

EFFECT OF STATE MINDFULNESS ON EMPLOYEE JOB SATISFACTION AND WELL-BEING: ROLE OF WORK-FAMILY BALANCE

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ARTICLE INFO	ABSTRACT
<p><i>Article History:</i></p> <p>Received: Apr 2021 Revised: Aug 2021 Accepted: Sep 2021 Available Online: Oct 2021</p> <hr/> <p><i>Keywords:</i> State mindfulness, Job Satisfaction, Employee well-being, and Work-Life Balance.</p> <hr/> <p><i>JEL Classification:</i> M 12</p>	<p>This study aims to know how; committed and satisfied employee is an asset to an organization. How' Scan help the organization to compete and grow aggressively in a dynamic global environment. Therefore, state m unless is a factor that increases employee job satisfaction and well-being by ensuring work-life balance as a mediator which is vital for organizational productivity and profitability.</p> <p>Quantitative data from 400 respondents of the telecom and banking sector of Pakistan has been collected through self-admin red questionnaires for analysis. The collected data has been analyzed through IBM SPSS 23 to explore the relationship among independent and dependent variables and the mediating effect of work-life balance has also been substantiated.</p> <p>Testing of mode confirms the positive impact of state mindfulness on employee job satisfaction and well-being by ensuring work-life balance as a mediator.</p> <p>This research is providing a theoretical and empirical foundation to link state mindfulness with employee job satisfaction and wellbeing of employees. This study also adds to the limited stick of knowledge, providing a mediating link of work-family balance between state mindfulness and job satisfaction and employee well-being. This study also broadens previous research findings.</p>

1 INTRODUCTION

The influence of mindfulness on the workplace is being researched by organizational scientists and the effects of mindfulness on work outcomes (Montani et al., 2021; Narayanan and Chaturvedi, 2014). Moreover, researchers tried to examine the relation between mindfulness with different variables empirically and theoretically (Wongtongkam et al., 2017; Rich, Ogden, and Morison, 2021). State mindfulness effects positively affected employee well-being and job satisfaction and negatively affected employee turnover intentions (Andrews, Kacmar, and Kacmar, 2014). Industrial and organizational psychology were some major fields where mindfulness gain researchers' attention. Researchers suggest that mindfulness in the workplace may positively provide work-related positive outcomes. Such is enhanced task performance (Forjan, Tuckey, and Li, 2020), better psychological health (Crego et al., 2020), and improved employees' creativity (Wang et al., 2021).

Several studies looked at direct and indirect links between mindfulness and work-family balance (Allen and Kiburz, 2012). Despite these preliminary data, there is still a lack of empirical research on mindfulness in the workplace. Just like, Raza et al. (2019) found that state mindfulness increase works outcomes. It is suggested that future researchers may investigate the link between state mindfulness and job outcomes (Job satisfaction and job performance) (Raza et al., 2019). Pang and Ruch (2019) suggested that work-family balance can mediate state mindfulness and professional outcomes.

Kappen, Karremans, and Burk (2019) suggested that employee well-being can be investigated in the future study as outcomes of mindfulness. McLaughlin et al. (2019) suggested that future research should link mindfulness and job satisfaction. Weintraub, Pattusamy, and Dust (2019) suggested that career commitment can be used as a moderator between work-family balance and outcomes. State mindfulness increases employee engagement (Gunasekara and Zheng, 2019). Similarly, these researchers suggest that career commitment can be used as a moderator, and work-life balance can also be used to mediate state mindfulness and outcomes.

Duncan and Bellio (2017) identified that mindfulness has an impact on turnover intentions and job satisfaction. Furthermore, the same study explained that State mindfulness reflects benefits to the employees in the workplace at personal and professional benefits. The positive impact of state mindfulness on mental health is an advantage at a personal level and self-confidence and negative impact on depression on a professional level (Mesmer-Magnus et al., 2017). According to Weinstein, Brown, and Ryan (2009), regardless of origin, many researchers focused on mindfulness in this modern period and reported that state mindfulness is a different concept from others.

Social psychology, neuroscience, medicine, etc., have tested the usefulness of mindfulness (Dane and Brummel, 2014). Problems of different psychological problems and disorders are treated by state mindfulness, and these are the check on the clinical lab as a sample (Hulsheger et al., 2013). Likewise, many physicists have also found mindfulness to enhance the physical well-being of employees (Dane and Brummel, 2014). According to Glomb et al. (2011), researchers have been attracted to mindfulness due to multiple benefits. Like, mindfulness helps to enhance employees' job satisfaction, reduce turnover intention, improve employee creativity and well-being.

