MINDFULNESS AND EMPLOYEE PERFORMANCE: MEDIATING ROLE OF EMPLOYEE CREATIVITY

Amalia¹
Taufiq Marwa²
Zunaidah ³
Isnurhadi⁴
Muhammad Ichsan Hadjri⁵

ABSTRACT

Objective: The primary objective of this study was to delve into the intricate dynamics of how mindfulness and employee creativity collectively influence employee performance.

Method: The research design encapsulated the exploration of three direct relationships and a nuanced investigation of an indirect relationship elucidated through the mediating role of employee creativity between mindfulness and employee performance. Four distinct research hypotheses were rigorously tested, drawing upon data collected from an extensive survey involving two hundred and fifty-two employees within a prominent financial company in Indonesia. The survey instrument was administered through online questionnaires in two months, and the subsequent data analysis was facilitated through the employment of structural equation modeling and analysis of moment structures, a statistical program renowned for its efficacy in unraveling complex relationships within data structures.

Result and conclusion: This study has confirmed the interplay among these variables integrally. The outcomes gleaned from this empirical exploration unveiled that mindfulness exerts a discernible influence on employee performance, manifesting through both direct and indirect pathways mediated by the critical intermediary role of employee creativity.

Originality: This nuanced finding accentuated the existence of partial mediating roles, presenting a substantial contribution to the literature by addressing the incongruities observed in previous studies pertaining to the intricate interplay among mindfulness, employee creativity, and employee performance. The robustness of the tested model is underscored by its ability to reconcile and provide insights into the seemingly inconsistent results reported in the extant literature.

Keywords: Employee Mindfulness, Employee Creative, Employee Performance.

ATENÇÃO E DESEMPENHO DO FUNCIONÁRIO: FUNÇÃO DE MEDIAÇÃO DA CRIATIVIDADE DO FUNCIONÁRIO

RESUMO

Objetivo: O objetivo principal deste estudo foi aprofundar a intrincada dinâmica de como a atenção plena e a criatividade dos funcionários influenciam coletivamente o desempenho dos funcionários.

¹ Sriwijaya University, Kota Palembang, Indonesia. E-mail: amaliaunsri1984@gmail.com
² Sriwijaya University, Kota Palembang, Indonesia. E-mail: Taufiqmarwa@unsri.ac.id
³ Sriwijaya University, Kota Palembang, Indonesia. E-mail: Zunaidah@unsri.ac.id
⁴ Sriwijaya University, Kota Palembang, Indonesia. E-mail: Isnurhadi@unsri.ac.id
⁵ Sriwijaya University, Kota Palembang, Indonesia. E-mail: Ichsanhadjri@fe.unsri.ac.id

Orcid: https://orcid.org/0000-0001-6975-8942
Orcid: https://orcid.org/0000-0003-4368-2163
Orcid: https://orcid.org/0000-0002-9978-9341
Orcid: https://orcid.org/0000-0002-5498-459X

Método: El proyecto de pesquisa encapuló a la exploración de tres relaciones directas y una investigación matizada de una relación indirecta elucidada a través del papel mediador de la creatividad del empleado entre mindfulness y desempeño del empleado. Cuatro hipótesis de pesquisa distintas fueron rigurosamente testadas, con base en datos coletados de una extensa pesquisa envolviendo 252 funcionarios dentro de una empresa financeira proeminentce na Indonésia. O instrumento de pesquisa foi administrado através de questionários on-line em dois meses, e a análise de dados subsequente foi facilitada pelo emprego de modelagem de equações estruturais e análise de estruturas de momentos, um programa estadístico conhecido por sua eficácia em desvendar relações complexas dentro de estruturas de dados.

Resultado e conclusión: Este estudio confirmou integralmente a interacción entre estas variáveis. Os resultados obtidos a partir desta exploração empírica revelaram que a atención plena exercise uma influencia discernível no desempeño dos empregados, manifestando-se através de caminos directos e indirectos mediados pelo papel intermediario crítico da creatividad dos empregados.

Originalidade: Esta descoberta matizada acentou a existencia de papéis mediadores parciais, apresentando uma contribuição substancial para a literatura, abordando as incongruencias observadas en estudios anteriores referentes à intrincada interacción entre mindfulness, creatividad do empregado, e desempenho do empregado. A robustez do modelo testado é ressaltada pela sua capacidade de reconciliar e fornecer insights sobre os resultados aparentemente inconsistentes relatados na literatura existente.

