Czech University of Life Sciences Prague

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Master's Thesis

Mindfulness and self-compassion at workplace

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DIPLOMA THESIS ASSIGNMENT

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Thesis title

Mindfulness and Self-compassion at workplace

Objectives of thesis

The main purpose of the thesis is to examine the effects of mindfulness and self-compassion levels on the workplace of people who work in corporate firms in Prague. The theoretical part will be a review of the literature on how mindfulness and self-compassion can be applied in the workplace. Relevant terminology such as job performance, job satisfaction, well-being, resilience will be described. The predictions that employees with high levels of mindfulness and self-compassion can cope with stress more easily, have psychological resilience, have job satisfaction, and have high job performance will be evaluated. Job productivity is an important issue for companies. If the research finds a correlation between self-compassion and work productivity, it may be recommended that companies offer self-compassion training to their employees.

Methodology

Both qualitative and quantitative research methods will be used in this thesis. In the practical part, data will be collected from the employees by questionnaire method. Self-compassion, job satisfaction and job performance will be measured using existing questionnaires and the correlation between them will be examined. The expected result of the research is that employees with high levels of mindfulness and self-compassion are loyal to their organizations and productive at work. The results of this research will be compared with the results of similar research in the field. In the conclusion part, it will be interpreted how to increase the levels of mindfulness and self-compassion of employees.

The proposed extent of the thesis

70 p.

Keywords

Mindfulness, Self-compassion, Organisational Behaviour, Workplace, Well-being, Resilience, Job Performance

Recommended information sources

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Declaration

I declare that I have worked on my master's thesis titled "Mindfulness and self-compassion at workplace" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the master's thesis, I declare that the thesis does not break any copyrights.

In Prague on 22.03.2024   Sinem Aygün

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Mindfulness and self-compassion at workplace

Abstract

This thesis investigates the factors that contribute to psychological capital in the workplace, focusing on resilience, mindfulness, and self-compassion as core constructs. Data were collected from a sample of 101 individuals working in different sectors in Prague using a quantitative approach. Quantitative analyses, including correlation and regression analyses, were used to explore the relationships between resilience, mindfulness, self-compassion, job satisfaction, turnover intention, and job performance. The results show that there are some correlations between psychological resilience, mindfulness, self-compassion, and various workplace outcomes. Psychological resilience was found to be a predictor of job satisfaction and performance, while mindfulness played an important role in reducing turnover intentions. Furthermore, self-compassion showed complex relationships with work-related variables, highlighting the need for further research. A strength of the study is the comprehensive examination of multiple variables. Limitations such as sample size and generalisability identify areas for future research. Recommendations for practitioners emphasise the role of managers in supporting employee development and well-being to improve overall organisational performance.

Keywords: Mindfulness, Self-compassion, Organisational Behaviour, Workplace, Well-being, Resilience, Job Performance

Všímavost a sebesoucit na pracovišti

Abstrakt

Tato práce zkoumá faktory, které přispívají k psychologickému kapitálu na pracovišti, a zaměřuje se na odolnost, všímavost a soucit se sebou samým jako na klíčové konstrukty. Data byla získána na vzorku 101 osob pracujících v různých odvětvích v Praze pomocí kvantitativního přístupu. Kvantitativní analýzy, včetně korelační a regresní analýzy, byly použity ke zkoumání vztahů mezi odolností, všímavostí, soucitem se sebou samým, pracovní spokojeností, záměrem fluktuace a pracovním výkonem. Výsledky ukazují, že mezi psychickou odolností, všímavostí, soucitem se sebou samým a různými výsledky na pracovišti existují určité korelace. Bylo zjištěno, že psychologická odolnost je prediktorem pracovní spokojenosti a výkonnosti, zatímco všímavost hraje důležitou roli při snižování záměru fluktuace. Soucit se sebou samým navíc vykazoval komplexní vztahy s proměnnými souvisejícími s prací, což zdůrazňuje potřebu dalšího výzkumu. Silnou stránkou studie je komplexní zkoumání více proměnných. Omezení, jako je velikost vzorku a zobecnitelnost, identifikují oblasti pro budoucí výzkum. Doporučení pro odborníky z praxe zdůrazňují úlohu manažerů při podpoře rozvoje a pohody zaměstnanců s cílem zlepšit celkovou výkonnost organizace.

Klíčová slova: Všímavost, sebesoucit, organizační chování, pracoviště, pohoda, odolnost, pracovní výkon

Table of content

1 Introduction

In the rapidly changing and demanding business environment, the need for optimal workplace performance and employee well-being has become crucial. This thesis investigates the relationship between mindfulness, self-compassion, and the workplace, with a specific focus on individuals who work in the corporate sector in Prague.

As organisations increasingly recognize the importance of the mental and emotional dimensions of their employees, the study of mindfulness and self-compassion becomes a critical perspective through which to understand and improve the employee experience. This paper presents a thorough analysis of these concepts, their theoretical foundations, and their operational implications for organisational behaviour.

The theoretical framework of this thesis is constructed through an in-depth review of the relevant literature that clarifies the application of mindfulness and self-compassion in the workplace. Fundamental concepts such as job performance, job satisfaction, well-being and resilience are analysed and considered in the context of the corporate setting.

Job productivity, a fundamental concern for organisations, is at the centre of this research. If correlations are revealed between self-compassion and work productivity, the implications could potentially transform business practice. This study is intended to recommend that companies consider integrating self-compassion training into their organisational frameworks, recognising it as a potential contribute or to improved employee well-being and performance.

A dual approach using both qualitative and quantitative research methods will guide the empirical exploration. A carefully designed questionnaire will be used to collect data from business professionals in Prague. Using well-established measures, the survey will assess levels of self-compassion, job satisfaction, and job performance, in order to identify the close relationships between these variables. The expected result of this study is a sophisticated understanding demonstrating that individuals empowered with mindfulness and self-compassion exhibit greater loyalty to their organisations and increased productivity.

The findings will be synthesised and situated within the context of existing research in the field, providing a comparative perspective. The final chapters will explore both the correlations found and ways to increase employee mindfulness and self-compassion levels, leading to a more resilient and satisfied workforce.

2 Objectives and Methodology

2.1 Objectives

This study aims to investigate the multiple relationships between resilience, mindfulness, self-compassion and various work-related outcomes, with a particular focus on job satisfaction and performance. The study has the following objectives:

- To investigate the relationship between resilience, mindfulness, and job satisfaction.
- To examine the impact of turnover intention on job satisfaction and its moderation by mindfulness.
- To analyse the interplay between self-compassion, psychological resilience, and job performance.
- To assess the moderating role of resilience in the relationship between self-compassion and performance.