Mindfulness treatment is a meditation process to boost employee performance practiced by most researchers in this era (Creswell, 2017). Recently, many researchers gave the idea of mindfulness as a psychological state used in different conditions, and it does not need mindfulness treatment. The research found that the concept and idea of mindfulness are not the same and have individual differences (Allen and Kiburz, 2012) means that one can have greater mindfulness than the other (Giluk, 2009). Thus, the measurement of mindfulness can be evaluated as a psychological state (Kabat-Zinn, 2005). According to researchers, other mindfulness differences lead to different behavioral and mental problems like depression (Breedvelt et al., 2019; Guasp Tortajada, 2020). Behavior can be related, and mental health can be maintained through natural mindfulness not developed through meditation practices or artificial processes (Bowlin and Baer, 2012). The practices that develop employees' mental health and job satisfaction are based on mindfulness activities (Hulsheger et al., 2019).

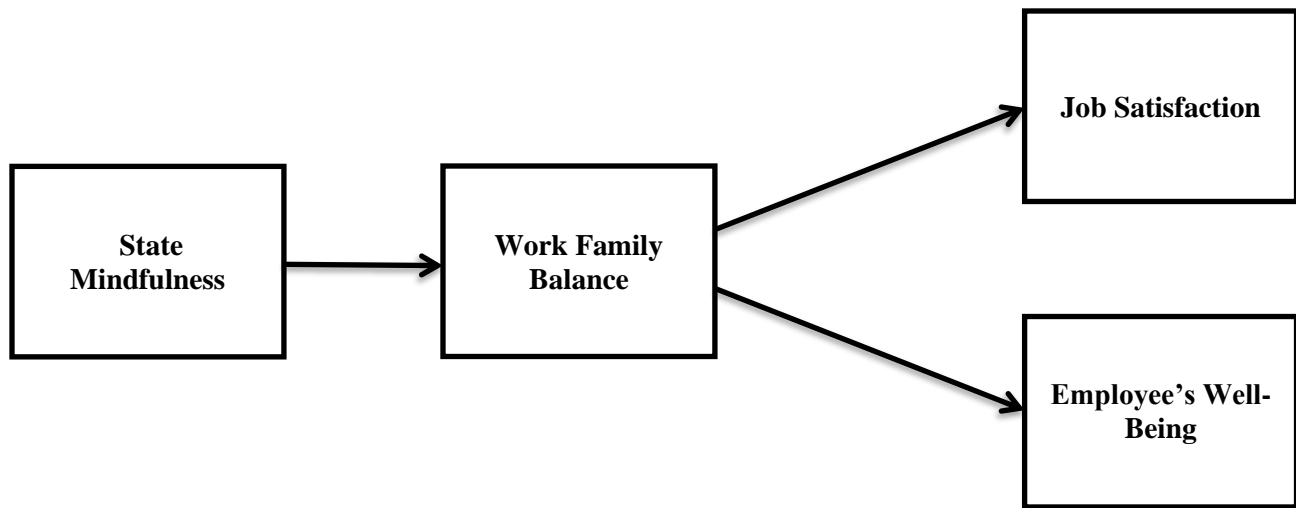
It is challenging for organizations to maintain and satisfy their experienced employees for a long time in a diverse and dynamic environment. The aspect of work-family balance is one of the most critical issues for many employees in their workplaces. Many research studies have already explored the factors of turnover intentions, job satisfaction and work-family balance (Gong, Sims, and Yurova, 2017). The prominent role of the current study is to investigate the relationship between state mindfulness, job satisfaction and employees well being. Studies have shown that state mindfulness improves personal and professional outcomes (Voci, Veneziani, and Fuochi, 2019). State mindfulness is the employee's ability to balance both the role (work-life balance and activities at work) (Tanay and Bernstein, 2013).

