



EXAMINING RELATIONSHIP OF WORKPLACE MINDFULNESS WITH WORKPLACE DAYCARE CENTER AND EMPLOYEE ENGAGEMENT.

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Abstract

In the past few years, exploration on workplace day care centers, mindfulness and employee engagement has mushroomed across several lines of learning. Evidences across different field's advocates that mindfulness has a connection with various facets of workplace functioning, hence it becomes significant to realize it. Increased levels of mindfulness lead to an enhanced level of individual psychological prosperity, which strongly support the effect of mindfulness on work engagement. However, little work has been done on understanding the relation of day care centers from a workplace perspective. As stated in earlier research, mindfulness can be trained and therefore it can become a part of an individual's life. Although some researchers have focused completely on the attention component of mindfulness, the hypothesized link between mindfulness, workplace day care center and employee engagement are outlined in this current paper.

The purpose of the current study is to cover both the study of mindfulness and employee engagement and its relation with workplace day care centers. It assesses the available evidence and supports the hypothesis that workplace mindfulness and employee engagement improve in presence of workplace day care centers. The study takes into consideration the perception of women employees returning to work after maternity breaks. Workplace day care centers helps in reducing stress and burnout of women employees thereby increasing work life balance and engagement levels.

This article reviews the available literature supporting the hypothesis that mindfulness supports job performance and work engagement. It also sketches mindfulness as a multidimensional construct which helps organizational effectiveness. Testing the hypothesis in service sector context, using regression model, we find support for a positive relationship between workplace day care centers and mindfulness. We also conclude positive relation between mindfulness and employee engagement.

Keywords: mindfulness, workplace day care center, employee engagement, maternity break, women employees etc.

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DOI: 10.48047/ecb/2023.12.si5a.0250

Introduction

In recent years, mindfulness has become a well-known concept to both researchers and practitioners. Lot of research work is coming up around the concept of workplace mindfulness in business setups. Awareness in mindfulness, defined in basic terms as present-centered attention and awareness (Brown & Ryan, 2003) is rising day by day. The simple reason for interest in mindfulness studies is - mindfulness seems to have roughly optimistic influences on functioning of human (Brown, Ryan, & Creswell, 2007). Previous studies have also shown that mindfulness is linked to better functioning at workplace (Glomb, Duffy, Bono, & Yang, 2011). There is a perception that workplace functioning tends to reduce in case of women employees coming after maternity breaks. The mind seems to be preoccupied with thoughts of child care and responsibilities. Women employees are often seen to be more stressed out due to multiple responsibilities of taking care of new born and household chores. This might sometimes result into lack of mindfulness which can affect engagement levels of these working women. At workplace, greater mindfulness was also correlated to low emotional exhaustion which is an important indication of burnout (Hülshager et al., 2013). However, in the opinion of the authors, the presence of workplace day care center can help increase mindfulness. Day care has been seen as a positive image among the working women. As working mothers can send their child and concentrate on work and growth in career (Beniamini N.,2017).

The key purpose of this study is to cover both the workplace mindfulness and employee engagement and its relation with workplace day care centers. Specifically, we have tested the relationship between mindfulness, employee engagement and workplace day care centers and its potential gains among samples of working women having child/children. We have also tried to show that the later variable serves as a mediating role for better mindfulness and higher engagement levels among employees. The research can further show the possible reasons of women employee turnover and career breaks especially after motherhood.

As stated in Buddhism tradition, mindfulness is viewed as an important factor of an interrelated system of practices that are essential for achieving liberation from suffering. This liberation is considered to be the ultimate state or end goal prescribed to spiritual practitioners in the Buddhist tradition. Herrigel (1953) states that Zen Buddhism

in America also stated the same through their early writings in the Art of Archery. We can also find a growing interest in conducting experimental psychology with the help of practicing mindfulness including meditation in early 1960s. Mindfulness is one of the miracles by which we can master as well as restore ourselves (Hanh, 1976). As stated in earlier research, training is possible in mindfulness and consequently it can become a part of an individual's life, fused into daily tasks, activities, and role performance (Dane, 2011; Kostanski & Hassed, 2008). Hence, by exploring the variable of workplace day care centers, we bring to light a new tool that may help working women achieve mindfulness, good health and work-family balance.

