

Singapore Management University

Institutional Knowledge at Singapore Management University

Research Collection Lee Kong Chian School Of
Business

Lee Kong Chian School of Business

8-2014

Examining the Effects of Corporate Mindfulness Training

Ellen CHOI
Western University

Jochen Reb
Singapore Management University, jochenreb@smu.edu.sg

Follow this and additional works at: https://ink.library.smu.edu.sg/lkcsb_research



Part of the [Organizational Behavior and Theory Commons](#)

Citation

CHOI, Ellen and Reb, Jochen. Examining the Effects of Corporate Mindfulness Training. (2014). *Academy of Management Annual Meeting 2014, August 1-5 [Mindfulness at Work: Implications for Performance Symposium]*.

Available at: https://ink.library.smu.edu.sg/lkcsb_research/4271

This Presentation is brought to you for free and open access by the Lee Kong Chian School of Business at Institutional Knowledge at Singapore Management University. It has been accepted for inclusion in Research Collection Lee Kong Chian School Of Business by an authorized administrator of Institutional Knowledge at Singapore Management University. For more information, please email cherylds@smu.edu.sg.



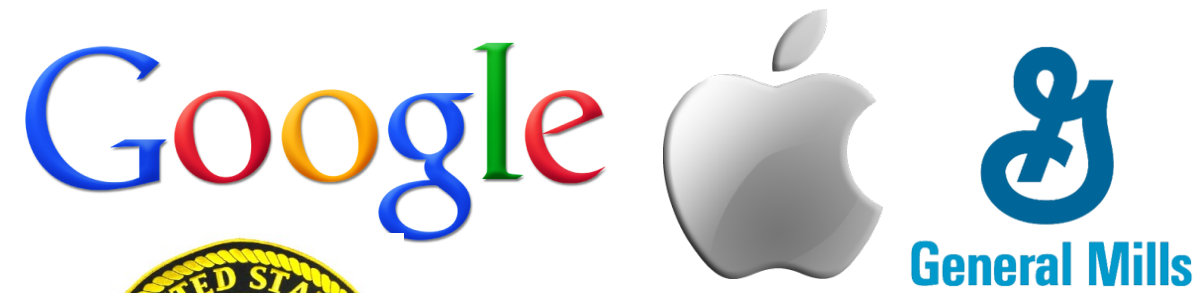
Examining The Effects of Corporate Mindfulness Training

Ellen Choi, Ivey Business School, Western University
Jochen Reb, Singapore Management University





Mindfulness and Work



Forbes

The Economist



MACLEAN'S



The Potential Project



- Custom design programs for organizations
- Weekly meetings led by facilitator
- Daily practice in the workplace
- Formal and informal training
 - Breath awareness
 - Workplace applications
 - Attitudes



“Mindfulness”

- Internal Awareness
 - “I am aware of my moods”
- External Awareness
 - “I am aware of how my actions affect my colleagues”
- Focused Attention
 - “It is easy for me to concentrate on what I am doing”
- Absent-mindedness
 - “I don’t pay attention to what I’m doing because I’m daydreaming, worrying, or otherwise distracted.”



Study Design

- Treatment and control group (not randomly assigned)
- Intervention: 9 modules (12 hours) over 10 weeks plus daily-practice
- Field survey completed before (T1) and immediately after intervention (T2)



Survey Measures

7-point Likert-type scale

- **Job performance** (3 items; Motowidlo & Scotter, 1994)
- **Job satisfaction** (3 items; Cammann, Fichman, Jenkins, & Klesh, 1979)
- **Task routineness**(3 items; Withey, Daft, & Cooper, 1983)
- **Work-life balance** (9 items; Greenhaus, Collins, & Shaw, 2003)



Survey Measures

- **Job performance**

(3 items; Motowidlo & Scotter, 1994)

e.g.) “Please rate this employee’s overall job performance relative to standards for job performance.”

T1 N = 74 **T2** N = 52

Mindfulness

- Internal Awareness
- External Awareness
- Focused Attention
- Absent-mindedness



Survey Measures

- **Job Satisfaction**
(3 items; Cammann, Fichman, Jenkins, & Klesh, 1979)

e.g.) “All in all, I am satisfied with my job.”

T1 N = 251 **T2** N = 186

Mindfulness

- External Awareness
- Focused Attention
- Absent-mindedness



Survey Measures

- **Task Routineness**
(3 items; Withey, Daft, & Cooper, 1983)

e.g.) “I perform the same tasks in the same way from day-to-day.”

T1 N = 117 **T2** N = 86

Mindfulness

- Focused Attention
- Absent-mindedness



Survey Measures

- **Work Life Balance**

(9 items; Greenhaus, Collins, & Shaw, 2003)

e.g.) “Nowadays, I seem to enjoy every part of my life equally well.”