2.2 Methodology

2.2.1 Research Questions

The workplace is a dynamic environment that demands not only competence but also flexibility and well-being from its employees. In this context, mindfulness and self-compassion have emerged as valuable psychological qualities that can positively influence employee well-being and performance. However, the effectiveness of these qualities may be affected by individual differences and contextual factors. This study aims to examine these complex relationships by investigating the moderating roles of flexibility and turnover intention in the links between mindfulness, self-compassion, and work outcomes.

- *How resilience moderates the relationship between mindfulness and job satisfaction?*
- *How resilience moderates the relationship between self-compassion and performance?*

By exploring these relationships, a more nuanced understanding of how resilience interacts with mindfulness and self-compassion to influence workplace outcomes can be learnt. This knowledge can inform interventions and strategies to improve employee

performance. The results can contribute to a better understanding of how these psychological attributes influence the job satisfaction and performance of employees in the workplace.

- *How turnover intention moderates the relationship between mindfulness and job satisfaction?*
- *How turnover intention moderates the relationship between self-compassion and performance?*

By investigating these relationships, a deeper understanding can be gained of how turnover intention interacts with mindfulness and self-compassion to impact workplace outcomes. This knowledge can help organizations develop strategies to reduce turnover and enhance employee well-being, and performance.

2.2.2 Research Design

Surveys are a type of research that does not interfere with or control naturally occurring events. Instead, they simply gather data from a large number of people to understand their experiences, attitudes, or behaviours. Surveys are often used to determine the frequency of certain occurrences or the relationships between different variables. They are typically conducted using questionnaires, which must be carefully designed to ensure their validity and accuracy. When selecting participants for surveys, it is ideal to choose a random sample to ensure that the results are representative of the broader population.

Correlation coefficients are statistical measures that quantify the strength and direction of the relationship between two variables. A correlation coefficient can range from -1 to 1, where -1 indicates a perfect negative correlation, 0 indicates no correlation, and 1 indicates a perfect positive correlation.

Pearson's product-moment correlation coefficient (r) is the most commonly used correlation coefficient. It measures the linear relationship between two variables. A value of r of 1 indicates that the two variables are perfectly correlated, with a straight line being able to perfectly pass through all data points. A value of r of -1 indicates a perfect negative correlation, with the two variables moving in opposite directions. A value of r of 0 indicates no correlation, meaning that the two variables are not related to each other.

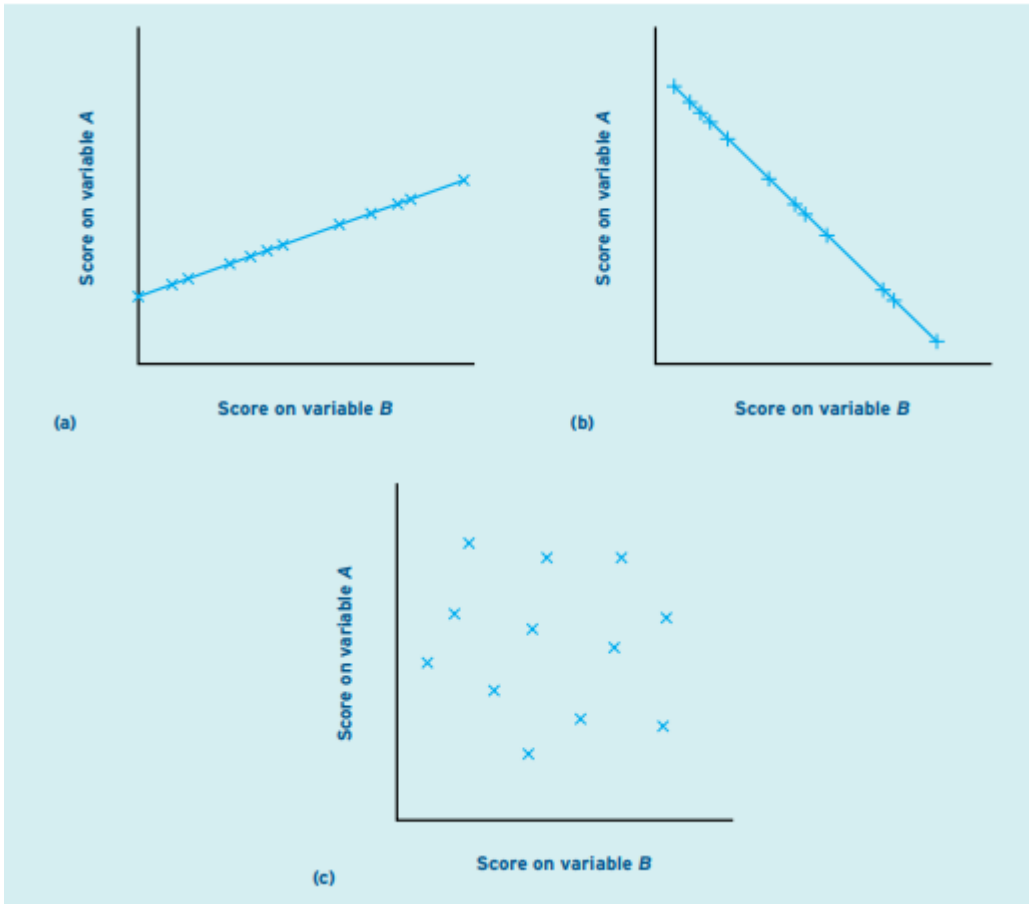Here's a visual representation of different correlation coefficients:

Figure 1 Correlation: (a) a correlation of 1; (b) a correlation of 1; (c) a correlation of 0 (each X represents data collected from one person) (Arnold, 2005)

It's important to note that correlation does not imply causation. Simply because two variables are correlated does not mean that one causes the other. There could be other factors at play that influence both variables. For instance, a correlation between ice cream sales and drowning deaths does not mean that ice cream consumption causes drowning. It could be that increased temperatures, which lead to both higher ice cream sales and increased swimming activities, are the true cause.

Regression analysis was also used in this study. Regression analysis is a statistical method used to analyse the relationship between one or more independent variables (predictors) and a dependent variable (outcome). It helps to understand the nature and strength of relationships between variables. It provides insight into how changes in the independent variables affect the dependent variable, allowing the identification of important predictors.