Mindfulness at workplace and Maternity break

Practice of Mindfulness helps in creating an attention and awareness of the present moment. It has also been used for treating various therapeutic and psychological issues including stress and anxiety. The role of mindfulness at workplace has emerged as a legitimate and growing area of organizational scholarship (Good et al., 2016; Reb & Atkins, 2015). Fostering mindfulness may strongly benefit employees and help individuals to immediately gather their thoughts and coming back to the present moment. Research has also shown that employees who practice mindfulness at workplace experience higher levels of well-being through better emotional resilience, openness, improved work-life balance and building curiosity. Many Prominent companies are offering employee's mindfulness training to improve their effectiveness and thirteen percent of U.S. workers report engaging in mindfulness-enhancing practices (Olano et al., 2015).

Mindfulness has been defined as, "intentionally paying attention to present- moment experience (physical sensations, perceptions, affective states, thoughts, and imagery) in a nonjudgmental way, thereby cultivating a stable and nonreactive awareness" (Carmody, Reed, Kristeller, & Merriam, 2008 p. 394). It is believed that mindfulness is also beneficial in cultivating self-regulation (Brown & Ryan, 2003; Glomb et al., 2011) and it involves observing that your mind has walked and fetching it back to the present moment (Kabat-Zinn, 1990). It may help facilitate the ability to detach from one role despite the fact of being in another. Mindfulness therapy in clinical settings has seen a considerable reduction in anxiety and depression. It also improves self-

esteem among adolescents (Biegel, Brown, Shapiro, & Schubert, 2009).

Mindfulness-based meditation and mindfulness-based stress reduction (MBSR) program helps in reducing stress levels and create positive effect among executives working in high pressure environment at workplace. It can also act as a novel predecessor of turnover intentions which infers better mindful practices can reduce turnover intentions (Andrews et al., 2014; Dane & Brummel, 2014). There are myriad benefits of having workplace day care centers on the overall mindfulness of women employees. For instance, research indicates that mindfulness is positively associated to vitality and better interpersonal relationship and negatively correlated to anxiety and stress (Brown et al., 2007; Glomb et al., 2011). There have been researches done regarding engagement at workplace and its scopes to a number of work results, including job performance as well as turnover intention (Christian et al., 2011; Halbesleben, 2010; Salanova et al., 2005). The growing body of research from a mindfulness research viewpoint on work engagement supplants a question: does a workplace day care center carry variance between different dimensions of mindfulness and predicting employee engagement?

To address the above question, researchers have conducted a study within different sectors of industry in Indian context. In this study, we considered the relationship between mindfulness at workplace, as well as its relationship between workplace day care center and employee engagement. In doing so, we examined relationship of Workplace Mindfulness with Workplace Daycare Center and Employee Engagement. Consolidated results indicate the significance of workplace day care center and its relation with mindfulness and employee engagement.

For the same, the study hypothesizes that workplace mindfulness of women is affected after maternity break. To measure the level of mindfulness after maternity break, researchers have developed a questionnaire based on Mindful Attention Awareness Scale (MAAS: Brown and Ryan, 2003), which is considered to be the most frequently used measurement scale of mindfulness.

It is a scale designed to evaluate core characteristics of dispositional mindfulness. It is also different than scales developed specifically for use in clinical applications and interventions (e.g., Walach et al., 2006). MAAS is pitched as

assessment tool for mindfulness across a wide range of settings and audiences. However, when MAAS is applied to research, it comes with limitations (Grossman, 2011). Few of the questions in MAAS has little difference across respondents (Van Dam et al., 2010). In the present study, all the items of MAAS are not considered as some items are considered to be not relevant to the respondents (women after maternity break). MAAS is only used as a basis to develop questions which assess the mindfulness of women at workplace after maternity break. Basing on these studies, the first hypothesis is poised as:

Hypothesis 1:

H1: Maternity break at workplace affects workplace mindfulness of women.