According to the research findings, work-life balance affects job satisfaction positively (Mas-Machuca, Berbegal-Mirabent, and Alegre, 2016). And while the turnover intention is affected negatively by work-life balance (Son, and Jung, 2019). The prominent problem organizations face was employee retention. That's why researchers are looking for this problem in mindfulness visions (Johnson, Park, and Chaudhuri, 2020). Scholars believe that mindfulness is somewhat interesting, which was ignored in previous research while knowing reasons for desirable organizational outcomes. Keeping skilled employees in the organization is the fundamental problem today. Job satisfaction can be easily predicted by low turnover intention (Kumara and Fasana, 2018). That's why researchers consider mindfulness is an essential contributor in predicting these valuable outcomes. In accordance with these studies, this study highlights the benefits of mindfulness to keep employees satisfied. The study demonstrates the output of mindfulness on employees' workplace outcomes, which is beneficial for the organization.

The objective of the current study is to examine the relationship between state mindfulness and employee job satisfaction, employee well-being, and the mediating role of work-family balance. The study contributes to the extant literature by studying the association between employee state mindfulness, employee satisfaction and employee well-being. This study contributes to the existing body of knowledge by studying work-family balance as mediating variable in the relationship. Regardless of the previously mentioned studies, it still needs to explore mindfulness with other outcomes like job satisfaction and employee's well-being. Work-family balance is the central mediator of this study. Work-family balance was selected based on different research calls (Althammer et al., 2021). This study is also response to the suggestions of Allen and Kiburz, (2012).

To the best of our knowledge, work-life balance has not been studied as a mediator in the specific association between state mindfulness, job satisfaction, and employee well-being. In this way, the current study adds to the body of knowledge by conceptualizing and testing whether a better work-life balance may be reached by utilizing personal resources such as mindfulness. And this might leads to increased job satisfaction and employee well-being.

1.2 Proposed Research Model:



2 REVIEW OF LITERATURE

2.1 States mindfulness, Job satisfaction and employee well-being

State mindfulness is a concept of “state of consciousness about a present situation/event or an experience without judgment and evaluation” There are three vital elements given in a state of mindfulness (Glomb et al., 2011). First is the psychological state; researchers found that every individual has a “psychological state” (Garland, & Fredrickson, 2019). According to Dane (2011), someone possesses a state, and some do not. It is the inborn characteristic of an individual to get mindful about anything. The consciousness is different when compared with one another (Haliwa et al., 2021; Kabat-Zinn, 2005). Some researchers consider mindfulness a personality trait (Bajaba et al., 2021).

The second characteristic is conscientiousness, that is, awareness of the current situation (Garland et al., 2015). Fulton and Cashwell (2015) also stated that mindfulness is the state of contemporary awareness. Hulsheger et al. (2013) state that individuals should focus on the present rather than fear the future and regret the past. The last and third aspect of state mindfulness is the quality of kind attention and understanding of the situation without judgment. Mindfulness refers to focusing on interest in the current scenario and not judging it (Kabat-Zinn, 2015). According to Aldahadha (2021), mindfulness is when individuals see the situation instead of evaluating and reacting to it. Like the state of mindfulness, an individual does not respond to the occasion suddenly, but the individual attributes control to think before responding to the event (Amaro and Singh, 2020).

According to (Brown and Ryan, 2003), mindfulness is the built-in capacity of people and differs from individual to individual and instant to instant. According to Robbins and Judge (2012), this difference is due to environmental and genes changes. Many researchers proved that it is not essential for people to undergo the consideration process to own mindfulness. Saraç (2020) refers that mindfulness is connected with the benefits for different fields.

Hulsheger et al. (2013) argued that it was proved that when the employee has mindfulness and concentration with the job, it led to job satisfaction. According to Carlson (2016), mindfulness is directly related to job satisfaction. Individual variances significantly affect the negotiation of job engagement (Mesmer-Magnus et al., 2017) found that individuals who have mindfulness and commitment to the job enjoyed a higher amount of job satisfaction. Individuals who are more attentive to their jobs and care for their work are very much satisfied with their job (Wongtongkam et al., 2017). Based on the above arguments, mindfulness has a direct and positive influence on job performance.