T1 N = 95

T2 N = 79

Mindfulness

- External awareness
- Internal Awareness
- Focused Attention
- Absent-mindedness



Sample N=268

Treatment Group (N=173)

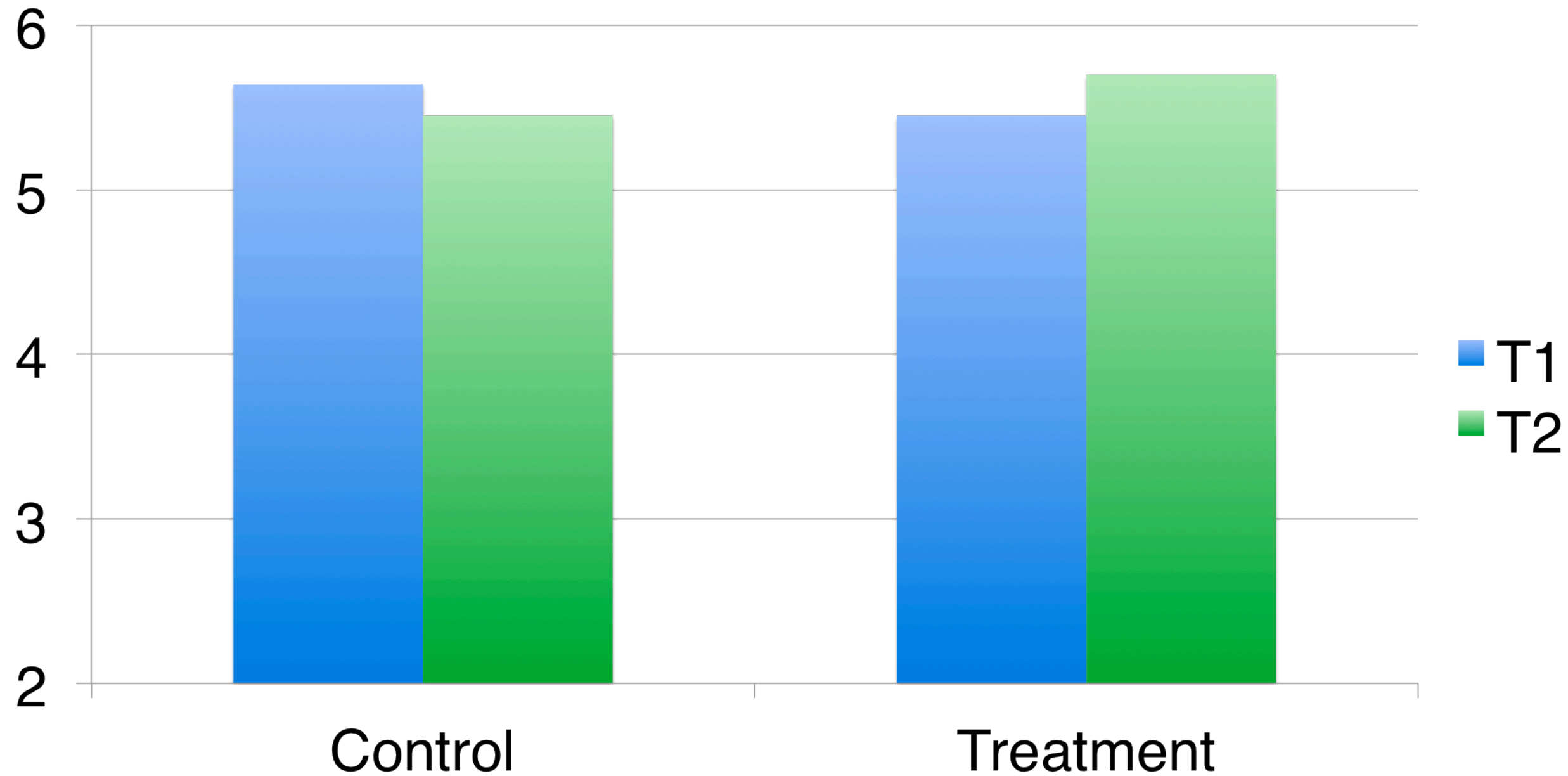
- Age = 42.5
- 52% female
- Significantly lower
 - Job Satisfaction
 - External Awareness
 - Focused Attention
 - Absent-mindedness

Control Group (95)