Palavras-chave: Mindfulness do Funcionário, Criatividade do Funcionário, Desempenho do Funcionário.
1 INTRODUCTION

Continuous workplace development necessitates ongoing research into the relationships concerning employee behavior within the organization. Employee performance determinants have been derived from a broad organizational context (Al-kharabsheh et al. 2023), explored as reactions predicted by leadership aspects (Arifuddin et al. 2023), human resource management practices, and employee attitudes in the business context. In the employee domain, recent research has been conducted on mindfulness (Fitzhugh et al. 2023, He et al. 2023; Young et al. 2023), and employee creativity (Zada et al. 2023). While these predictors have consistently supported employee performance, the research arena requires an updated model in this regard. Attempts were made to access literature explaining the causal relationships between these three employee variables in academic databases, with results directed to two main sources.

The association between mindfulness and employee performance is demonstrated by mindfulness acting as a predictor of employee performance. As explained by He et al. (2023), a mindful employee can prevent their mind from wandering by staying focused on the current moment. Consequently, he or she can direct their attention to needs, tasks, and stability, exercising control and efficiency, thereby expanding their effective attention skills. These scholars found that mindfulness positively affects employee performance. However, the impact introduced a relatively complex mechanism requiring exploration. Differences in the work context may determine the relationship (Kirsh 2001; Roberts et al. 2013). Also, several researchers have simultaneously studied the indirect effects of mindfulness on work performance. It is noteworthy that they have discovered that mindfulness directly and indirectly influences employee performance.

Kaveski & Beated (2020) have affirmed that individual creativity positively influences work performance. They have acknowledged existing studies explaining the positive relationship between employee creativity and work performance. Such findings emphasize the importance of individuals' creativity in the organization (Parjanen, 2012) to enhance their work performance. Creativity comprises experience—the starting point of all creative work—and knowledge of a certain domain, influenced by individuals’ formal and informal education, as well as their motor, cognitive, and perceptual skills (Dul & Ceylan, 2010). Creative thinking adds value to creative performance and opens new perspectives for problem-solving based on the ongoing evolution of something that already exists (Gong et al., 2009).

Based on the two influential studies above, it is evident that mediation models are necessary to explain employee performance. Indeed, investigating the influence of mindfulness
in inverse contexts is meaningful. Given that many studies have positioned employee creativity as a mediator in determining employee performance, this conceptual disparity may suggest a mediating role of employee creativity. The relationship between these three variables precisely relates to three theories, namely positive psychology, reasoned actions, and planned behavior. The first theory explains an individual's positive view of life and the basic tendencies enabling them to overcome difficulties, failures, and losses to achieve success (Oles et al., 2013). The second and third theories present the importance of positive work behavior as the consequence of determining factors. Very few research has formulated which investigates the relationship between mindfulness and employee performance, both directly and indirectly, with employee creativity as a mediator integrally, especially in the context of own stated company. In this matter, the research gap was emerged and requires further study.

This study was conducted for PGD company, an initial of the company’s name, a state-owned company operating in Indonesia's financial sector. It is engaged in three business lines: financing, gold, and other services that are primarily involved in the pawning sector. This company have 12 regional offices, 61 area offices, 642 branch offices, and 3,444 service units spread throughout Indonesia by the end of 2022. It offers various services, including granting credits, selling precious metals, gold savings, Hajj savings, vehicle purchase credit, and bill payment services for electricity, telephone, water, subscription TV (internet), mobile phone credit, electricity, remittances within and outside the country, and services related to train tickets. The company has experienced significant development, expanding the range of customer services.

With an increase in services offered by the company, the workload of its employees will naturally rise to achieve escalating targets. Employees are consistently required to perform at a high level, necessitating creativity, mindfulness, and involvement to cope with the heightened workload. Additionally, they need confidence in the organization's appreciation of their contributions during high workloads. Therefore, it is crucial to understand their level of mindfulness and creativity and how they can determine their performance.

The primary objective of this study is to meticulously investigate the intricate influence of mindfulness and employee creativity on employee performance. The research design intricately dissects these relationships by exploring three direct connections while concurrently scrutinizing an indirect relationship. This indirect linkage is investigated through the mediating role of employee creativity, positioned as a critical intermediary between mindfulness and its impact on employee performance.
Following this succinct introductory section, subsequent segments of the study are meticulously organized to provide a comprehensive understanding of the research endeavor. The ensuing sections expound upon the relationships among the variables under examination, drawing insights from existing studies and relevant literature. This literature review section is integral to contextualizing the research within the broader scholarly landscape, offering a nuanced understanding of the theoretical foundations and empirical evidence that underpin the proposed relationships.

