encourage employees to discuss difficulties and provide feedback in order to promote open communication and transparency. Fourth, foster an environment of respect and prevent discrimination, harassment, and bullying in the workplace. Fifth, provide your personnel who have the opportunity for continued education and advancement, improving the skills and knowledge of your team can increase workplace satisfaction and fairness. Sixth, make available training and development programs focused on leadership to assist leaders in developing charisma, intellectual stimulation, individualised consideration, and inspirational motivation. Seventh, provide training for the employees in emotional intelligence. Eighth, encourage mentoring and coaching: Institutions can encourage more experienced leaders to act as mentors and teachers to younger leaders in order to help them develop their leadership skills and lastly, promote ongoing education and growth: Institutions and other organisations should encourage their leaders to solicit feedback and work to improve their leadership abilities. These strategies can assist institutions in fostering a culture of equity and TL, resulting in a more positive and fruitful working environment in which employees experience encouragement and are inspired to succeed at optimal accomplishments.

### *6.2 Theoretical implication*

The findings have substantial implications for practitioners and researchers seeking to promote teachers wellbeing while diminishing teacher mindfulness in educational institutions. As a result, leaders and managers must always be ‘on their game’ in order to set a good example for employees, such as committing to building OJ that emphasises trust and open communication so that individuals can openly express their thoughts and ideas in the workplace in an honest, transparent, and reliable manner. Increasing mindfulness in the workplace can increase resourcefulness and help individuals manage



their emotions more effectively. Educational institutions should promote both mindfulness and staff wellbeing.

Furthermore, simple mindfulness instructions (such as counting breathing exercises and lengthier exhales) could be posted on employee bulletin boards or delivered via email. However, we warn businesses not to use mindfulness training as a mindless employee intervention, and mindfulness interventions should not be forced because the mindfulness concept is rooted in Buddhism and employees may have a variety of religious beliefs. Practitioners may also request that their employees complete frequent mindfulness questionnaires. Checking the quantity of mindfulness on a regular basis may allow organisations to evaluate the practise in their daily operations.

## **7 Limitation and scope for future study**

The study also considers a number of limitations, which will now be explained. Because the data came from self-reports, the first plausible interpretation is that the study was influenced by procedure bias. Following the recommendations of Podsakoff et al. (2012), we assured participant anonymity, randomised question order, employed well-validated scales, and separated predictor and criterion measures in time. This enabled us to plan for this scenario. In addition, the data from employees' self-reports were relevant because employees are the most reliable source when it comes to analysing all of the important constructions. Second, the sample size was very small, which could have an effect on both the generalisability regarding the research results and the quality of the statistical analysis (Berinsky et al., 2012).

It was found that the total variance for a single factor is less than 50%, it suggests that CMB does not affect the data, hence the results can be relied upon Podsakoff et al. (2003). It is true that mindfulness of teachers in education institutes will help their wellbeing, which is desirable in society as well. One limitation which may happen that reporting bias may not be address adequately.

The research leave scope revealed that we successfully mitigate these issues by adhering to key suggestions found in the literature (Keith et al., 2017). Our findings need to be replicated with groups that reflect a wider variety of educational levels so that we can prove that they are generalisable. Future studies can use an experimental design to test the causal linkages. Finally, because this study was conducted in the Indian context. The theoretical model's generalisability to other cultural contexts may be limited. This study paradigm needs be tested in various cultures to address this issue. In subsequent study, a different leadership style and other variables such as work engagement, emotional intelligence, etc. can be used as a mediator which may increase validity of the model when it comes to questions regarding the nature of leadership and EW.

## **8 Conclusions**

In end, as a conclusion to our research, we would want to shed some light on the application of the notion, seeing as how major corporations such as Apple, Facebook, and LinkedIn are not immune to the influence of this enlighten concept. They have been implementing them throughout their company for some time now. Training in workplace mindfulness has begun to be implemented by the company for a multitude of

explanations, one of which is the enhanced capacity to empathise with others, improve one's communication skills, better comprehend and respond creatively to the demands of customers, create more focused groups, and increase internal understanding. However, they can only be studied in isolation, trained, or have their concept developed to its full potential if the leader is on board with it. Similarly, TL is recognised as an essential component of study because it is a moderator in the connection between work-life balance and EW. A leader is the bridge to the best their followers have to offer when they demonstrate the road of wisdom to their followers. Transformational leaders can only provide followers with a visionary path and simulate the desired role play (Arnold, 2017; Eisenbeiss and van Knippenberg, 2015; Carleton et al., 2018). Research has also shed light on another important aspect of this connection: OJ (Jackson and Jackson, 2019; Karam et al., 2019). Justice, both interpersonal and distributive, must be well grasped by organisations if they are to succeed. Only when a manager exemplifies fairness, justice, and legality in their behaviour, conduct, and job can the wellbeing of their employees and the mindfulness of their workforce be improved. This research strongly supports the managers' awareness of all of these major essential aspects, such as EM, TL and OJ, to raise and promote EW in their business (Saks, 2006; Ambrose, 2002). EM stands for work-life balance, and TL and organisational practices represent for OJ.

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