- Age = 40.4
- 38% female



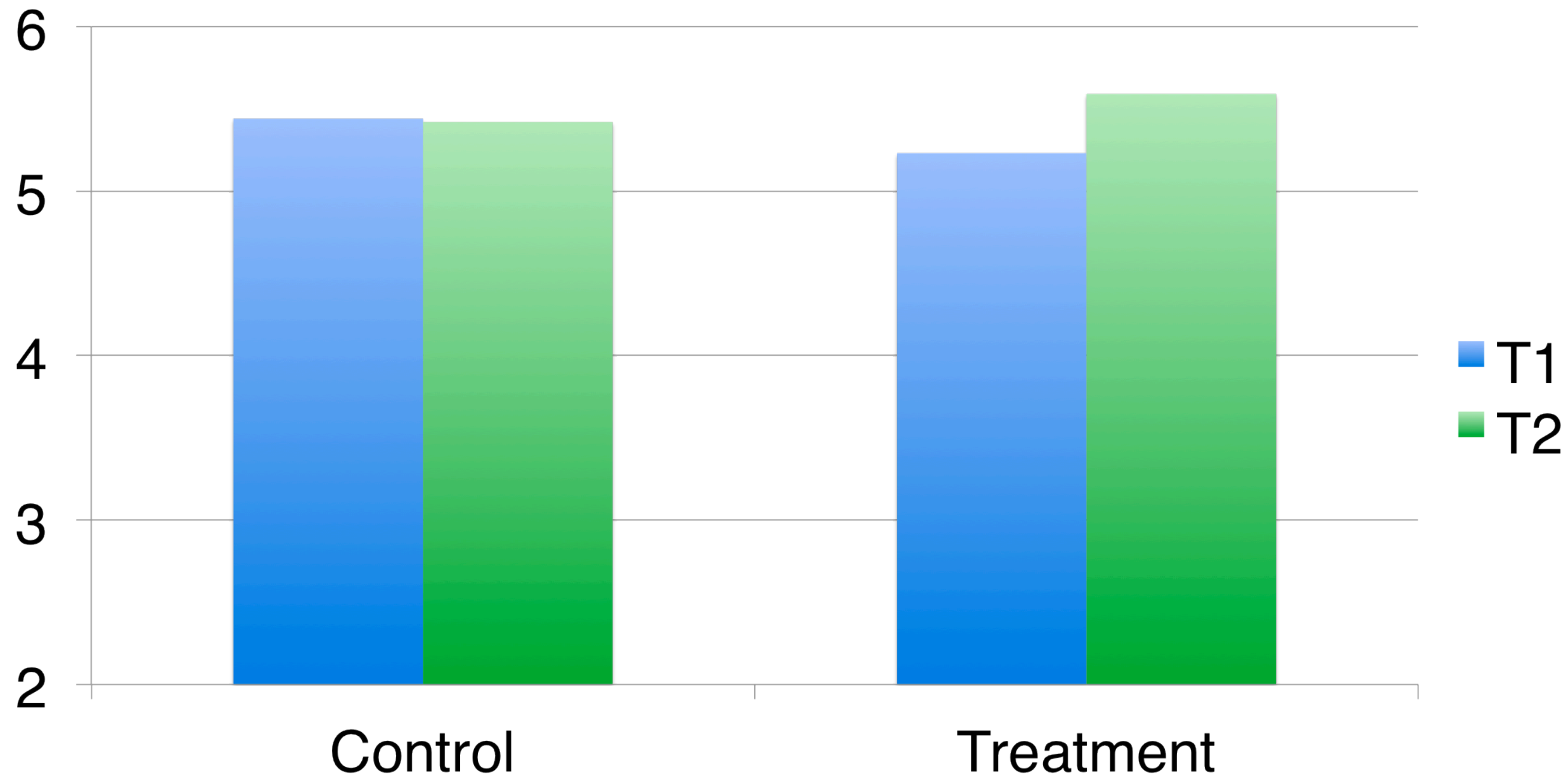
Results – Internal Awareness*



*P < .001



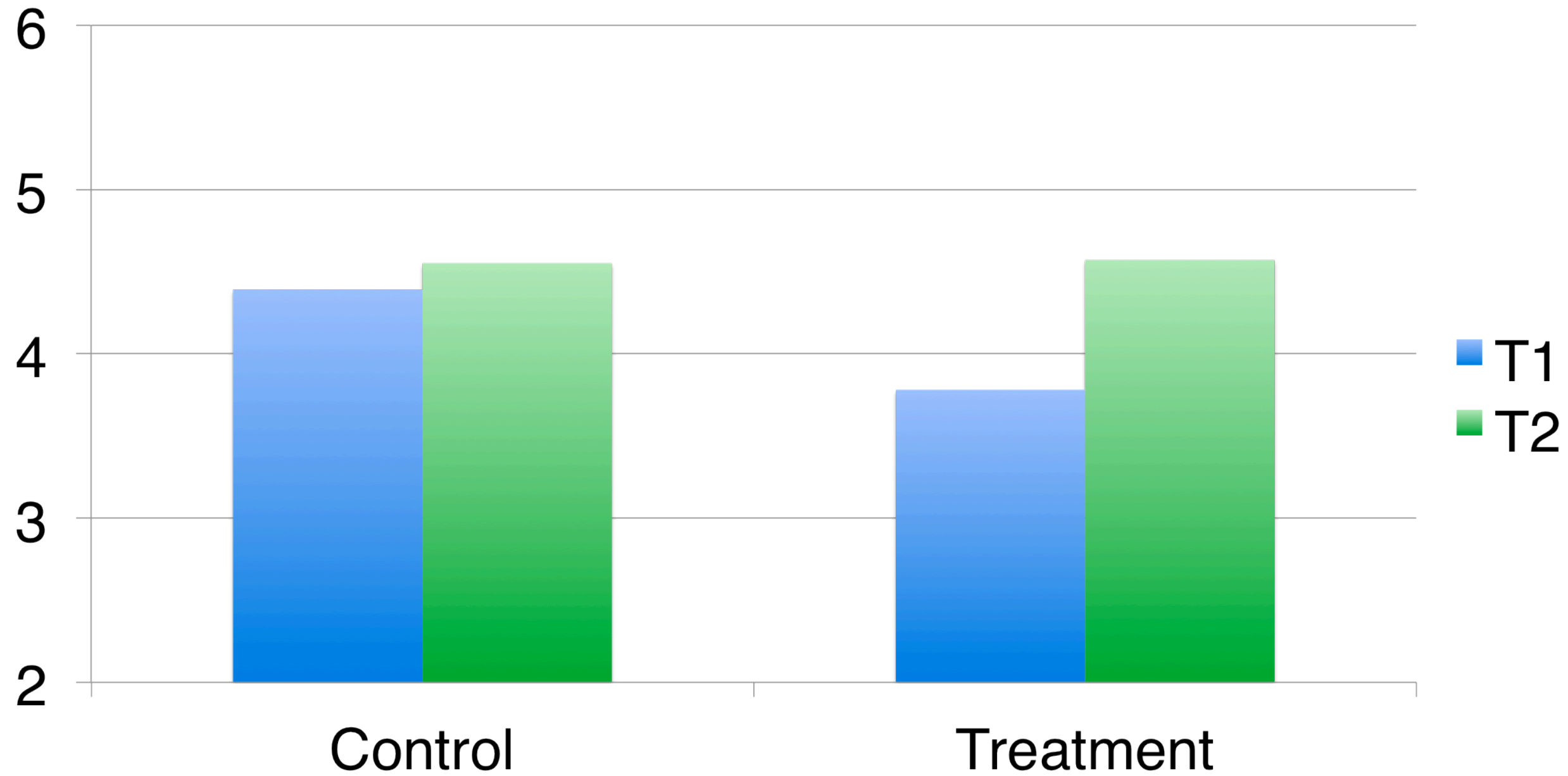
Results – External Awareness*