Moving forward, the research methodology section elaborates on the specific approaches, tools, and techniques employed to investigate these relationships empirically. This encompasses the survey design, data collection processes, and the statistical analyses leveraged to derive meaningful insights. The results and discussion section presents the empirical findings, offering a detailed exploration of the relationships tested and providing a platform for interpretation and discussion.

Lastly, the conclusions section encapsulates the key takeaways from the study, summarizing the empirical insights and discussing their implications. This holistic organizational structure ensures a thorough and coherent presentation of the study's contributions, from its theoretical underpinnings to the practical implications derived from the empirical analyses, facilitating a comprehensive understanding of the complex interplay among mindfulness, employee creativity, and employee performance.

2 THEORETICAL FRAMEWORK

2.1 MINDFULNESS AND EMPLOYEE PERFORMANCE

Mindfulness has evolved as an inherent human capacity to consciously direct complete attention to the current moment (Pattnaik & Jena, 2020; Schultz et al., 2015). On one facet, it can be delineated as a mere focus on attention and awareness; on the other, it is characterized by a conscious observation, description, and action devoid of reactions to inner experiences. This encompasses a state of presence and sensitivity to context or perspective, unconfined by rigid rules and routines (Sajjad & Syahbaz, 2020). Contemporary scientific inquiry has embraced mindfulness, categorizing it as practices, a way of life, states, abilities, and traits.

Mindfulness, recognized over three decades ago (Schultz et al., 2015), exhibits varying conceptualizations across disciplines, with its roots deeply embedded in Eastern traditions. Despite being extensively scrutinized within clinical psychology, its exploration within the
management domain has been relatively modest (Walsh & Arnold, 2020). Originating in the 1980s and 1990s, the concept of ‘meditative mindfulness’ emerged in health science, primarily aimed at treating individuals with physical and psychological disorders, aspiring to enhance both their physical and mental well-being. Subsequently, a ‘socio-cognitive perspective’ surfaced in 2000, introducing novel distinctions and diverse measurements (Reb et al., 2015). Through the attribute of mindfulness, managers and employee understand about their own reflections and behaviors, work with their believed principles and values, and inspire colleagues to do the same (Cuong et al., 2023).

Mindfulness can be presented in positive psychology theory, introduced by Seligman and colleagues in the late 1990s, which concentrates on probing the mechanisms through which positive attitudes, feedback, and criticism contribute to the functionality and advancement of individuals, groups, or corporations (Çavuş & Gökçen, 2015). A heightened state of mindfulness facilitates employee concentration at work (Aydoğmuş, 2022) and has demonstrated a positive influence on performance (King & Haar, 2017). In the contemporary dynamic work environment, characterized by speed, stress, and intricate tasks, mindfulness emerges as a pivotal element for enhanced problem-solving and the mitigation of potential errors (Vaculik et al., 2016). It is evident that mindfulness stands as a precursor to employee performance.

Diverse factors contribute to employee performance, encompassing the inherent abilities and aspirations of employees themselves, coupled with the prevailing environment. Organizations necessitate employees capable of aligning with contemporary demands (Pawirosumarto & Bachelor, 2017). Employee performance is broadly defined as the extent to which an organizational member contributes to the attainment of organizational goals (Islam & Rasar, 2006; Akil, Soemaryani, Hilmiana, & Joeliaty, 2021). It encompasses the quality and quantity of work accomplished by an employee in fulfilling their responsibilities (Hermiña & Yosepha, 2019), intimately connected to outcomes, including aspects of quality, quantity, and timeliness (Kuswati, 2020). Thus, it encapsulates individual responsibilities and roles grounded in skills, experience, sincerity, quality, quantity, and adherence to rules (Iskamto, 2021), and encompass achievements aligned with the organization’s regulations, requirements, and expectations (Hee et al., 2019). This underscores the emphasis on effectiveness and efficiency in task execution (Iqbal et al., 2015).

Consequently, heightened levels of mindfulness among employees contribute positively to their performance. Firstly, mindfulness may manifest as sustained attention and awareness without reactive responses to inner experiences, constituting practices, a way of life, states,
abilities, and traits. Secondly, employee performance may manifest through competencies, desires, the prevailing environment, temporal considerations, organizational objectives, the quality and quantity of work, assigned responsibilities, skills, experience, and sincerity.