This study aims to quantify the relationships between predictor variables such as resilience, mindfulness, and turnover intention, and outcome variables such as job satisfaction and job performance. The study also aims to assess the unique contribution of

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each predictor variable to the outcome variable while controlling for other variables. Additionally, potential moderation or interaction effects between predictor variables in influencing the outcome variable will be examined. Providing empirical evidence to support theoretical frameworks and hypotheses proposed in the study.

For the relationship between mindfulness and job satisfaction moderated by psychological resilience:

- Independent variable: Mindfulness
- Moderating variable: Psychological resilience
- Dependent variable: Job satisfaction

The regression equation for this analysis would be:

Job satisfaction = β0 + β1 × Mindfulness + β2 × Psychological resilience + β3 × Mindfulness × Psychological resilience + ϵ

In this context, β0 indicates the intercept, β1 indicates the coefficient for the effect of mindfulness on job satisfaction, β2 indicates the coefficient for the effect of psychological resilience on job satisfaction, β3 indicates the coefficient for the interaction effect between mindfulness and psychological resilience on job satisfaction, and ϵ indicates the error term.

For the relationship between self-compassion and job performance moderated by psychological resilience:

- Independent variable: Self-compassion
- Moderating variable: Psychological resilience
- Dependent variable: Job performance

The regression equation for this analysis would be:

Job performance = β0 + β1 × Self−compassion + β2 × Psychological resilience + β3 × Self−compassion × Psychological resilience + ϵ

Similarly, in this context, β0 represents the intercept, β1 represents the coefficient for the impact of self-compassion on job performance, β2 represents the coefficient for the impact of psychological resilience on job performance, β3 represents the coefficient for the interaction effect between self-compassion and psychological resilience on job performance, and ϵ represents the error term.

For the relationship between mindfulness and job satisfaction moderated by turnover intention:

- Independent variable: Mindfulness
- Moderating variable: Turnover intention
- Dependent variable: Job satisfaction

The regression equation for this analysis would be:

Job satisfaction = β0 + β1 × Mindfulness + β2 × Turnover intention + β3 × Mindfulness × Turnover intention + ε

In this context, β0 indicates the intercept, β1 indicates the coefficient for the effect of mindfulness on job satisfaction, β2 indicates the coefficient for the effect of turnover intention on job satisfaction, β3 indicates the coefficient for the interaction effect between mindfulness and turnover intention on job satisfaction, and ε indicates the error term.

For the relationship between self-compassion and job performance moderated by turnover intention:

- Independent variable: Self-compassion
- Moderating variable: Turnover intention
- Dependent variable: Job performance

The regression equation for this analysis would be:

Job performance = β0 + β1 × Self−compassion + β2 × Turnover intention + β3 × Self−compassion × Turnover intention + ε

In this context, β0 represents the intercept, β1 represents the coefficient for the impact of self-compassion on job performance, β2 indicates the coefficient for the impact of turnover intention on job performance, β3 represents the coefficient for the interaction effect between self-compassion and turnover intention on job performance, and ε represents the error term.

3 Literature Review

3.1 Mindfulness

3.1.1 Definition of Mindfulness

Mindfulness is a state of mind in which one is consciously aware of the present moment without any judgement of it. It requires you to focus on your feelings, thoughts and surroundings while avoiding any distractions. You can develop a deeper understanding of yourself by observing your reactions and experiences with curiosity and acceptance (Glomb et al., 2011).

Mindfulness, a concept deeply rooted in ancient contemplative practices, has gained widespread recognition in modern society. At its core, mindfulness is characterized by a multifaceted awareness and engagement with the present moment (Kabat-Zinn, 2003). Mindfulness transcends mere passivity, instead demanding a purposeful and active engagement with one's thoughts, emotions, and surroundings. It involves observing mental phenomena without judgment, acknowledging their existence while maintaining a balanced detachment (Baer, 2003).

Mindfulness involves cultivating heightened awareness through practices such as meditation and mindful breathing. This awareness extends beyond the self to encompass the environment, fostering a profound comprehension of the interconnectedness between oneself and the external world. Mindfulness also includes the concept of transiency, recognising the impermanent nature of thoughts and emotions. Acknowledging this enables individuals to navigate their inner experiences through the ever-changing ebb and flow with calm and ease (Bishop et al., 2004).

Mindfulness has diverse applications in contemporary contexts, from mental health interventions to workplace well-being programs. It is a cornerstone skill for stress reduction, emotional regulation, and cognitive enhancement. As mindfulness continues to develop and integrate into various aspects of life, its definition remains flexible, encompassing the essence of purposeful, non-reactive, and compassionate engagement with the present moment (Brown & Ryan, 2003).

A link between mindfulness and increased effectiveness in the workplace is indicated by a limited but increasing number of management studies. The literature on mindfulness is continually expanding, encompassing various fields, and featuring in numerous journals. It

tends to be detailed and tends to present positive outcomes. This underlines the relevance of a careful and systematic review of mindfulness and its potential impact on management (Good et al., 2016).

3.1.2 History of Mindfulness

Mindfulness comes from Eastern practices and is commonly linked to a technique called mindfulness meditation. Think of mindfulness as the core or essence of Buddhist meditation - it is like the centre of the practice (Kabat-Zinn, 2003). The concept of mindfulness has its roots in Eastern traditions, particularly Buddhism. The Buddhist term 'Sati' translates to 'remembering.' It signifies the act of actively remembering to be present in the current moment and maintaining that awareness (Grossman, 2013). Although the word 'Sati' closely resembles the Western concept of 'mindfulness,' it goes beyond mere personal attentiveness. It's all about being aware and paying attention to the present moment without judging it. Mindfulness, which has its roots in Eastern traditions, is a transformative practice that promotes personal growth and well-being. It enables individuals to live more intentionally, embracing the present moment with open hearts and minds. It is important to maintain objectivity and avoid subjective evaluations when discussing mindfulness.

This can involve formal meditation, but the idea is to bring this mindful awareness into your everyday life. In Asian languages, the terms for "mind" and "heart" are equivalent. Therefore, when referring to "mindfulness," it encompasses not only paying attention but also a warm, caring attitude. It is comparable to having a kind and friendly presence, with a real interest in what's occurring (Chomsky, 2014).

Mindfulness is not exclusive to any particular belief; it's a universal thing. We all have it to some level - being aware from moment to moment is just part of being human. Buddhists have played a role in showing simple ways to develop and improve this ability throughout life. While they've been the masters of formulating it over the past 2,500 years, the core of mindfulness is not limited to Buddhism. It's found in many ancient and modern teachings that can be extremely helpful in improving your own practice and understanding (Krishnamurti, 2002).