Weinstein et al. (2009) explained that mindfulness helps individuals to think and react proactively and make them able to adapt to changes accordingly. In other words, mindfulness makes individuals regulate independently

rather than depend on others (Atkins and Parker, 2012). Besides, mindfulness makes individuals react to stress with calm and deep thoughts (Carlson, 2013). According to Dane and Brummel (2014), in a competitive workplace, mindfulness helps overcome challenges and decreases the turnover intention in any organization. Thus based on the above discussion, the following hypothesis can be stated:

H1: *There is a positive and significant association between state mindfulness, employee job satisfaction and employee well-being*

2.2 State mindfulness and Work-family balance

The researcher found that state mindfulness usually has a positive effect on the work-life balance of employees. Work-life balance is vital to an employee for their job performance and other work outcomes. Work-life balance is a personal skill to balance work and family life (Althammer et al., 2021). Work-family balance is considered different from other concepts of work-family conflict and work-family enhancement (Molina, 2021). Work-family balance helps to improve employee performance. In a large organization, work-life balance is essential in improving performance (Zhang et al., 2019). Another crucial concept in work-family balance is balancing employee time equally into these two factors of workplace and family (Nepali, 2018). Any organization must focus on employee work-life balance because it helps the organization for their future growth and sustainable development (Barahma et al., 2020).

The role balance theory stated that work-life balance is positively and significantly affected by state mindfulness. Role balance is an individual role to perform one's work in any organization, and role performance is a factor in the regular performance of one is on the job (Marks and MacDermid, 1996). The role approach helps an employee perform their job in the organization as the ability of mindfulness help employees to pay full attention to the current situation to perform a job well. Work-life balances also positively impact job performance, employee performance, and organization performance (Marks and MacDermid, 1996). Hence based on the above discussion, the following hypothesis has been developed:

H2: *There is a positive association between states mindfulness and work-family balance*

2.3 Work-family balance & Job outcomes

The field of organizational behaviour has six behavioural employee outcomes at the workplace (Robins et al., 2012). Job satisfaction, job performance and organizational citizenship behavioural are positive outcomes, and the remaining three are absenteeism, turnover intentions, and deviance.

On the other hand, the adverse outcomes are an issue for the organization for their performance and growth, so the organization needs to focus on adverse outcomes. Work balance is a factor that positively influences job outcomes like job performance, and employee well-being is affected by work-life balance (Carlson et al., 2009). Work-family balance positively influences employee performance and growth (Zhang et al., 2019; Neneh, 2021).

Researchers have identified that if employees can balance their life on both families and work, they perform better with efficiency and effectiveness and want to stay with the same organization for the long term (Aamir et al., 2016). Outcomes of employee retention include better job performance, job satisfaction and organizational performance (Carlson et al., 2009). Hence, based on the above enlightenment, the following hypotheses can be developed:

H3: *There is a positive association between work-family balance and job outcomes*

2.4 Mediator (Work-family balance)

State mindfulness enables employees to create balance in their life and work content (Althammer et al., 2021). Work/family balance helps employees work effectively and efficiently and reduces turnover intention (Russo, Shteigman, and Carmeli, 2016; Asiedu-Appiah, Mehmood, and Bamfo, 2015). Additionally, Work-family balance also mediates the relationship between job satisfaction, job performance, and work-family conflict (Pattusamy and Jacob, 2017). Employee mindfulness has a positive effect on work-life balance, leading to employee retention. (Zhang et al., 2014).

Due to the increasing work obligations imposed on employees, the balance between work and family has become an issue for many professionals. Employees often strive to balance their work and private lives to maintain their professional stability. Work-family balance is defined as the ability to balance one's time to fulfill both work and personal obligations, which is enhanced by time balance, engagement balance, and involvement and satisfaction balance with both role responsibilities (Diego-Medrano and Salazar, 2021; Naseem, Faiz, and Asad, 2020). Balance does not refer to a mathematical formula of 50/50, but rather to a comfortable distribution of one's work and life spheres that is believed to be fair for each worker (Greenhouse, Collins, and Shaw, 2003).

The daily schedules of millions of people are divided into two parts: working time and non-working time. Scholars have looked at the interaction of these two realms, known as "work-family balance." While the area first focused on the conflict that excessive work demands could create in the home sphere, it soon expanded to the study of the bidirectional link, with research taking into account both work-to-family and family-to-work conflicts (French et al., 2018; Venkatesh et al., 2019). Similarly, previous researchers also found that work-family balance can enhance employee performance and employee well-being (Medina-Garrido et al., 2017). The emotional intelligence and job performance relationship was mediated by work-family balance (Weinzimmer et al., 2017). Accordingly, we hypothesize the following relationship:

H4: *Work-family balance mediates the relationship between state mindfulness and job outcomes (job satisfaction and well-being)*