Hypothesis 1: Mindfulness is positively related to employee performance.

2.2 EMPLOYEE CREATIVITY’S MEDIATING ROLE

Mindfulness directly correlates with employee performance, a relationship further expounded in the realm of employee creativity (Gong et al., 2009). Employee creativity, defined as the generation of innovative ideas or problem-solving solutions by employees (Elidemir et al., 2020), is intricately linked to these four variables. Mindfulness, as a cognitive state, is poised to augment daily creative performance due to its inherent characteristics. The extended focus and heightened awareness of both internal and external stimuli inherent in mindfulness act as salient cues or information that propel the creative process forward (Kamp et al., 2023). A burgeoning body of literature underscores the positive association between mindfulness and employee creativity (Sayed et al., 2021).

In the dynamic landscape of contemporary organizations navigating turbulent and uncertain environments, creativity emerges as a critical imperative. It assumes a pivotal role in an organization's ability to adapt to evolving environmental demands and exhibit flexibility. The nexus between creativity and gaining a competitive advantage, as well as seizing novel business opportunities, ideas, and services, establishes creativity as a pivotal factor in meeting the demands of the global environment (Ersoy, 2023). An employee's inclination to engage in creative behaviors is contingent on their anticipation of responses within the relevant field. An envisaged negative response may deter an employee from participating in creative activities. Individuals harboring a robust creative role identity are especially attuned to the perceived reception of their creativity, often personalizing contextual feedback regarding the value of creative contributions (Farmer et al., 2003).

Mindfulness has been empirically demonstrated to cultivate creativity (Kamp et al., 2023; Sunaryo et al., 2023; Kudesia, 2015), as originally articulated by Ghiselin in 1963, is broadly construed as the generation of original and practical solutions within the professional milieu. Siswadi at al. (2024) has highlighted that employee creativity which is closely related with performance improvement assist employee in increase theirs capacity to handle competition, facing time pressure, improve customer satisfaction, and perform double jobs.
Feldman et al. (2007) have been providing 12 items for a measure of mindful approaches to thoughts and feelings, which was called the Cognitive and Affective Mindfulness Scale–Revised (CAMSR). This 12-item measure was shown to adequately sample the four domains of mindfulness (attention, present-focus, awareness, acceptance/non-judgment). They have tested the measure to an ethnically-diverse sample of university students. Confronted with the relentless evolution of the contemporary landscape, organizations necessitate employees capable of manifesting creativity, characterized by adeptness in tumultuous scenarios, proactive initiatives, and personal development through surmounting challenges and adversities (Yu et al., 2019). The capacity to engender novel ideas for the amelioration of conditions is deemed an inherent facet of the human experience and a prospective attribute for a myriad of professionals (Zhou & George, 2003). Creativity, encompassing the generation of valuable and innovative ideas by individuals or collectives, has assumed escalating significance for organizational innovation, efficacy, and viability in the global commercial arena (Jiang & Gu, 2015). Munoz-Doyague & Nieto (2012) have introduced 11 items of Creativity building on a multi-item scale based on the previous works which captures the two fundamental aspects of novelty and utility. They tested the items to the employees of a firm from the automotive sector mainly dedicated to manufacturing two-wheeled vehicles. Karim (2019) has been presented 6 items of employee performance directing to professional goals and objectives, cooperation, communication, focus, productivity and efficiency, and contribution of different chemical and manufacturing industries.

Employee creativity and performance can be supported by the theory of reasoned action and the theory of planned behavior. The first theory predicts individual behavior based on pre-existing attitudes and the environmental conditions that either support or hinder the intended behavior (Nguyen et al., 2020). Focused on actions involving conscious and autonomous decisions, it is widely used to investigate human behavior, particularly in the realms of social and individual behavior. The theory assumes individuals are rational actors, suggesting that if a person believes a positive outcome will result from a behavior, they are likely to exhibit a positive attitude toward that behavior (Emami et al., 2022; Al-Ayed, 2022). The other theory, introduced by Ajzen in 1985, builds upon the foundations of the TRA, delving into the underlying reasons behind human behavior (Al-Mamary & Alraja, 2022). It considers beliefs about socially referenced expectations and behaviors, resulting in perceived social pressure or subjective norms (Seddig et al., 2022), and acknowledges beliefs about factors facilitating or hindering behavior, impacting perceived behavioral control (Seddig et al., 2022).
Understanding the two theories is particularly relevant in the context of employee creativity, which significantly influences employee performance.