Workplace day care center and Mindfulness

Workplace day care center plays a pivotal role in creating mindfulness among women employees especially for those women coming to work after maternity breaks. Families are considered to be the main contributors of child care still the mother of a child remains at the center stage. According to ILO (International Labour Organization), after the maternity leave until the age at which a child can manage to go to school, working parents require someone to look after their child during the working hours. Many countries have laws relating to maternity leave as well as paternity leave for working parents. In other countries, some working parents may or may not receive help from family members especially grandparents. Even when the child attains school going age, working parents still have to make arrangements for childcare even before or after the school timings. Hence, Work-family balance can be evaluated regarding one's efficacy and satisfaction with work and family life (Greenhaus & Allen, 2010). The terms used to mention to childcare centers differ significantly from country to country. It also differs from age groups of the children attending. Traditionally, childcare was considered to be a responsibility of primarily the women and family members. In such cases absence of day care centers substantially adds to the worry of women employees and their not returning back to work after maternity leave which undermines a career of women.

The UN Convention on the CRC (Rights of the Child) identifies the necessity for parents to receive support in their childcare responsibilities and specifically asserts the rights of the children of working parents to get assistance from childcare facilities. Hilton, et. al. (2019) believes that policy

and organizational decision maker should also support wellbeing of employee at workplace. Childcare should be measured as a strategic initiative for organizations because of the varied benefits such as reducing turnover, absenteeism and employee retention, together with women who avail maternity leave, growing productivity, attention and focus, enhancing employee commitment, motivation and job satisfaction, while reducing stress and anxiety in the workplace. For organizations such as HSBC, childcare support is felt to have had a noticeable impact on reducing the number of women leaving after the birth of a baby. Similar examples can be seen from companies like IBM, Google etc.

Through this research, mindfulness of women was ascertained after coming from maternity break and its relation to workplace day care center. There is a positive interplay between mindfulness and accuracy of judgment (Kiken and Shook, 2011). It also has relation with insight-related problem solving (Ostafin and Kassman, 2012). Therefore, it becomes imperative to study the relation between workplace day care center and mindfulness of women at workplace. Based on existing literature the second hypothesis is proposed:

Hypothesis 2:

H2: Workplace Day Care Centers and Mindfulness are significantly related.

Mindfulness and Employee Engagement

More mindful employees are supposed to show lower turnover intentions and higher task performance which demonstrates better engagement levels. It is found that mindfulness was associated with lower turnover intentions and fewer emotional exhaustion. (Reb, Jochen & Narayanan, Jayanth & Chaturvedi, Sankalp & Ekkirala, Srinivas, 2017). Mindful employees show better behavior and self-regulation. Further, it is found that mindfulness is linked with more optimistic judgments and better employee outlook. Employee mindfulness can be linked with lower turnover intentions and greater task performance (Dane & Brummel, 2014). Work–family balance includes job satisfaction, organizational commitment, family satisfaction, family functioning, and life satisfaction (Allen et al., 2010; Carlson, Grzywacz, & Zivnuska, 2009). Mindfulness is the opposite of all this, as it endows a person with clarity of mind, increases self-regulated functioning as well as mental health (Giluk, 2009). Another study shows that mindfulness enables healthier self-regulation of emotional and cognitive activities that run

counter to intention implementation (Chatzisarantis & Hagger, 2007).

All the above studies opines that practicing mindfulness increases focused awareness, positivity, work satisfaction and acceptance. When employees are involved in their work efficiently, they tend to have good relationships with their co-workers. It also makes working environment healthy. If employees are engaged, they not only have job satisfaction, but also renders that satisfaction into higher efficiency as well as profitability of the organization. Several studies approve the fact that a higher levels of employee engagement certainly affects the performance of the company which is often considered as decisive competitive advantage (MacLeod et al., 2009; Demerouti, 2010; Truss et al., 2013; Guest, 2014; Soni, 2013). Increasing and sustaining employee engagement lies in the hands of an organization. It requires a perfect blend of time, effort, commitment as well as investment to craft a successful endeavor (Budriene, Daiva & Diskiene, Danuta. (2020). Basing on these studies, the third hypothesis is poised as:

H3: Mindfulness and Employee engagement at workplace are significantly related

Workplace Day Care Centers and Employee Engagement

Engagement of the women at workplace after maternity break requires direct mental resources towards tasks and events at workplace (González-Romá et al., 2006; Leroy et al., 2013). Present moment attentiveness has always remained as the central outcome of engagement (e.g. Kahn, 1992; May et al., 2004), which in turn is an important feature of mindfulness. Engagement of women at workplace is concerned with the degree to which their attention inclined towards various work events. Day care centers have a positive image in the mind of working women, as they can focus more on work and growth in career (Nicole , B. 2017). Since, the engagement level and distraction due to child care responsibility can't go hand in hand, if facility of day care is given at workplace its effects would be positive on engagement. For the same, researchers in this study have framed the following hypothesis:

Hypothesis 4

H4: Workplace Day Care Centers and Employee Engagement are significantly related.