3.1.3 Mindfulness Practices

Mindfulness, as understood in Buddhist culture, encompasses three essential dimensions: awareness, attention, and remembering. Beyond these core elements, acceptance plays a pivotal role in mindfulness practices. Through acceptance, individuals cultivate compassion, warmth, and friendliness, fostering a deeper connection with themselves and others (Siegel et al., 2009). These qualities are fundamental to engaging with life with authenticity and openness.

Awareness involves observing thoughts, emotions, and sensations without judgment, allowing them to arise and pass without getting caught up in them. Attention directs our focus towards the present moment, maintaining a non-reactive state of awareness. Remembering, the third dimension, entails the ability to maintain awareness and attention over time, even when distractions arise.

Acceptance, a cornerstone of mindfulness, involves embracing our thoughts, emotions, and experiences without attempting to suppress or deny them. This openhearted acceptance cultivates compassion, warmth, and friendliness towards us and others, enabling us to navigate life's challenges with resilience and calmness.

In daily life, individuals often wake up with a flurry of thoughts, to-do lists, anxieties, stress, and regrets. Unintentionally, they get lost in these thoughts and forget about the simple pleasures and beauty of the present moment. The aroma of freshly brewed coffee, the taste of a delicious lunch, and the vibrant colours of autumn leaves - all these sensory experiences can easily go unnoticed when our minds are preoccupied. Mindfulness practices provide a means to escape from mental chatter and ground ourselves in the present moment. By developing awareness of the present moment, we can break free from the cycle of regrets and self-judgment, enabling us to experience the richness and fullness of life. Rather than focusing on past mistakes or worrying about the future, we can focus on the here and now, appreciating each moment as it unfolds.

Mindfulness practices can guide individuals towards self-compassion, allowing for acceptance of oneself and experiences without harsh criticism (Siegel et al., 2009). This acceptance fosters a sense of inner peace and resilience, enabling individuals to navigate life's challenges with greater ease. Kabat-Zinn (2003) suggests that mindfulness can be developed through mindfulness meditation practices. As individuals develop their mindfulness, they gain a deeper understanding of themselves by observing their thoughts, emotions and physical sensations. This enhanced self-awareness extends beyond the

individual to encompass their surroundings, including the social, political, and global contexts in which they exist (Kabat-Zinn, 2003).

While our bodies may be physically present in the moment, our minds often tend to move to the past or future, leading to a state of mental autopilot. Mindfulness practices can help us break free from this autopilot mode by bringing our attention to the present moment. By consciously observing our thoughts and actions, we can gain a deeper understanding of how we often operate on automatic pilot. This insight enables individuals to take control of their moments and consciously choose how they want to experience life, rather than letting their minds dictate their experiences (Paulson et al., 2013). Mindfulness practices serve as a guiding light, leading individuals out of the shadows of their automatic pilot and into the bright light of conscious living. By practising present-moment awareness, we can break free from the limitations of our past and future-oriented thoughts and embrace the fullness of each present moment (Bartlett et al., 2019).

There is a debate in the literature regarding mindfulness. Some theorists consider mindfulness to be a state, while others maintain it as a trait (Kiken et al., 2015). According to trait theorists, traits are stable personality characteristics that cannot be significantly altered in a short period. Conversely, states are not enduring and can be modified in the short term (Medvedev et al., 2017). Current research has shown that mindfulness affects both states and traits. Mindfulness practices can alter an individual's current mental state, prompting them to engage in mindful actions in the present moment. This is known as state mindfulness. Additionally, these practices can have a long-lasting effect on an individual's personality, influencing trait mindfulness (Shapiro et al., 2011).

In their study, Shapiro et al. (2011) investigated the effects of mindfulness training on both state and trait mindfulness. The study revealed that mindfulness training significantly increased trait mindfulness, indicating that mindfulness practices can improve an individual's baseline level of mindfulness. Furthermore, the study demonstrated that mindfulness training resulted in enhancements in state mindfulness, suggesting that mindfulness practices can improve an individual's ability to be mindful in the present moment.

Mindfulness practices can be broadly categorized into three types: informal practices, formal meditations, and retreat practices. Informal practices involve the integration of mindfulness into everyday activities, such as mindfully eating a piece of bread and enjoying its texture and flavour, or mindfully walking and taking in the sights, sounds and sensations

around you (Birtwell et al., 2019). These practices help to develop present-moment awareness in everyday life and encourage a more mindful approach to daily routines.

Formal meditations involve dedicated periods of focused attention and non-judgmental observation of thoughts, feelings, and bodily sensations. These practices can be done in various postures, including sitting, standing, walking, or lying down, and typically have a set duration (Birtwell et al., 2019). Formal meditations enhance concentration, strengthen self-awareness, and cultivate a deeper understanding of the present moment.

Retreat practices are the most intensive form of mindfulness practice. They involve extended periods of silence and solitude, often in natural settings. These retreats provide a unique opportunity to deeply immerse oneself in mindfulness, fostering a profound sense of presence and inner peace. Although silence may initially trigger thoughts of anxiety, regret, or comparison, retreat practitioners learn to observe these thoughts without judgment. This allows them to pass without disrupting the calm of the present moment (Khoury et al., 2017).

3.1.4 Mindfulness-Based Therapies

Mindfulness practices have their roots in Eastern traditions. However, they have become widely used in healthcare, mental health and wellness settings in Western countries. Mindfulness-based therapies (MBTs) incorporate mindfulness techniques and exercises to help individuals enhance their mindfulness levels. These therapies emphasize acceptance as the foundation for personal transformation (Kabat-Zinn, 2003). MBTs aim to increase present-moment awareness, allowing individuals to observe their thoughts, emotions, and sensations without judgement. This non-judgmental approach supports self-acceptance and reduces the power of negative thoughts and emotions. By accepting their current experiences, individuals gain a sense of inner peace and resilience, which helps them navigate challenges more effectively. They have also been demonstrated to enhance emotional regulation, boost self-esteem, and improve overall well-being.

The main mindfulness-based therapies are Mindfulness-Based Stress Reduction (MBSR), Mindfulness-Based Cognitive Therapy (MBCT), Acceptance and Commitment Therapy (ACT), and Dialectical Behaviour Therapy (DBT). MBSR and MBCT are comprehensive training programs that use mindfulness exercises in group settings to increase present-moment awareness and reduce stress (Catak & Ogel, 2010).