Hypothesis 2: Mindfulness is positively related to employee creativity.

Hypothesis 3: Employee creativity is positively related to employee performance.

Hypothesis 4: Employee creativity moderates the relationship between mindfulness and employee performance.

Figure 1
Research framework

3 METHODOLOGY

This study employed a quantitative methodology with a confirmatory approach, initiating the research process by delving into established theories and phenomena to systematically address hypotheses. The selection of non-probability purposive sampling for data collection underscored a commitment to upholding principles of integrity, honesty, and fairness throughout the research endeavor. To recruit samples, an online questionnaire containing a Google Form link was sent to the company's WhatsApp group and each employee's email. The target respondents are the same as the number of employees in the Southern Sumatra region consisting of Palembang, Bangka Belitung, Lampung, Jambi and Bengkulu, namely 600 people. The survey instrument utilized a five-point Likert scale (ranging from 1 to 5, indicating responses from strongly disagree to strongly agree) and was administered online in Indonesian to gather data from a sample of 252 respondents affiliated with PGD company between September and November 2023.

The questionnaire comprises 4 inquiries pertaining to respondent profiles, encompassing demographic information, and 3 inquiries delving into workplace profiles, with
a particular emphasis on organizational attributes. Furthermore, it incorporates a battery of 7 of 12 items gauging mindfulness (Feldman et al., 2007), 11 items scrutinizing EC (Munoz-Doyague & Nieto, 2012), 6 items assessing employee performance (Karim, 2019), and, conclusively, 4 items soliciting respondent concurrence on specified matters. Not all mindfulness items were used after considering the similarities between the items that were used and not used and also the difficulty of respondents in understanding these similarities. Examples of items in the questionnaire are as follows: Mindfulness (item 1): “It is for me to concentrate on what I am doing,” Employee creativity (item 1): “Among my colleagues and co-workers, I will be the first or nearly the first to try out a new idea or method,” Employee performance (item 1): “Achieves professional goals and objectives.”

To attenuate potential biases, a Harman's single-factor test was conducted as a preliminary measure before undertaking Structural Equation Modeling (SEM) analysis. This test computed the percentage of variance associated with the first factor, employing a 0.5 threshold. Subsequently, SEM and Analysis of Moment Structures (Amos) were instrumental in facilitating the analytical procedures within this research endeavor.

Upon scrutinizing 252 meticulously amassed data points, the outcomes of the Common Method Bias (CMB) test revealed a value conspicuously falling below the 50% threshold, precisely registering at 43.357%. This discernment substantiates the dearth of pronounced CMB within the dataset, thereby establishing its aptness for rigorous analysis through SEM.

Demographically, the surveyed cohort exhibits a prevailing male composition, constituting 57.9%, predominantly within the age bracket of 31 to 40 (66.3%). Notably, 67.9% of respondents were documented as holding Bachelor's degrees, and 41.3% reported an occupational tenure of 11 to 15 years. The computed mean of the dataset resided within the interval 3.7 to 4.26, with the median and the mode being 4. Consequently, a discernible concordance among participants is apparent concerning the contemplative domains of mindfulness, employee creativity, and employee performance.

4 RESULTS AND DISCUSSION

4.1 MODEL FIT

Based on the model fit test results, it is found that the CMIN/DF value = 2.505, incremental mental fit index (IFI) = 0.919, Tucker Lewis (TLI) = 0.910, comparative fit index (CFI) = 0.919, root mean square error of approximation (RMSEA) = 0.077. CMIN/DF is the
minimum sample discrepancy function (CMIN) divided by the degrees of freedom (DF), which is an indicator for measuring the level of suitability of a model. In this case CMIN/DF is nothing but the Chi-square statistics divided by the degrees of freedom (χ² relative). This value is below 3.0 so the model is suitable for analysis. Likewise, the baseline comparison values (IFI, TLI, CFI), which are above 0.9 and RMSEA below 0.08 indicate that the model is fit.