Research Gap

There have been many researches and clinical experimentation showing mindfulness and its effects on overall mental wellbeing of an individual. As rightly concluded by Reb, Jochen & Narayanan, Jayanth & Chaturvedi, Sankalp & Ekkirala, Srinivas, mindfulness is also related with lower turnover intentions and less emotional exhaustion. (2017). Mindfulness gives a person with clarity of mind; increases self-regulated functioning as well as better mental health (Giluk, 2009). It also relates certainly to accuracy of the judgment (Kiken and Shook, 2011). It also relates to job satisfaction, organizational commitment, family satisfaction, family functioning, and life satisfaction (Allen et al., 2010; Carlson, Grzywacz, & Zivnuska, 2009). Though the concept of mindfulness finds its roots in Indian traditions still less research has been done in this area.

More such research can be done across different cultural economies relating to workplace day care centers, mindfulness and employee engagement. But the kind of work done in this paper has been not much explored in the available literature. The present research contributes to a growing literature on mindfulness, workplace day care centers and employee engagement across varied organizations in India. Current study is an addition to a quite trivial body of studies of mindfulness using samples from Indian working women and organizations. The authors have tried to examine the relationship of Workplace Mindfulness with Workplace Daycare Center and Employee Engagement.

Theoretical Background

Theories prove that employee engagement helps in harnessing the organization members' selves to their workplace roles and responsibilities. In employee engagement, people employ and express themselves physically, cognitively, as well as emotionally during role performances (William Kahn's theory of employee engagement,

1990:694). Kahn also found that engagement isn't static, rather an employee's experiences at workplace in different moments can cause variations in engagement. Hence employees should be constantly involved in dialogues and processes about how their job roles are designed including working relationships taken together. Another theory called as Mindfulness-to-Meaning Theory (MMT), proposed by Garland, Farb, Goldin, & Fredrickson aims to provide a causal account for how mindfulness might encourage the sense of eudaimonic meaning in the face of adversity. It proclaims that mindfulness propagates broadened attention to new information which accommodates a reassessment of life circumstances.

Research methodology

To test our hypotheses, we collected data from working women aged between 25 to 45 years working in different sectors in Indian industry. Samples were randomly taken from different sectors of industry in Maharashtra state of India.

Unlike other research on mindfulness conducted within universal populations, our research required data collection from working women especially coming back after maternity break. Majority of the responses are taken from education sector and are women employees (having kid/kids) - 172(schools, colleges, universities). Other included responses are from manufacturing-108 and IT sector- 65, few government offices- 53. Total sample size taken is 398.

In this study, the proposed research model explains the relation between 3 latent variables, namely, Maternity break, Workplace Day care center and Employee engagement which has a relation with Mindfulness. Every variable has a relation with mindfulness at workplace. For the purpose of data collection, opinion of the women employees regarding workplace daycare center and its possible effects are examined in this paper.

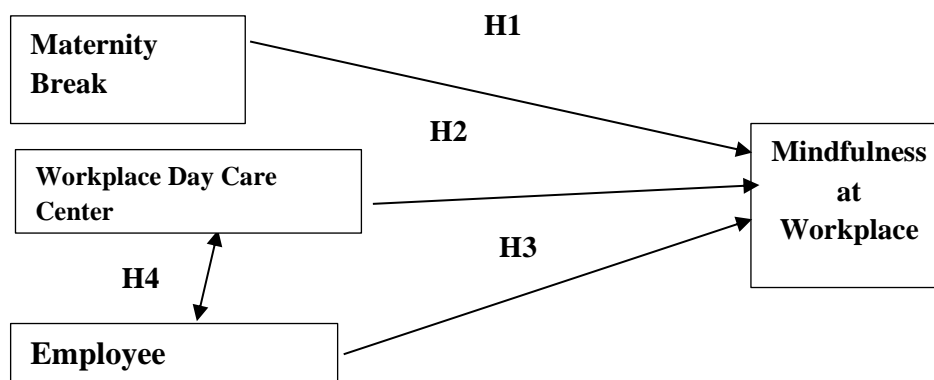


Fig1: Proposed Research Model

Discussion:

Table 1: Mindfulness after Maternity Break

Statements	N	Mean	Std. Error of Mean	Std. Deviation
I could be experiencing some emotion, break or spill things because of carelessness, not paying attention.	398	3.42	0.082	1.633
I find it difficult to stay concentrated on what's happening in the present.	398	2.96	0.072	1.436
Anxiety and stress levels have considerably gone up.	398	2.40	0.062	1.233
Forgetfulness at workplace has increased substantially	398	2.74	0.056	1.116
Sensing a decline in presence of mind.	398	2.43	0.062	1.241
Multitasking capabilities have gone down.	398	3.42	0.082	1.633
I find myself preoccupied with child care responsibilities.	398	2.83	0.067	1.335

Source: SPSS output

Table 1 gives the group statistics for existence of mindfulness at workplace after maternity break. For recognizing the mindfulness at workplace after maternity break 7 factors are analyzed. Cronbach's alpha test is done to see the validity and internal consistency of the data, Cronbach's α for the same was 0.81. Existence of mindfulness after maternity break was checked by mean (\bar{X}) and standard deviation (σ). For testing the relation between maternity break and mindfulness at workplace an online study employing a 7×6 (Mindfulness after maternity break [carelessness and attention, difficulty in concentration, anxiety and stress levels, forgetfulness, decline in presence of mind, multitasking, child care responsibilities] × Agreement level [Almost always, Very frequently, Somewhat frequently, Some Infrequently, Very infrequently, Almost never]) was conducted using sample of 398 respondents. Mean for the statement of carelessness and attention (\bar{X} = 3.42, σ = 0.082) shows that maternity break affects on workplace mindfulness. Other statements such as difficulty in concentration (\bar{X} = 2.96, σ = 0.072), anxiety and

stress levels (\bar{X} = 2.40, σ = 0.062), forgetfulness (\bar{X} = 2.74, σ = 0.056), decline in presence of mind (\bar{X} = 2.43, σ = 0.062), multitasking (\bar{X} = 3.42, σ = 0.082), child care responsibilities (\bar{X} = 2.83, σ = 0.067) also converges towards agree level of acceptance. It supports that workplace mindfulness affects after maternity break. Denise Rousseau, professor of organizational behavior and public policy at Carnegie Mellon University is of the view that an employee will be tired, frustrated, and full of self-doubt after returning to work after a new born child and is confused whether to return to work or stay at home (**Rebecca Knight, 2019**).

For testing the hypothesis (H_1) one sample (one sided, i.e. $H_1: \mu > 15$) t-test was performed. Researchers have only considered p values for testing the sample and hypothesis, which indicates relation between mindfulness and workplace day care center. The results of the one sample t-test analysis ($t = 23.146$, $df = 397$, $p \text{ value} = 0.00$) reveals that maternity break of women significantly affect on mindfulness at workplace.

Table 2: Mindfulness and Workplace Day Care Center

Statements	N	Mean	Std. Error of Mean	Std. Deviation
Emotional stability might go up due to workplace Day care Centers.	398	3.71	0.060	1.197
My physical and mental health might improve due to workplace day care center.	398	3.76	0.057	1.136
Attentiveness and presence of mind can increase with workplace day care centers.	398	3.80	0.059	1.178
Workplace and child care responsibilities can go smoothly hand in hand due to presence of day care centers	398	3.16	0.071	1.416
Better stress management can be an outcome of workplace day care center.	398	2.96	0.068	1.359

Source: SPSS output

Table 2 gives the group statistics for understanding the relation between mindfulness and workplace day care center. For recognizing the mindfulness at workplace as a result of workplace day care center 5 factors are analyzed. Cronbach's alpha test is done to see the validity and internal consistency of the data, Cronbach's α for the same was 0.732. Mindfulness as a result of day care center was checked by mean (\bar{X}) and standard deviation (σ).