MBCT, ACT and DBT integrate mindfulness-based techniques with cognitive-behavioural therapy (CBT) methods. They combine mindfulness with cognitive

restructuring, behavioural activation, and interpersonal skills training. ACT emphasizes acceptance of present experiences, while DBT focuses on mindfulness in managing intense emotions and building a strong sense of self (Catak & Ogel, 2010).

Each of these mindfulness-based therapies offers unique approaches to developing mindfulness and addressing specific mental health concerns. MBSR and MBCT have been effective in the reduction of stress and anxiety (Siegel et al., 2009). The growing popularity of mindfulness-based therapies highlights their potential to improve well-being and address a wide range of mental health challenges. By incorporating mindfulness into conventional therapeutic methods, these treatments provide useful techniques for developing resilience, improving emotional regulation, and enhancing overall well-being.

Mindfulness-Based Stress Reduction (MBSR) and Mindfulness-Based Cognitive Therapy (MBCT) are two major mindfulness-based therapies that use mindfulness practices to address various mental health concerns. MBSR was developed by Jon Kabat-Zinn at the University of Massachusetts Medical Center and initially targeted individuals with chronic pain (Baer & Krietemeyer, 2006).

MBSR utilises a comprehensive approach, which includes formal meditation techniques such as sitting meditation, walking meditation, and body scan meditation, as well as informal mindfulness practices that integrate mindfulness into daily activities (Baer & Krietemeyer, 2006). Participants in the MBSR program engage in an 8-week training program that involves weekly 2.5-3-hour group sessions and daily mindfulness practice as homework. The program aims to promote present-moment awareness, decrease stress and anxiety, and enhance overall well-being (Baer & Krietemeyer, 2006).

In contrast, MBCT is designed for individuals with recurrent depression. It integrates mindfulness practices into cognitive-behavioural therapy (CBT) techniques, assisting individuals in recognizing and challenging negative thoughts that contribute to depression (Baer & Krietemeyer, 2006). Mindfulness-Based Cognitive Therapy (MBCT) is a form of therapy that emphasizes the development of mindfulness skills through structured practice and homework, similar to MBSR. It follows an 8-week training format, with shorter weekly sessions (2 hours) and smaller group sizes compared to MBSR.

The primary objective of MBCT is to prevent relapse by providing participants with mindfulness tools to identify and manage early warning signs of depression (Baer & Krietemeyer, 2006). MBCT includes various mindfulness techniques, such as sitting meditation, body scan meditation, and walking meditation, similar to MBSR. However,

Mindfulness-Based Cognitive Therapy (MBCT) integrates mindfulness with cognitive-behavioural therapy (CBT) principles. This helps individuals to identify and challenge negative thoughts that contribute to depression.

Acceptance and Commitment Therapy (ACT) is a mindfulness-based therapy that promotes psychological flexibility by encouraging individuals to act in accordance with their values. ACT emphasises accepting and embracing emotions and thoughts rather than trying to control or suppress them (Dindo et al., 2017). This compassionate acceptance allows individuals to observe their thoughts and emotions without judgment, fostering a sense of openness and non-reactivity.

ACT involves six core processes (Figure 2) that contribute to psychological flexibility: acceptance, cognitive defusion, present-moment awareness, self as context, values, and committed action (Feliu Soler et al., 2018). Acceptance involves embracing uncomfortable experiences and acknowledging their presence without judgment (Feliu Soler et al., 2018). Cognitive defusion involves recognising thoughts as mental events rather than absolute truths, loosening their grip on emotions and behaviours (Hayes et al., 2006).
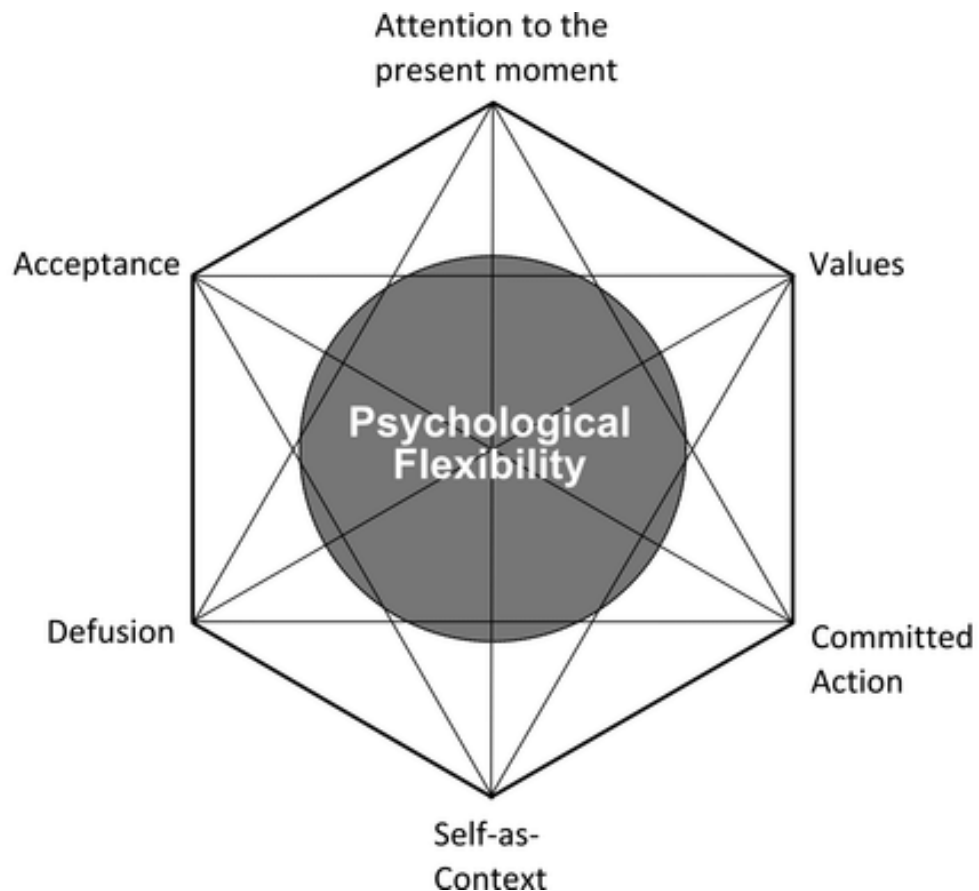

Figure 2 The ACT hexaflex with the 6 core processes (Batink et al., 2016)

Present-moment awareness cultivates a mindful connection with the present, allowing individuals to fully engage with their experiences without being trapped in past regrets or future worries (Batink et al., 2016). Self as context involves observing thoughts and emotions from a detached perspective, recognizing them as temporary mental events rather than defining one's core identity (Feliu Soler et al., 2018).