4.2 STRUCTURAL EQUATION MODELING

The loading factor values for all mindfulness items based on standardized estimates are above 0.5, namely between 0.537 and 0.786. Likewise with all employee creative items, namely between 0.566 and 0.896, and employee performance items, namely between 0.562 and 0.925. So, all of the items used are valid because they are above 0.5. Then, the error values of all mindfulness items based on standardized estimates are between 0.184 – 0.353. Likewise, all employee creative items are between 0.112 and 0.510, and employee performance items are between 0.062 – 0.457. So, the construct reliability (CR) values obtained based on manual calculations for the three variables are 0.916, 0.969, and 0.983, and the average variance extracted (AVE) values are 0.611, 0.743, and 0.824. All CR values are above 0.7, and all AVE values are above 0.5. So that all items are valid and reliable in measuring the three variables tested in a fit model.

Based on the results of the hypothesis test, it was found that the relationship between the three variables is positive and significant, whereas Table 1 shows that all probability values in the direct relationships that occur are below 0.05.

Table 1

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Estimate</th>
<th>Standard error</th>
<th>Critical ratio</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mindfulness and employee creative</td>
<td>0.578</td>
<td>0.102</td>
<td>5.644</td>
<td>0.000</td>
</tr>
<tr>
<td>Mindfulness and employee performance</td>
<td>0.171</td>
<td>0.074</td>
<td>2.307</td>
<td>0.021</td>
</tr>
<tr>
<td>Employee creative and employee performance</td>
<td>0.508</td>
<td>0.089</td>
<td>5.709</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2024) and AMOS software

Analyzing the estimated standardized direct and indirect effect values revealed a noteworthy pattern in the relationships under scrutiny. Specifically, the direct effect value of mindfulness on employee performance was computed at 0.158, a magnitude comparatively smaller than the corresponding indirect effect value of 0.272. This mediation transpired through
the intermediary role of employee creativity. Consequently, it can be posited that employee creativity emerges as a pivotal mediator in the intricate relationship between mindfulness and employee performance. The observed indirect relationship between these variables is elucidated as partial, signifying that the influence of employee creativity serves as a key bridge in shaping the overall connection between mindfulness and employee performance.

Crucially, the total relationship encompassing the three variables—mindfulness, employee creativity, and employee performance—was found to be robust, ranging between 0.430 and 0.543, as delineated in Table 2. This empirical evidence attests to the substantial and interconnected nature of these variables within the studied context. Consequently, the findings culminate in the acceptance of all four hypotheses posited in the research framework, providing empirical support for the proposed relationships and underscoring the intricate dynamics at play in the interwoven realms of mindfulness, employee creativity, and employee performance.

### Table 2

**Standardized direct and indirect effect**

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Value</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mindfulness and employee performance</td>
<td>0.158</td>
<td>Quite weak</td>
</tr>
<tr>
<td>Mindfulness and employee creative</td>
<td>0.500</td>
<td>Quite strong</td>
</tr>
<tr>
<td>Employee creative and employee performance</td>
<td>0.543</td>
<td>Quite strong</td>
</tr>
</tbody>
</table>

- **Standardized indirect effect**
  - Mindfulness and employee performance: 0.272 (Quite weak)

- **Standardized total effect**
  - Mindfulness and employee performance: 0.430 (Quite strong)
  - Mindfulness and employee creative: 0.500 (Quite strong)
  - Employee creative and employee performance: 0.543 (Quite strong)

Source: Prepared by the authors (2024) and AMOS software

He et al. (2023) verified that mindfulness significantly positively affects work performance. However, the impact of mindfulness on work performance possesses a relatively complex mechanism, and this intricate mechanism necessitates continuous exploration. They distributed questionnaires to new media company employees, utilizing 10 mindfulness items and 7 work performance items. The study's participants were web editors employed in new media companies in China.

The results of this investigation align with He et al.'s (2023) findings, indicating that mindfulness is a predictor of employee performance, even in the face of differences in sample
composition, research location, and variable measurement items. This underscores the robustness of the relationship between mindfulness and employee performance, as it has been extensively investigated, yielding generally consistent results across various studies.

Kaveski & Beuren (2020) discerned that employee creativity is intricately linked to employee performance, and, notably, employee creativity operates as a mediator in the intricate interplay between the management control system (MCS) and employee performance. The findings elucidate a positive correlation between individual creativity and work performance. Furthermore, a constructive relationship emerges between MCSs and work performance, with individual creativity as a mediating factor in this association. The research focused on industrial companies regarded as innovative within the Brazilian context.