For testing the relation between mindfulness and workplace day care center an online study employing a 5×5 (Mindfulness and day care center [emotional stability, physical and mental health, attentiveness, childcare responsibility, stress management] × Agreement level [Strongly disagree, disagree, neutral, agree, strongly disagree]) was conducted using sample of 398 respondents. Mean for the statement of emotional

stability (\bar{X} = 3.71, σ = 0.060) shows that mindfulness and workplace day care center are related to each other. Other statements such as physical and mental health (\bar{X} = 3.76, σ = 0.057), attentiveness (\bar{X} = 3.80, σ = 0.059), childcare responsibility (\bar{X} = 3.16, σ = 0.071), stress management (\bar{X} = 2.96, σ = 0.068) also converges towards agree level of acceptance. It shows that workplace day care center and mindfulness is associated with each other positively.

For testing the hypothesis (H_2) one sample (one sided, i.e. $H_2: \mu > 15$) t-test was performed. Researchers have only considered p values for testing the sample and hypothesis, which indicates relation between mindfulness and workplace day care center. The results of the one sample t-test analysis ($t = 11.876$, $df = 397$, $p \text{ value} = 0.00$) reveals that workplace day care center and mindfulness are related with other.

Table 3: Workplace Day Care Center and Employee Engagement

Statements	N	Mean	Std. Error of Mean	Std. Deviation
Day care center may allow me to grow and develop my career in this organization	398	3.90	0.048	0.955
Day care center can motivate me to go beyond what I would in a similar role elsewhere	398	3.16	0.070	1.393
Workplace day care centers might make me excited to come to work and make me less worrisome.	398	3.66	0.054	1.077
Better absorption at workplace can be a result of workplace day care center.	398	3.65	0.060	1.201
Workplace day care centers meaningfully enhance the level of enthusiasm and dedication.	398	3.56	0.065	1.289
Women employees might feel more empowered in the presence of workplace day care centers.	398	3.88	0.047	0.939

Source: SPSS output

Table 3 gives the group statistics for understanding the relation between workplace day care center and employee engagement. For recognizing the relation between workplace day care center and employee engagement 6 factors are analyzed. Cronbach's alpha test is done to see the validity and internal consistency of the data, Cronbach's α for the same was 0.984. relation between workplace day care center and employee engagement was checked by mean (\bar{X}) and standard deviation (σ). For testing the relation between mindfulness and workplace day care center an online study employing a 6×5 (workplace day care center and employee engagement [career development, motivation, excitement, absorption, enthusiasm and dedication, empowerment] × Agreement level [Strongly disagree, disagree, neutral, agree, strongly disagree]) was conducted using sample of 398 respondents. Mean for the statement of career development (\bar{X} = 3.90, σ = 0.048) shows that

workplace day care center and employee engagement are related to each other.

Other statements such as motivation (\bar{X} = 3.16, σ = 0.070), excitement (\bar{X} = 3.66, σ = 0.054), absorption (\bar{X} = 3.65, σ = 0.060), enthusiasm and dedication (\bar{X} = 3.56, σ = 0.065), empowerment (\bar{X} = 3.88, σ = 0.047) also converges towards agree level of acceptance. It shows that workplace day care center and employee engagement have a relation with each other.

For testing the hypothesis (H_3) one sample (one sided, i.e. $H_3: \mu > 18$) t-test was performed. Researchers have only considered p values for testing the sample and hypothesis, which indicates relation between workplace day care center and employee engagement. The results of the one sample t-test analysis ($t = 11.416$, $df = 397$, $p \text{ value} = 0.00$) reveals that workplace day care center and employee engagement are related with other.

Table 4: Mindfulness and Employee Engagement

Statements	N	Mean	Std. Error of Mean	Std. Deviation
Mental resilience and energy can be an outcome of Mindfulness at workplace.	398	3.66	0.059	1.187
Dedication at workplace may increase due to enhanced mindfulness.	398	3.82	0.057	1.131
More mindfulness means more absorption level at workplace.	398	4.19	0.047	0.937
Mindfulness can be a harbinger of pride and inspiration.	398	4.02	0.053	1.050
Mindfulness has a significant relationship with engrossment level at workplace.	398	4.41	0.037	0.738
Employee engagement can be a result of being intensely aware of what you are feeling and sensing.	398	4.40	0.038	0.767