Values are guiding principles that align with individuals' deepest aspirations, providing direction and meaning in their lives (Zhang et al., 2018). Committed action involves taking concrete steps to align one's behaviours with their values, moving towards a life that is meaningful and fulfilling (Hayes et al., 2006). ACT provides a powerful framework for developing psychological flexibility, enabling individuals to face life's challenges with greater resilience, emotional regulation, and self-awareness. By accepting difficult thoughts and feelings, living in the present moment, and acting in accordance with their values, individuals can create a more fulfilling and meaningful life.

Dialectical Behaviour Therapy (DBT) was developed by Marsha Linehan in the late 1980s specifically for individuals diagnosed with borderline personality disorder (BPD). DBT integrates acceptance and change strategies, which distinguishes it from traditional CBT (Soler et al., 2012). DBT combines acceptance-based therapies with cognitive-behavioural therapy (CBT) techniques to address the complex and often conflicting needs of individuals with BPD.

DBT focuses on teaching four core skills: mindfulness, distress tolerance, interpersonal effectiveness, and emotion regulation. Mindfulness involves maintaining awareness of the present moment and accepting thoughts and feelings without judgement. Distress tolerance strategies equip individuals to cope with overwhelming emotions and urges without resorting to self-destructive behaviours. Interpersonal effectiveness skills enable individuals to communicate assertively, establish boundaries, and build healthy relationships. Emotion regulation techniques assist individuals in identifying and managing their emotions in a positive way.

DBT usually involves a 24-week structured programme that includes individual therapy, group therapy, and skills training workshops (Soler et al., 2012). The group therapy component fosters a supportive environment in which individuals can practice the skills learned in individual therapy and share experiences with each other. The skills training workshops provide detailed instruction on mindfulness, distress tolerance, interpersonal effectiveness, and emotion regulation.

3.2 Self-Compassion

3.2.1 Definition of Self-Compassion

Self-compassion is the tendency of a person to engage with their own pain, rather than ignoring or distancing themselves from it, with the aim of reducing and gently healing it. At the same time, self-compassion offers individuals a non-judgmental understanding that allows them to see their own pain, shortcomings, and failures as part of a larger human experience (Neff, 2003a). In other words, self-compassion is characterised as the ability of people to be kind to themselves especially when facing difficulties or failures (Çiçek & Öztürk, 2023). People who show compassion to themselves show understanding and are more sensitive to the problems that they are facing, rather than blaming themselves and punishing themselves (Leary et al., 2007).

Self-compassion enhances life satisfaction, motivation, and relationship quality. Research indicates that adopting self-compassion leads to better physical and psychological well-being by decreasing stress, anxiety, and depression while also increasing happiness and overall life satisfaction (Neff et al., 2007). As a result, self-compassion functions as a driver for personal development, psychological resilience, social connectedness, and a general sense of fulfilment (Beard et al., 2017).

Dodson and Heng (2022) mention in their literature review that psychological research shows that self-compassion is linked to certain personality traits. For instance, it has been observed that individuals who exhibit high levels of agreeableness, extraversion and conscientiousness possess higher levels of self-compassion. Additionally, neuroticism tends to decrease self-compassion. In this context, organisational research also supports personality traits that influence self-compassion. Emotional intelligence and emotional self-perception have been linked to self-compassion. At the same time, workplace commitment has been linked with self-compassion. In contrast, a lack of attachment to others in the workplace is negatively correlated with self-compassion (Dodson & Heng, 2022).

The demographic features of employees seem to influence their levels of self-compassion, with older individuals and those with greater professional experience displaying higher self-compassion (Lianekhammy et al., 2018). These findings align with Neff and Vonk's study, supporting the notion of a connection between age and self-compassion (Neff & Vonk, 2009).

Self-compassion is conceptualised as a construct comprising of three positive and negative bipolar components, namely self-kindness versus self-criticism, common humanity versus isolation, and mindfulness versus over-identification. These components facilitate the development of a compassionate attitude towards oneself and are essential for promoting overall emotional well-being (Neff, 2003a, 2003b).

3.2.2 History of Self-Compassion

Self-compassion, which takes its source from Buddhist philosophy, was introduced to the literature by Neff (2003b). Buddhist philosophy, which consists of the teachings of Buddha, is based on the purification of the self from emotions that cause negative effects and emphasises that the individual should also show compassion to himself/herself on this path. In this respect, self-compassion is a phenomenon that has been known in Buddhism for many years. In other words, the concept of self-compassion has its origins in ancient Buddhist philosophy, which highlights the importance of mindfulness, kindness, and interconnectedness in overcoming suffering (Gilbert et al., 2011). Self-compassion is inspired by Buddhist teachings on compassion and non-judgmental awareness, and it encourages individuals to treat themselves with the same empathy and care that they would offer to others when facing personal challenges and setbacks.

To understand the concept of self-compassion, it is important to first establish the framework of compassion. Compassion, derived from the Latin root 'compati' and expressed as 'compassion' in English, refers to the act of feeling sorry for someone who is suffering and understanding their situation (Strauss et al., 2016). In general, empathy is defined as a social process that involves recognizing the suffering of others and taking action to alleviate or eliminate it. This can be achieved by being sensitive to their emotions and experiences (Nas & Sak, 2020).

Compassion is often considered a valuable trait in Western culture, but it is typically associated with responding to the suffering of others. In contrast, Buddhist psychology emphasises the importance of experiencing compassion not only towards others but also towards oneself. Buddhist philosophy emphasises the importance of self-compassion in enabling individuals to be compassionate, sensitive, and loving towards others (Neff & Dahm, 2015). This difference in perspective between East and West has paved the way for the development of self-compassion.

Self-compassion involves directing compassionate attitudes and actions towards oneself during times of suffering, pain, inadequacy, and failure. It is characterised by being kind and accepting of negative emotions, recognising that difficulties are a part of human life (Neff, 2003a).

The concept has been evaluated within the scope of the social psychological approach (Neff, 2003a; 2003b) and the evolutionary neuroscientific approach (Gilbert & Van Gordon, 2023). The Social Psychological Approach focuses on understanding the individual abilities required for self-compassion and the effects of self-compassion on psychological well-being. The aim of this work is to establish healthy relationships by defining the relationship between self-compassion and other psychological structures. In contrast to the social psychological approach, the evolutionary neuroscientific approach focuses on the development of compassion and explains this development through an evolutionary model based on individual brain processes shaped by experiences.