3 METHODOLOGY

3.1 Participants and Procedure

This study is quantitative and empirical. Data has been collected through questionnaires. Our study respondents were different managerial level employees of the service sector based in the twin cities of Pakistan (Rawalpindi and Islamabad). The rationale behind selecting service sector employees who work in both the public and private sectors was due to the nature of our survey variables because potent ubiquity can be found among both public and private sector workers. In this work, we adopted a non-probability sampling strategy (convenience sampling). Several recent studies in the same area have also used a convenient sampling method (e.g., Irshad and Bashir, 2020; Qasim, Rizvi, and Irshad, 2020). There is also a shortage of information regarding the whole working population in the public and private sectors, which is another reason for using this sampling technique.

We approached the human resources department of each organization and explained the purpose of the study. We only collected information from employees who voluntarily participated in the study. Source integrity and confidentiality were assured when the questionnaires were delivered. The study's goal was explained in a cover letter, and respondents' privacy was carefully protected. There was a promise of secrecy, and participation was entirely voluntary.

Unit of analysis of the study were individuals working at banking and telecom organizations.

Four hundred questionnaires were distributed among the banking and telecom organization employees at Islamabad and Rawalpindi, out of which 284 questionnaires were filled and received back. Only 264 were useable, and our response rate was 71%.

3.2 Data Analysis

Data were analyzed through SPSS. Mean, standard deviation, reliabilities of variable and correlation were calculated. Additionally, regression analysis was also performed through SPSS to test the hypothesis.

3.3 Instruments

We use already developed items scales for the variables of our research study because it helps us save much time and energy. An instrument that was used to measure job satisfaction was developed by Hackman and Oldham (1975) designed by Hofmans et al. (2013). Eighteen items questionnaire of Carlson, Kacmar, and Williams (2000) was used to measure the concept of work-family balance of employees. The most widely used scale of Tanay and Bernstein, 2013, was taken into account to measure state mindfulness. Well-being in the workplace was measured by Harter, Schmidt, and Hayes (2003). Five-point Likert-type scales ranging from 1 (strongly disagree) to 5 (Strongly agree) were used to measure data.

4 RESULTS AND ANALYSIS

4.1 Demographic data

The table below shows the demographics of the current study. The majority of the respondents were male (80.7%), while the female respondents were fewer (19.3%). Similarly, 66% of the study respondents were married. While, 37.9% of the respondents were from the ages range of 18-25 years. The age of the majority (52.7%) respondents falls for 26-40 years.

Table 1

Variable	Categories	No	(%)
Gender	Male	213	80.7
	Female	51	19.3
	Total	264	100
Marital Status	Signal	89	33.7
	Married	175	66.3
	Total	264	100
Age	18-25	100	37.9
	26-40	139	52.7
	41-60	25	9.5
	Total	264	100
Work status	Full time	230	87.1
	Part-time	34	12.7
	Total	264	100
Position	Supervisor/Management	90	34.1
	Maintenance	49	18.6
	Customer Service	98	37.1
	Clerical	27	10.2
	Total	264	100
Experience	0-5	194	73.5
	6-10	46	17.5
	11-20	18	6.8
	21-30	6	2.3
	Total	264	100

Correlation Analysis:

Table 2: Means, Standard Deviation, and Correlation Analysis

	Mean	SD	1	2	3	4
State Mindfulness	3.67	0.61	(0.871)			
Work-Family Balance	3.60	0.95	0.426**	(0.732)		
Job Satisfaction	3.74	0.940	0.604**	0.458**	(0.792)	
Employee's Well-being	3.42	0.98	0.503**	0.416**	0.512**	(0.808)

Table 2 shows the positive correlation between State mindfulness and Job satisfaction ($r = 0.604$, $p < .001$). So these results provide initial support to our hypothesis 1. The correlation between state mindfulness and employee's well-being has a positive and significant relationship ($r = 0.503$, $p < .001$). This positive finding also provides initial assistance to our hypothesis. State mindfulness and Work-family balance have a significant and positive correlation ($r = 0.426$, $p < .001$), and these results were also according to the study notion. Work-family balance and Job satisfaction have a significant and positive correlation ($r = 0.458$, $p < .001$). Work-family balance and Employee Well-being have a significant and positive correlation ($r = 0.416$, $p < .001$).