$*P < .001$



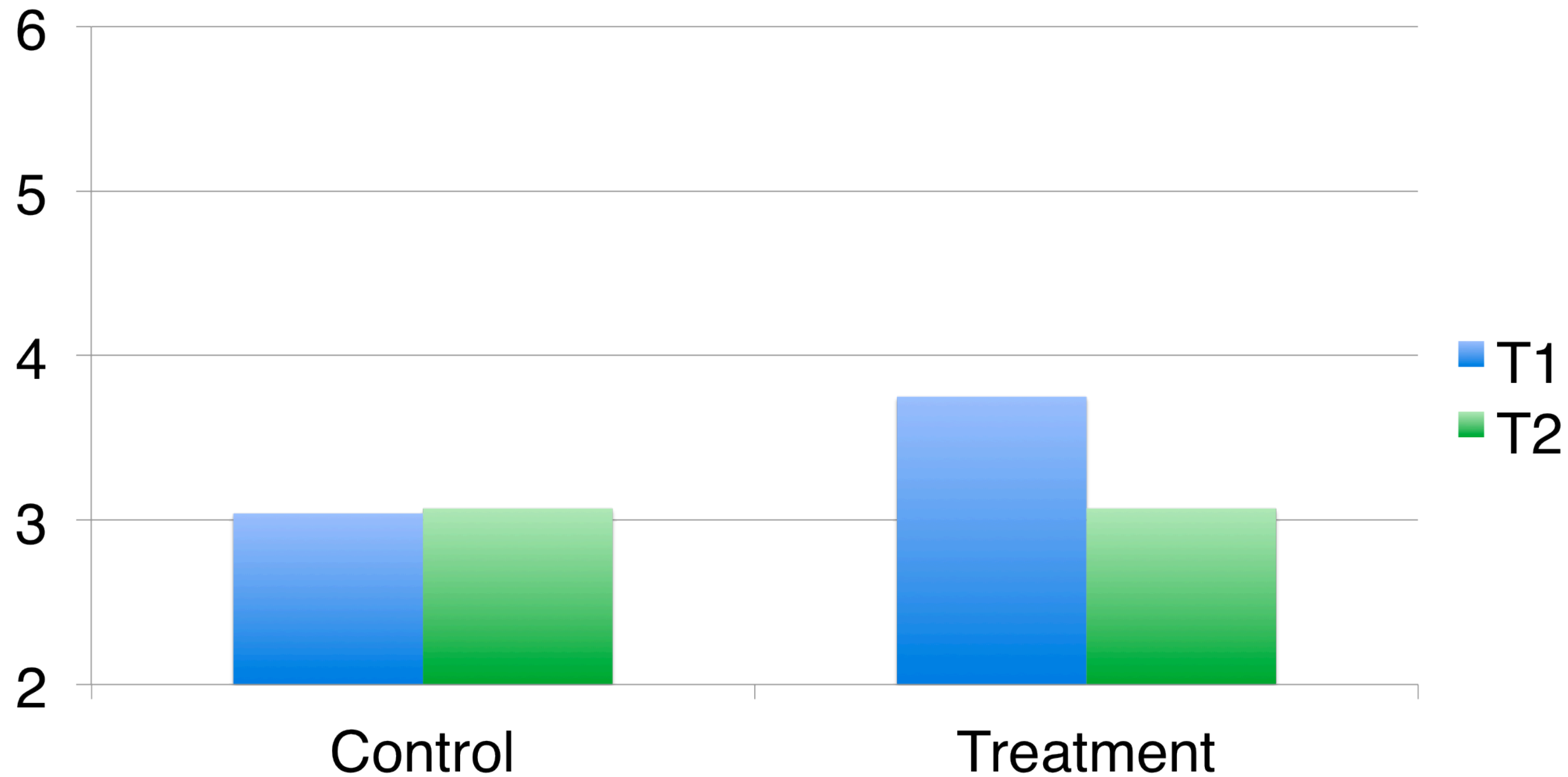
Results – Focused Attention*



*P < .001



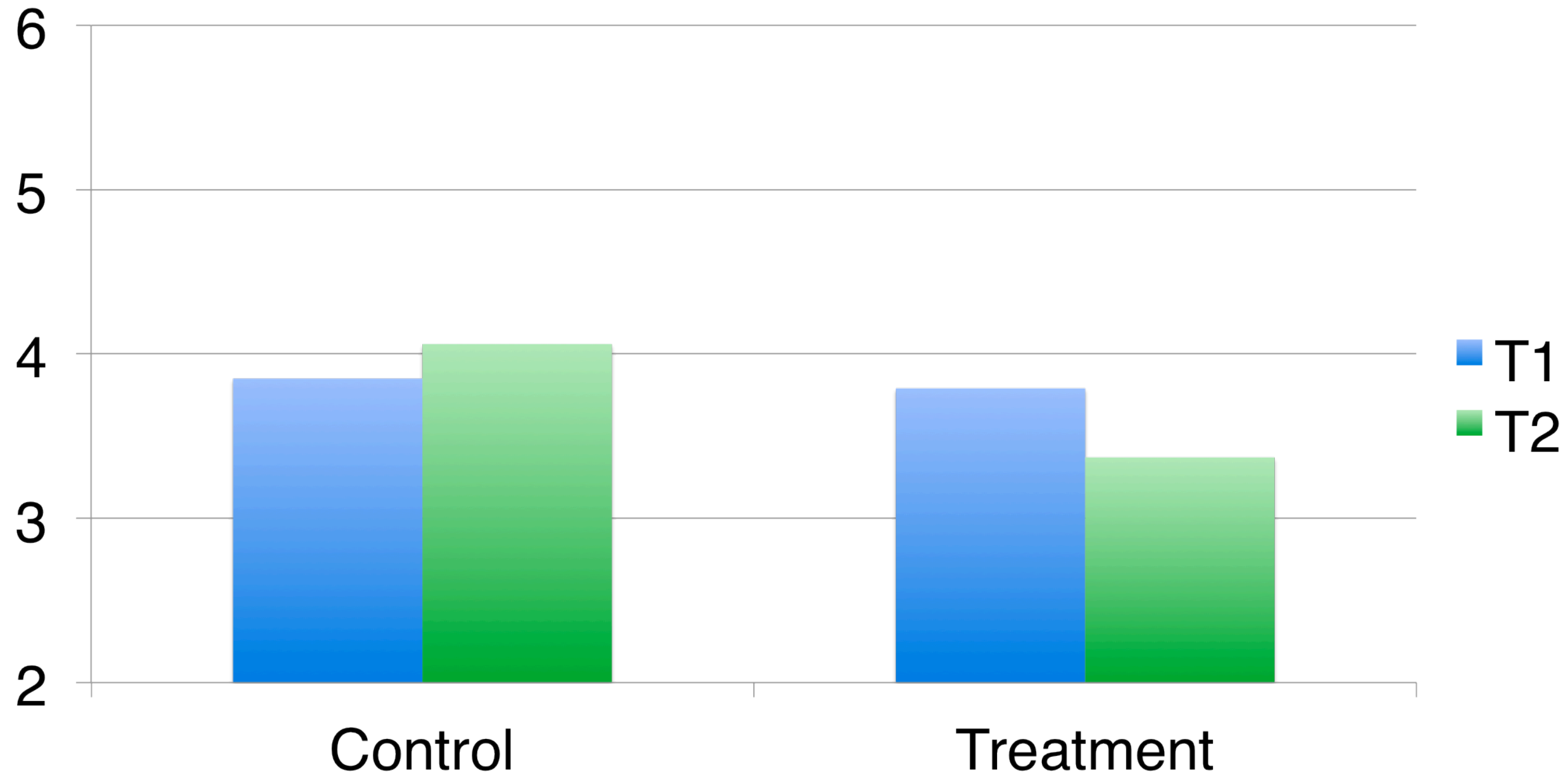