Source: SPSS output

Table 4 gives the group statistics for understanding the relation between employee engagement and mindfulness. For recognizing the relation between employee engagement and mindfulness 6 factors are analyzed. Cronbach's alpha test is done to see the validity and internal consistency of the data, Cronbach's α for the same was 0.829. Relation between employee engagement and mindfulness was checked by mean (\bar{X}) and standard deviation (σ). For testing the relation between mindfulness and workplace day care center an online study employing a 6 \times 5 (mindfulness and employee engagement [Mental resilience and energy, Dedication, absorption level, pride and inspiration, engrossment, feeling and sensing] \times Agreement level [Strongly disagree, disagree, neutral, agree, strongly disagree]) was conducted using sample of 398 respondents. Mean for the statement of Mental resilience and energy (\bar{X} = 3.66, σ = 0.059) shows that mindfulness and employee engagement are related to each other.

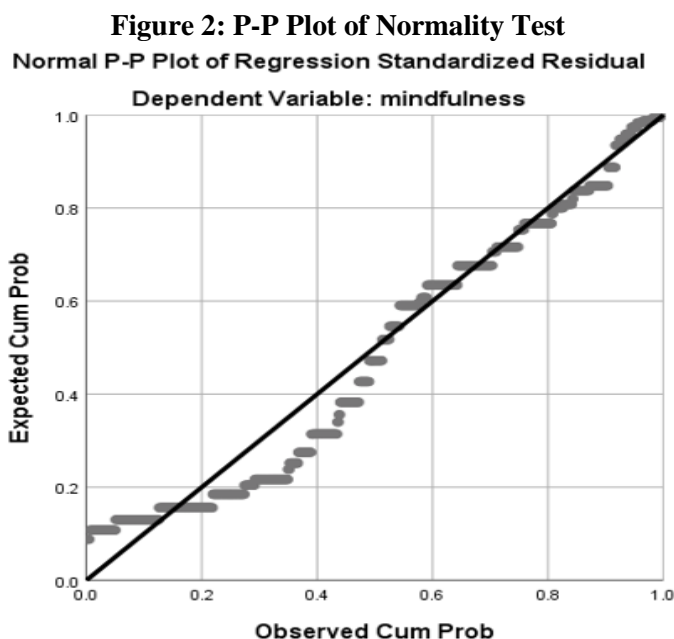
Other statements such as dedication (\bar{X} = 3.82, σ = 0.057), absorption level (\bar{X} = 4.19, σ = 0.047), pride and inspiration (\bar{X} = 4.02, σ = 0.053), engrossment

(\bar{X} = 4.41, σ = 0.037), feeling and sensing (\bar{X} = 4.40, σ = 0.038) also converges towards agree level of acceptance. It shows that mindfulness and employee engagement have a relation with each other.

For testing the hypothesis (H_4) one sample (one sided, i.e. $H_4: \mu > 18$) t-test was performed. Researchers have only considered p values for testing the sample and hypothesis, which indicates relation between mindfulness at workplace and employee engagement. The results of the one sample t-test analysis ($t = 29.904$, $df = 397$, $p \text{ value} = 0.00$) reveals that mindfulness at workplace and employee engagement are related with other.

Multiple Regression Analysis:

The main purpose of Multiple Regression Analysis is to recognise the relation of Workplace Day care centers, Employee Engagement (independent variables) with Mindfulness at workplace (latent variable). The results are obtained in the analysis with using IBM SPSS 25. The following data is required to perform the analysis.



The P-P Plot of Normality Test is the cumulative probability plots of residuals which is used to judge whether the distribution of variables is consistent with a specified distribution. Normally distributed residuals are considered to be standardized. So, standardized residuals scatters should either fall on distribution line or should be tightly close to it. Figure 2 P-P plot shows that initially, scatters of the residuals are nearer to the line and afterwards

residuals completely fall straightly on the line of distribution, which indicates a normal distribution of residuals. Normality of the data is a prerequisite step for the further analysis. Taking into account normality of the data Multiple Regression Analysis is applied with the following model.