Mediation Regression analysis

The mediation condition of (Baron & Kenny, 1986) was used in the current study to find out the impact of mediating aspect of work-family balance. We used regression analysis to find out the main effect and the mediating effect in the current study. The finding shows that Job satisfaction is affected positively and significantly by State mindfulness ($\beta = 0.346$, $p < .001$). That's why Hypothesis 1 was supported.

Results show that state mindfulness positively and significantly affected Work-family balance ($\beta = 0.517$, $p < .001$). And these assumptions were also part of our first hypothesis. Also, the results show the Job satisfaction was affected positively and significantly by Work-family balance ($\beta = 0.313$, $p < .001$); therefore, hypothesis 3 was supported. Table 3 shows that the positive and significant relationship between state mindfulness and Job satisfaction was mediated by Work-family balance $\beta = 0.208$, $p < .001$). Thus, Hypothesis 4 of this study was also accepted.

Table 3: Regression Analysis

Predictor	Work-Family Balance			Job Satisfaction		
	β	R^2	ΔR^2	β	R^2	ΔR^2
“Direct effect”						
SM	0.517***	0.181	0.178	0.346***	0.253	0.250
WF-B				0.313***	0.432	0.429
Indirect effect						
SM & WF-B				0.208***	0.248	0.246

N = 264. SM = State mindfulness, WF-B = Work family balance

“* = $p < .05$. ** = $p < .01$. *** = $p < .001$ ”

Mediation regression analysis

The mediation condition of (Baron & Kenny 1986) was used to investigate the role of work-family balance as a mediator. We used regression analysis to find out the main effect and the mediating effect in the current study. Results show that state mindfulness positively and significantly affects employee's well-being ($\beta = 0.446$, $p = .000$). Consequently, Hypothesis 2 of the present study was also in accordance with the study assumptions.

Besides, the results show the employee's well-being is affected positively and significantly by Work-family balance ($\beta = 0.433$, $p < .001$); therefore, hypothesis 3 was supported.

Table 4: Regression Analysis

Predictor	Work-Family Balance			Employee's well-being		
	β	R^2	ΔR^2	β	R^2	ΔR^2
Direct Effect						
SM	0.517***	0.181	0.178	0.446***	0.253	0.250
WF-B				0.433***	0.332	0.331
Indirect Effect						
SM & WF-B				0.198***	0.318	0.317

N = 264. SM = State mindfulness, WF-B = Work family balance

=p < .05. *=p < .01. *=p < .001"

Table 4 shows the positive and significant relationship between state mindfulness and employee's well-being. And this relation was mediated by work-family balance ($\beta = 0.198$, $p < .001$) and thus, hypothesis 4 was supported.

5 DISCUSSION

This research aimed to learn more about state mindfulness, work-family balance, job satisfaction, and employee well-being. Employee well-being and job satisfaction are positively influenced by state mindfulness. Study findings were in line with the previous research findings. Like, a State mindfulness is beneficial and plays a vital role in staff satisfaction and employee well-being (see Jamieson and Tuckey, 2017; Johnson, Park, and Chaudhuri, 2020; Saban, Dagan, and Drach-Zahavy, 2021). In today's competitive world, organizations must pay serious attention to the aspect of their employee's job satisfaction. A variety of factors could influence job satisfaction. This metrical (job satisfaction) is frequently used in organizational contexts to assess people's feelings of joy and contentment at work (Judge et al., 2017). Similarly, we found that state mindfulness can bring these changes in the employees. Having a sense of well-being helps employees perform better, be happier, and contribute to a better work environment. It also helps them settle conflicts and enhance social relationships, promotes more effective coping techniques, improves interpersonal behaviours, and helps them make better decisions (Cobaleda Cordero, Babapour, and Karlsson, 2020). And this study found that state mindfulness can also be the factor that can bring employees well-being.

According to this study results, there was a positive association between state mindfulness and work-family balance. Work-family balance was also found in significant positive relations with job satisfaction and employees well being. Mokana, and Kumarasamy (2016), discovered that organizations with a strong focus on work-life initiatives had happier employees, better physical and mental health, fewer intents to leave the organization, more job satisfaction, and higher levels of well-being than organizations without such principles. We know that every working individual in the organization strives to balance between work and family aspects. Similarly, this study also attempts to clarify things that mindfulness might be the reason for work-family balance. And we found that mindfulness was influencing the work-family balance. Such as Michel, Bosch, and Rexroth (2014) found that mindful workers tend to bring balance in their working and social life. Individuals should use mindfulness to manage work-related intuitions, sentiments, and energy-related issues that prevent them from fully immersing themselves in their private roles. Employees are prone to experience rumination and emotions of invasive work-related thoughts during inconvenient times, regardless of whether they can segment or integrate life domains (Malinowski, 2008). Similarly, people who prefer segmentation and those who want integration can benefit from mindfulness, which means full-time presence at the moment.