In the meticulous assembly of their participant cohort, the researchers adopted a strategic approach, extending invitations via LinkedIn's professional networking platform to managers who held affiliations with companies distinguished for their innovative practices. This discerning recruitment strategy sought to capture a cohort deeply immersed in the dynamic landscape of innovative organizational environments. The survey instrument, wielded as a potent tool in the quest for insights, featured a judiciously crafted set of 8 items designed to gauge the nuanced dimensions of emotional creativity. Additionally, the researchers incorporated 5 items into the instrument, strategically tailored to assess the intricate facets of emotional performance. This methodological precision not only underscored the researchers’ commitment to capturing comprehensive data but also reflected a targeted focus on the nuanced interplay between emotional creativity and performance within the distinctive context of innovative corporate practices.

The outcomes of this investigation align cohesively with the Kaveski & Beuren (2020) study, reinforcing the proposition that employee creativity not only forecasts employee performance but also assumes a mediating role in shaping it. This congruence is maintained despite distinctions in sample characteristics, research locales, and the metrics employed for variable measurement. These findings underscore the robustness of the relationship between employee creativity and performance, substantiated through extensive research endeavors that consistently yield congruent results across diverse contexts.

Feldman et al. (2007) meticulously crafted a comprehensive inventory comprising 12 items to measure mindfulness, drawing upon a diverse sample of university students hailing from the ethnically-rich environment of the University of Miami. While the present study selectively employed 7 out of the 12 items, this strategic curation aligns seamlessly with Feldman et al.’s original findings, thereby attesting to the universal validity of each item in
assessing mindfulness. Consequently, it can be inferred that dimensions such as attention, present-focus, awareness, and acceptance/non-judgment, encapsulated within these items, are apt and inclusive for the broad and generalized measurement of mindfulness.

In a parallel vein, Munoz-Doyague & Nieto (2012) endeavored to delineate the construct of creativity by introducing an 11-item scale, synthesizing insights from antecedent scholarly works and encapsulating the dual facets of novelty and utility. This scale underwent empirical scrutiny within the context of a firm specializing in the automotive sector, particularly dedicated to manufacturing two-wheeled vehicles. The research findings unveil that high-quality exchanges between employees and their work group, and to a lesser extent, with their immediate superiors, exert a statistically significant positive influence on their creative behavior. Importantly, the outcomes of the current study resonate harmoniously with Munoz-Doyague & Nieto's (2012) investigation, substantiating the assertion that the 11 items designed to measure employee creativity exhibit robust validity. Consequently, these items emerge as versatile tools applicable across diverse organizational settings.

In a meticulously orchestrated examination, Karim (2019) embarked on an exhaustive exploration to delineate the nuanced influence of training and development programs on employee performance. This intricate investigation drew upon a wealth of data from a comprehensive study that cast its investigative net across a diverse spectrum of 100 chemical and manufacturing industries in Bangladesh. Intriguingly, this current study seamlessly aligns with the trajectory of Karim's antecedent research, wherein a concise and targeted set of 6 items was judiciously employed as a metric to gauge the multifaceted dimensions of employee performance. The harmonious congruence observed between these studies underscores not only the meticulousness of Karim's research methodology but also the inherent robustness and generalizability of the identified measures, affirming their efficacy as reliable tools for comprehensively assessing the multifaceted landscape of employee performance.

Delving into the intricacies of its findings, the study specifically posits that a nuanced set of dimensions, including professional goals and objectives, cooperation, communication, focus, productivity and efficiency, and contribution from employees, emerge as universally applicable metrics within the expansive landscape of comprehensively measuring employee performance. These meticulously identified measures collectively form a holistic framework, the universal applicability of which becomes evident across diverse organizational contexts. This assertion underscores the intrinsic relevance and utility of these meticulously delineated metrics, portraying them not merely as isolated indicators but as integral components offering
a comprehensive and nuanced understanding of the multifaceted facets encompassing employee performance.

Theoretically, it has been established that several variables play pivotal roles in determining employee performance, including mindfulness, employee creativity, and training and development. Amidst these predictors, it has been elucidated that employee performance itself assumes a mediating role within the complex nexus of influences. Diverse measurement items have been proposed to assess these constructs, with the widely accepted inclusion of 12 items for mindfulness from Feldman et al. (2007), 11 items for employee creativity from Munoz-Doyague & Nieto (2012), and 6 items for employee performance from Karim (2019).