Mindfulness at workplace ~ Workplace Day care center + Employee Engagement

Table 5: Regression coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	6.347	0.305		20.837	0
	Workplace Daycare Center	1.214	0.046	1.319	26.373	0
	Employee Engagement	-0.296	0.043	-0.347	-6.94	0
a. Dependent Variable: Mindfulness at workplace						

Based on the unstandardized coefficients following regression equation can be obtained.

$$\hat{Y} = 6.347 + 1.214 * x_1 - 0.296 * x_2 + e$$

Where,

\hat{Y} = Mindfulness at workplace,

x_1 = Workplace Day care center,

x_2 = Employee Engagement,

e = Error

Table 6: Goodness of Fit Measure -Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.981	0.963	0.962	0.716

Table 6 indicates the goodness of fit measure for the regression model. The coefficients of determination R squared indicates the percentage of variance in the dependent variable (mindfulness at workplace) that the independent variables (workplace daycare center and employee engagement) describe jointly. The strength of the relationship is explained by R^2 on a convenient scale of 0-100%. In the above statistics, the coefficient of determination R^2 is 0.963 ($R^2 > 0.60$), which indicates a strong relationship (96.3%) between mindfulness at workplace and employee

engagement, workplace day care center. It is an indication of the model fit. Further analysis of variance for multiple regressions is explained below.

The coefficient of determination R^2 indicating the percent of how much of the total variance is explained by the independent variable is 99.80% (Table 3). The analysis of variance for multiple regression will be made starting from the following results:

Table 7: Variation Analysis ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5216.603	2	2608.302	5094.246	.000 ^b
	Residual	202.244	395	0.512		
	Total	5418.847	397			
a. Dependent Variable: mindfulness at workplace						
b. Predictors: (Constant), Employee engagement, workplace daycare center						

Table 7 test the validity of multiple regression model. For the same analysis of variance ANOVA is calculated to see whether regression coefficients of independent variables are equal with zero or not. It also explains whether the explained variance is an outcome of a random or not. The above data value of the calculated F is 5094.246 for the variance produced in the regression. In this model p value is 0.000 ($0.00 < 0.05$), which indicates the significance of model. It means that significance of multiple regression model occurs over dependent variable (workplace daycare center and employee

engagement). So, applied regression model is significant and the included slopes are not equal to zero.

Limitations and further research scope

Results of the study are based on cross sectional data collected from women employees after maternity break. Although the present study hypothesizes the positive relation between mindfulness at workplace and presence of daycare and engagement at workplace, it is possible that these relations may have other direction due to the

varied factors affecting mindfulness at workplace. Further it is required to determine whether the relationship between mindfulness with daycare and employee engagement at workplace hold in other industry setups. The future scope for carrying out such research includes study of workplace mindfulness with various dimensions of engagement after maternity break.

Conclusion

There are myriad benefits of having workplace day care centers on the overall mindfulness and engagement levels of employees. This study also suggests that the females being more anxious and responsible for childcare across cultures is likely to find a deviation depending on certain important influencing factors. As workplace day care centers have not received its due attention except in few countries, the current study has been able to create some base by exploring it in the Indian context. Results suggest that mindfulness at workplace has a significant relation with workplace daycare center and engagement level of women, especially after the maternity break. Women manage conflict before and during their maternity leaves which may impact their employment and careers (Patrice Buzzanell and Meina Liu, 2007). According to Kirby et al., 2003, women still have difficulties managing maternity leave and why truly inventive and fruitful work-family policies remain difficult to implement. The study has found support for a relation between workplace daycare centers and mindfulness of women employees. It highlights the importance of daycare centers and its positive impact on mindfulness of women. Providing employer-supported childcare services can boost women's labor force participation and improve a firms' performance. (International Finance Corporation and Bright Horizons Family Solutions LLC, 2019). With these outcomes, organizations can take a leap in other aspects of mindfulness enquiry and participate in burgeoning field of study.

Implication of this study

The underlying research highlights the importance of mindfulness in work settings. It can have varied benefits of having workplace day care centers which can affect women employee engagement levels. Through such work, academics, industrialists and policy makers may not only do further research on the lines of workplace mindfulness, employee engagement and work place day care centers. Commercial, private and public sector Organizations can benefit from the outcomes of

this research women workforce can be increased thereby adding more working hands to the overall economic development of a country. Education industry will be benefited as it is majorly dominated by female employees. Their engagement levels can be improved by setting up day care centers surrounding their work areas. Policy makers can also create ideas and options in reference to setting up of public private day care centers in partnership. Further, the study of mindfulness is still in its beginner stage and our results propose a number of opportunities for further exploration.

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