Finally, the mediating variable of this study was work-family balance, which mediates the relationship between state mindfulness and job outcomes (job satisfaction and employee well-being). The findings of this study are similar to the previous studies, e.g., Taylor et al., 2017 and Bontrager, 2018. These studies also suggest that work-life balance is another critical issue that the organization must maintain for their employees' well-being and job satisfaction.

According to Brown, Ryan, and Creswell (2007), mindfulness allows individuals to fully know their experiences and needs while performing various tasks and engaging with others. We discovered that mindfulness helped participants manage their roles in diverse life domains. Michel, Bosch, and Rexroth (2014) also state that it will help them genuinely present themselves in their private lives. Additionally, these things will open them to experiences at the surroundings, rather than being distracted or inattentive from internal anxieties about work. That is why we may say that mindfulness can provide direction to experience. Similarly, it will allow them to pay more attention to the present moment and becoming more informed and adaptive to prevent monotonous and spontaneous responses. That's how this study contributes to the literature that work-family balance mediates the relationship between state mindfulness and job outcomes (in our case, it's only job satisfaction and employees well being).

Work-family balance is one of the most challenging things to achieve. The practice of mindfulness has been proposed as a promising strategy to deal with work and family-related balances only within the contexts of role balancing theory. Our findings back up our hypothesis that the relationship between mindfulness and workplace outcomes (job satisfaction and employee well-being) is mediated by work-family balance.

5.1 Managerial Implications

According to this study's theoretical framework, employees' potential and strengths in managing work and family responsibilities can be maximized by utilizing the model. As a result, you might feel more satisfied at work and have a better quality of life. Based on the current results, employers would be advised to analyze their employees' awareness, capacity to manage work-family balancing needs, and job satisfaction. Some employees may have difficulty managing work and family obligations. Their job satisfaction could be improved by organizational interventions that attempt to enhance mindfulness and the skills necessary for maintaining a work-family balance.

The current research findings suggest to supervisors, managers and organizations and especially to the HR department to focus on employee well-being, the work-family balance of employees to maintain and retain their valuable employees in the organization with higher satisfaction. A supervisor should provide timely support and assistance to employees who need help regarding work-family balance. At the same time, it provides resources to enable employees to work without any obstacles. Following are the mechanism that supervisors should provide to their employees to satisfy with organization and job: rewards System, Training, Promotion and Health care. Organizations, especially service sector organizations that look to gain a competitive advantage needed executives from all departments such as HR, Finance, Marketing, operational management, and Supply chain management to support their subordinates.

5.2 Theoretical Implication:

In the current study, state mindfulness is introduced as a distinct individual difference variable in the work-family literature, providing a novel perspective. In addition, by looking into job satisfaction and employee well-being as well. The current study illustrates the process by which state mindfulness links to work-family balance by adding mediating factors that have previously gotten little attention. The findings support the value of mindfulness in work-family settings.

First of all this study contribute to the literature that state mindfulness was the valuable facilitator of job satisfaction and employees well-being. State mindfulness can also bring balance in working life and individual social life. Work-family balance was also one of the influencers of one's job satisfaction and well-being at work. Finally, this study contributed to the literature that work-family balance mediates the relation between state mindfulness and job outcomes (such as job satisfaction and employee well-being).

5.3 Limitation and future research

Time shortage was the initial limitation we had during the research process posed by COVID 19. The scope of the study was small, and just two industries were taken as the research population. Another limitation we had is with the generalizability of the study. We cannot generalize this study to another context. Thus, it will be better to study the same study variables in a different context. The study has been conducted in the service sector of Pakistan. Thus, the future study may examine the same variables in the manufacturing sector etc. The current study results are based on the banking and telecom sector; future studies may study comparative research within Pakistan's banking or telecom sector. The work-family balance was taken as a mediator in the current study, while career commitment may be used as a mediator in future studies.

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