Notably, while the mediating influence of employee creativity has been acknowledged, it is imperative to highlight that a complete mediation has not been realized. Predictors such as mindfulness and management control systems have been identified as direct determinants of employee performance, yet the mediation of employee creativity enhances and fortifies these direct relationships. This observation underscores a notable research gap in comprehensively exploring the mediating dynamics between other variables within the realms of human resource management or organizational behavior and their impact on employee performance.

Therefore, this identified gap presents fertile ground for future research endeavors, inviting scholars to delve deeper into the intricate interplay of variables and the nuanced mediation mechanisms that contribute to a more profound understanding of the determinants of employee performance in the fields of human resource management and organizational behavior.

Based on a practical standpoint, it is crucial to recognize that, beyond the influence of leaders and managers within the organization, employees themselves wield a considerable impact on their performance levels. Consequently, the cultivation and management of employee attitudes become paramount in shaping their overall performance. Human resource managers within the company are urged to broaden their focus beyond the implementation of traditional human resource management practices and give due consideration to factors originating directly from employees. This imperative also extends to company leaders, who possess the agency to determine the appropriate leadership approaches, thereby enhancing the effectiveness of human resource management, which, in turn, can foster increased employee mindfulness.

In the pursuit of optimizing employee performance, it is imperative for company human resource leaders and managers not to overlook the crucial roles played by mindfulness and employee creativity. Recognizing and nurturing these aspects can prove instrumental in creating a conducive environment that fosters heightened employee performance. This approach
establishes a holistic paradigm in human resource management, one that encompasses both managerial practices and the intrinsic contributions of the workforce.

The proposed research model contributes significantly to the advancement of research in the field of human resource management and organizational behavior. By addressing existing research gaps in the areas of mindfulness, employee creativity, and employee performance, the model illuminates the intricate relationships among these variables. It elucidates that mindfulness can exert direct and indirect effects on employee performance, with the mediating role of employee creativity as a crucial link in this dynamic interplay. This nuanced understanding not only adds depth to the current body of knowledge but also provides practical insights for organizational leaders and human resource practitioners seeking to enhance employee performance in contemporary work settings.

5 CONCLUSIONS

The contemporary evaluative framework within the employee domain has embraced a sophisticated analytical lens, wherein the delineation of employee performance relies upon a meticulous examination of mindfulness and its intricate interplay with employee creativity, culminating in a discerningly refined and updated model. This scholarly endeavor unfolds to explicate a discernibly positive correlation among the dimensions of mindfulness, employee creativity, and employee performance. The gravitas of this scholarly contribution is further underscored by the meticulous exploration of this intricate tripartite relationship across diverse populations and geographical locales, thereby substantiating the expansive generalizability of the empirical insights gleaned.

Of paramount import is the discernment that the study, in accomplishing its articulated objective, unravels the nuanced role of employee creativity as a mediating variable in the multifaceted relationship between mindfulness and employee performance. This methodological refinement is exemplified through the employment of a precisely curated set of psychometric instruments comprising 7 items gauging mindfulness, 11 items assessing employee creativity, and 6 items scrutinizing employee performance. Noteworthy is the specificity of this investigation, wherein the chosen organizational milieu is a financial entity situated within the intricate sociocultural fabric of Indonesia.

Notwithstanding the scholarly merits of this research, it is imperative to delineate inherent methodological limitations, notably the circumscribed sample size and respondent pool, thereby warranting a judicious expansion in subsequent academic pursuits. While extant
empirical results evince the validation of certain relationships, the tempering acknowledgment is made that specific values may languish at the lower echelons, perhaps attributable to the exclusion of particular items. The scholarly trajectory postulates that a judicious augmentation of the sample size will conduce to the amplification of statistical robustness, thereby substantiating the veracity of the discerned relationships.

Looking prospectively, the trajectory of academic inquiry urges subsequent scholars to wield this refined model within the crucible of larger sample sizes, thereby auguring a more profound and nuanced comprehension of the intricate dynamics enveloping mindfulness, employee creativity, and performance. Moreover, the judicious incorporation of the entire gamut of mindfulness items hitherto amassed in the annals of scholarship promises to enrich the depth and breadth of ensuing investigations. A scholarly imperative emerges in the form of an entreaty to unravel the intricate interconnections between the elucidated model and the pivotal roles ascribed to leadership and human resource management vis-à-vis their influence on the tapestry of employee creativity and performance, thereby engendering a more sagacious and comprehensive grasp of organizational dynamics.

REFERENCES