Results – Absent-mindedness*



*P < .001

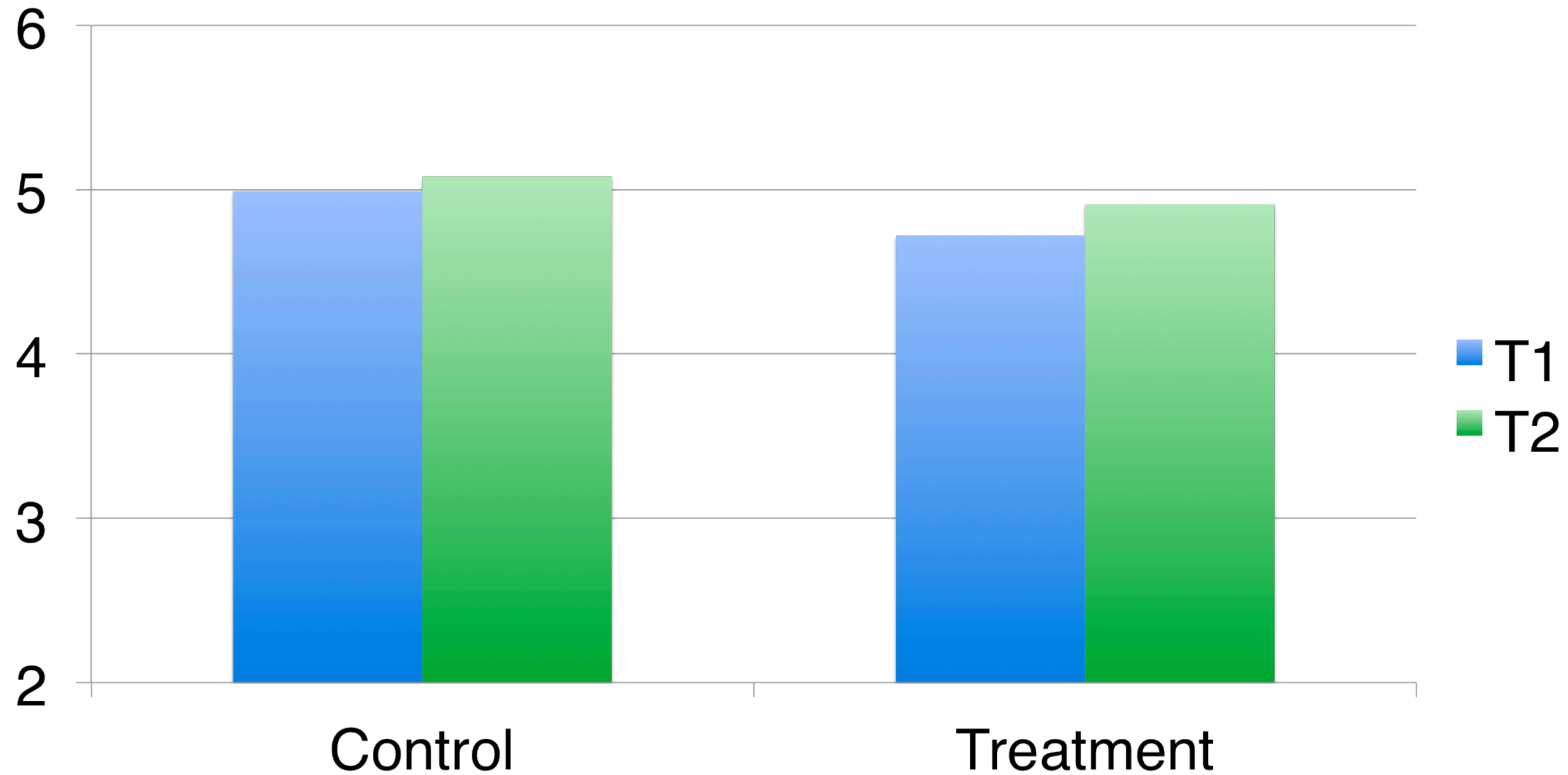


Results – Task Routineness*

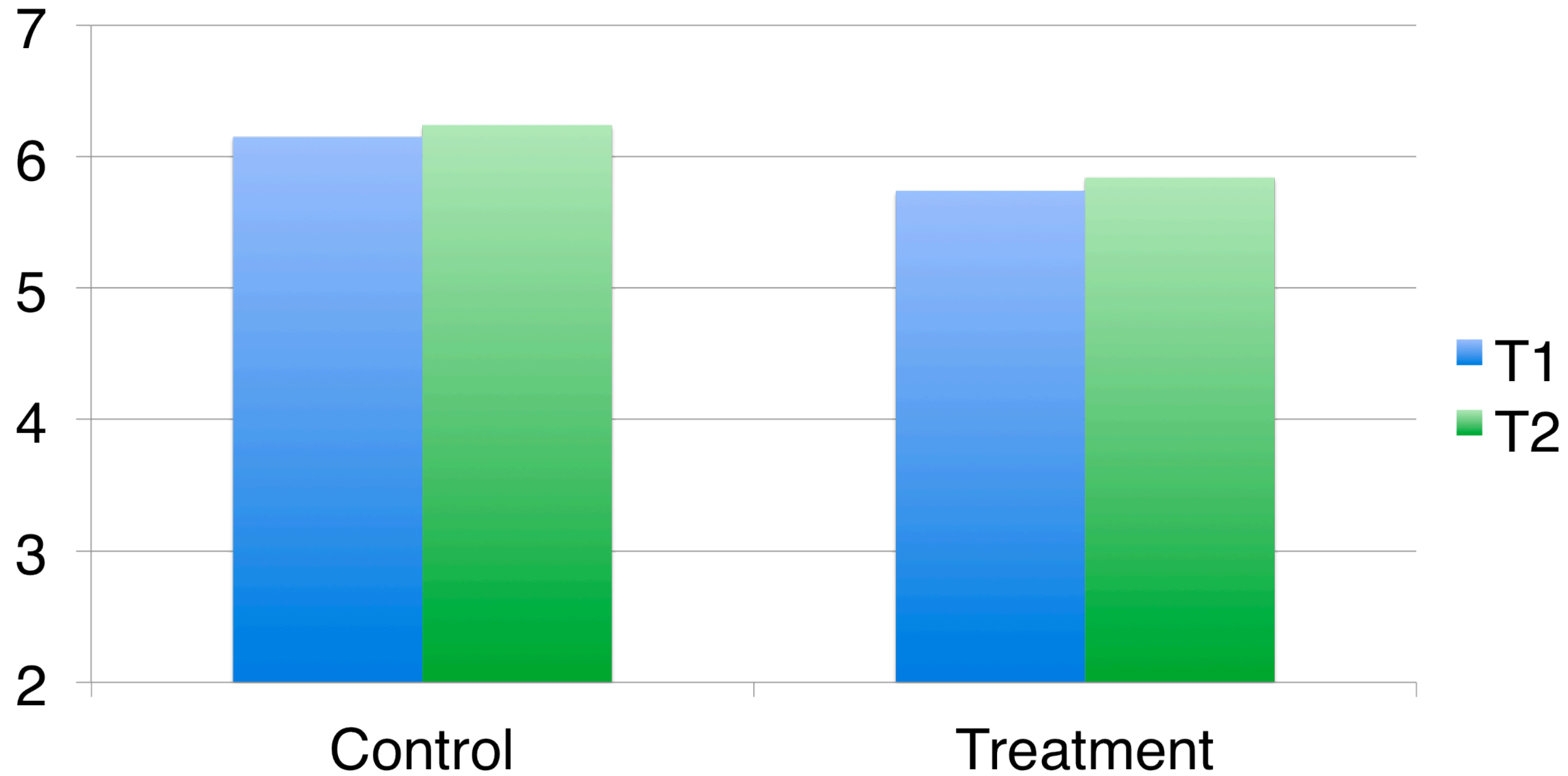


$*P < .001$
 IVEY