3.2.3 Self-Compassion Components

According to Neff (2003b), self-compassion within the scope of social psychology has three basic components that emerge when experiencing failure and pain: self-compassion against self-judgement, awareness of common humanity against isolation, and conscious awareness against over-identification. Although these sub-dimensions are conceptually distinct, they interact and contribute to each other's formation and development. Each dimension contains both positive and negative components. Neff (2003b) classified these dimensions into three main categories for practical purposes: self-compassion, common humanity, and mindfulness. Furthermore, individuals who exhibit self-compassion are expected to display less emphasis on three negative dimensions: (1) self-judgement where the individual harshly blames and judges themselves for perceived inadequacies or their struggles in coping with life; (2) isolation where the individual experiences feelings of disconnection rather than connection with others; and (3) over-identification where the individual becomes disproportionately caught up and swept away by negative experiences, emotions, and thoughts (Neff, 2003b).

Self-compassion is the practice of understanding oneself without prejudice (Kirkpatrick, 2005). It involves being sympathetic and supportive towards one's own flaws and failures, rather than being overly critical. In the event of a possible failure, self-compassion encourages individuals to respond with kindness and understanding towards

themselves, rather than harsh self-criticism. It is crucial to approach mistakes with tolerance and understanding and to acknowledge that perfection is unattainable (Neff & Tirch, 2013). Self-compassion, which is the opposite of self-judgement, allows individuals to transform their anger towards themselves due to their mistakes into understanding and compassion. Therefore, it is expected that individuals can evaluate themselves more accurately (Leary et al., 2007).

Self-compassion, the opposite of self-judgement, allows individuals to transform their anger towards themselves due to their mistakes into understanding and compassion. Therefore, it is predicted that individuals can evaluate themselves more accurately (Leary et al., 2007). Rather than focusing on their mistakes, it is considered more appropriate for individuals to focus on their own well-being, happiness, relief from pain, and enlightenment (Kirkpatrick, 2005).

The concept of common humanity, also known as being aware of sharing, refers to individuals' recognition that the happy or sad periods of life are not unique to them and that others also experience similar processes (Akın et al., 2007). This awareness enables individuals to view themselves and their experiences from a broader perspective. In this way, the 'why me' reaction given when faced with a bad situation decreases, and it is realised that negativities are also a part of the common experiences of human beings. The authors Germer and Neff (2013) suggest that recognising that others have similar experiences can reduce feelings of deprivation and deficiency (Germer & Neff, 2013). It emphasises the concept of common humanity, which highlights the interconnectedness of people. Similarly, Kirkpatrick (2005) notes that common humanity is the opposite of isolation and emphasises the connections between people (Kirkpatrick, 2005).

According to Neff's social psychological approach, mindfulness - the third component of self-compassion - involves observing internal and external stimuli without judgement. Baer (2003) explains the concept as the individual's ability to bring their full attention to the experience with their whole self (Baer, 2003). Mindfulness is defined as a state of self-focused attention that includes openness and acceptance. This awareness is open to the reality of the present moment and includes accepting all ideas, feelings and perceptions without judgment, suppression, or avoidance. Therefore, individuals can easily adopt the right behaviour by trying to understand their thoughts and emotions instead of fighting them (Bishop et al., 2004). Within the scope of the social psychological approach, Neff interprets

self-compassion based on several psychological theories and evaluates the concept using relational, humanistic, and emotion regulation theories.

Neff (2003a) stated that the theory most similar to the concept of self-compassion is relational theory. Additionally, Jordan's (2000) studies on people's psychological development indicate that the concept of personal empathy aligns with the content of self-compassion (Jordan, 2000). Personal empathy is defined as the process of openly adopting one's own behaviours without judgement. According to Neff (2003a), Jordan (2000, p. 90) defines empathy as a 'corrective relationship experience' that compassionately accepts aspects that individuals previously rejected and judged. This definition overlaps with the sub-dimensions of self-compassion proposed by Neff.

Humanistic theory views human beings as free agents capable of controlling their own actions. This theory is considered to have a significant relationship with self-compassion. Maslow, an important figure of the theory, emphasised that it is important for individuals to accept their failures and their own problems for their development (Malchiodi, 2003). Self-compassion is shown to overlap with Rogers' concept of unconditional acceptance. This concept aids in the gradual acceptance and internalisation of even the aspects of oneself that are disliked, allowing for greater self-understanding. According to humanistic theory, a healthy individual is one who possesses self-awareness and can adapt to society with this awareness (Rogers, 1995). Based on this information, it can be concluded that the process of developing self-compassion and the process described in humanistic theory share similarities.

At the same time, it is seen that self-compassion is also related to emotional regulation. These studies involve methods that make it easier for individuals to adapt to social life by gaining the ability to control and manage their emotions (Inwood & Ferrari, 2018). Emotional regulation allows individuals to change their emotions according to the meaning and structure of the situation during stressful events. Recent studies indicate that self-compassion is an important strategy for coping and emotional regulation (Diedrich et al., 2016). Self-compassion allows individuals to gain clarity on their experiences, transform negative emotions into positive ones, and regulate them in a way that is appropriate for themselves and their environment (Inwood & Ferrari, 2018).

3.3 Mindfulness and Self-Compassion

3.3.1 Application of Mindfulness and Self-Compassion at Work

3.3.1.1 Mindfulness at Workplace

The effects of mindfulness practices, particularly in the workplace, have been studied extensively. This review focuses on the literature related to mindfulness research in the workplace.

Stress has a negative impact on both individuals and businesses. Individuals experiencing stress often find work less enjoyable, and their productivity may suffer. Mindfulness training is an effective way to reduce stress in the workplace. Although time constraints can make it challenging to implement traditional mindfulness programs in the workplace, shorter sessions can be just as effective. Mindfulness training can assist employees in developing stress management skills, improving their overall wellbeing, and increasing productivity (Demir, 2022).

Organisations require competent leaders to maintain success. According to Hogan, Hogan, and Kaiser (2010), high-potential employees should be aware of their strengths and areas for development. Mindfulness is crucial for self-awareness, and mindfulness training can effectively enhance employees' self-awareness. This, in turn, fosters high-potential leaders within the organisation, leading to sustained success (Lee, 2012).

Mindfulness training provides individuals with the necessary tools to identify their strengths and areas for improvement. By cultivating present-moment awareness and non-judgmental observation of thoughts and emotions, mindfulness practices enhance self-reflection and personal insight. Mindful employees are better equipped to manage their emotions, make informed decisions, and navigate challenges effectively. This can lead to a more effective connection with their teams and a more engaged and committed workforce. Incorporating mindfulness training into organizational development programs can cultivate a pool of high-potential employees with the self-awareness, emotional intelligence, and resilience required for sustained organizational success.