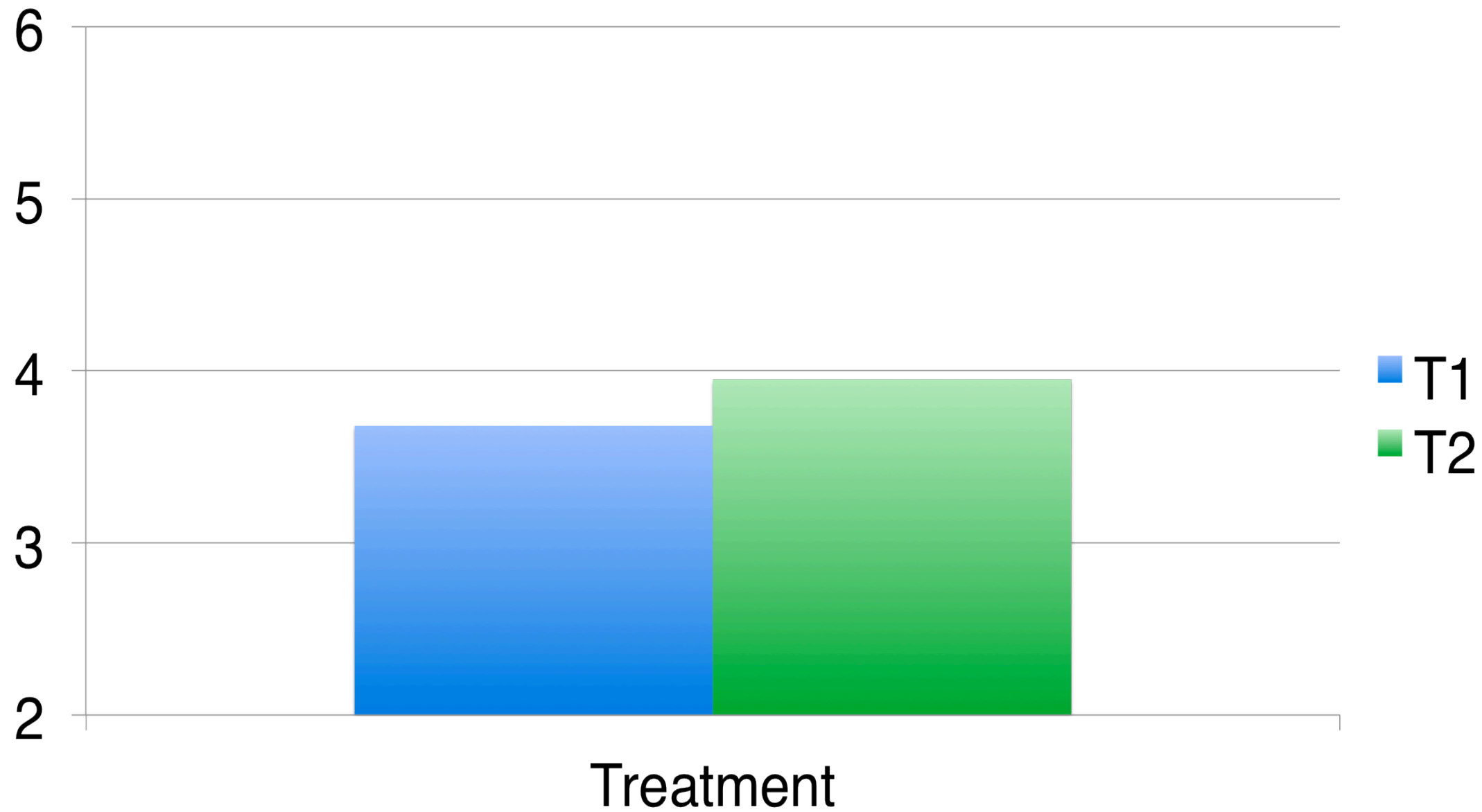
Results – Work Life Balance



Results – Job Satisfaction



Results – Job Performance



Discussion

Desirable features of future studies

- Qualitative component
- Active/passive controls
- Multiple measures over time e.g. ESM
- Random assignment
- Multi-source data and unobtrusive data
- Influence of Organizational culture
- Consider the limitations of field intervention methods e.g.) recruitment, compliance and attrition





THANK YOU

Questions?

Comments?

Suggestions?

Feedback?