Employee engagement is essential for the success of an organization. According to Saks (2006), employee engagement has a positive impact on job satisfaction and a negative impact on turnover rates. Mindfulness training can enhance an individual's sense of presence and focus, allowing them to fully engage in their work without distractions. This heightened attention can lead to increased productivity, creativity, and problem-solving skills.

Leroy et al. (2013) found that mindfulness practices can enhance employee engagement. It also promotes a more positive and collaborative work environment. Additionally, mindfulness fosters a positive and collaborative work environment by cultivating empathy and understanding. This promotes open communication and teamwork, strengthening the bonds between colleagues. When employees feel engaged and valued, their overall well-being and job satisfaction can improve, resulting in reduced absenteeism and turnover rates and significant cost savings for organizations.

3.3.1.2 Self-Compassion at Workplace

Compassion has been researched in the fields of religion, medicine, and sociology for many years. However, it has only recently been included in organizational behaviour studies. Lilius et al. (2011) note that the positive effect of compassion on working life has been underestimated (Lilius et al., 2011). Frost et al. (2004) and Lilius et al. (2008) have included compassion in organizational studies with many dimensions. These studies evaluate compassion in the workplace in two ways: individual and organisational. Individual compassion involves recognising the troubles of colleagues and comforting them when they encounter a stressful situation. Organisational compassion, on the other hand, involves collectively noticing, feeling and reacting to pain experienced by one of the members (Frost et al., 2004; Lilius et al., 2008).

Compassion in organisations can reduce feelings of loneliness by making employees feel known and visible (Frost et al., 2004). Research has shown that workplaces lacking compassion towards employee suffering can lead to dissatisfaction and increased stress (Lilius et al., 2003). In organisations lacking compassion, employees often exhibit irritable and aggressive behaviour towards each other. This negative atmosphere can lead to decreased motivation, inefficiency, and a tendency to change jobs more quickly (Simpson, 2012).

Compassion in organisations can reduce employee burnout by lowering pressure to succeed and anxiety (Frost et al., 2004). Additionally, a compassionate climate within the organisation can increase employees' sense of value and gratitude (Lilius et al., 2008). Self-compassion involves showing oneself compassion without relying on others. It teaches the individual to cope with negative emotions by moving away from self-judgement (Neff, 2003a). It suggests that increasing employees' self-compassion levels can provide benefits to the organizational field.

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In a study conducted by Neff and Knox (2017), attention was drawn to the improving effect of self-compassion on performance, and it was mentioned that self-compassion is a beneficial force in overcoming negative emotions, mental barriers, preventative thoughts and fear of failure (Neff & Knox, 2017). Other studies have found that an increased level of self-compassion is positively related to performance (Barnard & Curry, 2011), and success in achieving goals (Akın, 2008).

3.3.2 Job Performance

Individual work performance is a critical aspect for companies worldwide, prompting extensive research in various fields. Management scholars primarily focus on enhancing employee productivity, while occupational health specialists concentrate on preventing work-related health issues that hinder productivity. In contrast, work and organisational psychologists examine the impact of factors such as work engagement, satisfaction, and personality on individual work performance (Lerner & Henke, 2008).

Campbell and Wiernik proposed a widely accepted definition of work performance that emphasises behaviours aligned with organisational goals (Campbell & Wiernik, 2015). Viswesvaran and Ones expanded this definition to include both behaviours and outcomes, recognising the difficulty in separating the two (Viswesvaran & Ones, 2000). This highlights the link between employee actions and organisational objectives. Distinguishing work performance from work productivity is important, as these two concepts are often used synonymously in the literature. Work productivity is specifically defined as the division of inputs by outputs, which makes it a narrower concept than work performance (Koopmans, 2014).

There are many organisational resources that are under management in all organisations, and it is possible to measure those organisational resources which are actively in use (Tutar & Altınöz, 2010). In this context, it is stated that there are some criteria that are used to measure the concept of performance, which shows the extent to which objectives and standards are met in organisations. The criteria utilised include quality, profitability, costs, innovation, and levels of customer and employee satisfaction. Moreover, the assessment of personal performance is also critical. These criteria include honesty, level of education, problem-solving skills, potential of employees, quality, harmony, and determination to work (Akçakaya, 2012).

Managers within an organisation assess the performance of employees according to the requirements of the job, the employee's potential for development or promotion. Several criteria apply to effective performance management discussions with employees. These include involving employees in the evaluation process, giving continuous and instant feedback to employees, and being honest and realistic (Mone et al., 2011).

3.3.2.1 Mindfulness and Job Performance

Employee performance is crucial to the success of organisations. The physical and psychological wellbeing of employees depends on their ability to balance work and life. The stress levels of employees who are unable to maintain a balance between their two lives will increase and this situation will have a negative impact on their performance (Sayildi & Büyükyilmaz, 2020). Considering the goals that organisations seek to achieve, negative attitudes towards the organisation and low employee performance will be seen as an obstacle on the path to success. Strengthening trust in the capabilities of employees can aid in retaining high performing employees within the organisation (De Ruyter et al., 2001).

Dane and Brummel (2014) discovered that workplace mindfulness is linked to improved job performance and reduced turnover intention, even when considering the impact of other factors such as work engagement. However, the connection between mindfulness and turnover intention becomes insignificant when work engagement is considered (Dane & Brummel, 2014). Employees with high levels of mindfulness tend to be more productive in their work. This is because they are better able to focus their attention and take longer to concentrate on a task than those with lower levels of mindfulness. Additionally, individuals with high levels of mindfulness are more likely to be able to focus their attention and pay attention to details, which can be useful for quickly identifying potential problems and solving them at the same time (Good et al., 2016).

Improved attentional control and stability can lead to fewer distracting thoughts in the human mind, which can cause distracted behaviour and result in poor work performance. Therefore, employees who have better attentional control and stability can use their minds more effectively during tasks and show higher work performance (Reb et al., 2015). Research has shown that individuals with high levels of mindfulness tend to make more effective decisions. This is due to their ability to analyse their situation thoroughly, consider multiple perspectives, and employ strong problem-solving skills (Glomb et al., 2011).

Furthermore, mindfulness can enhance employees' work performance by improving their ability to implement plans effectively and achieve desired goals efficiently (Reb et al., 2015).

Aikens et al. (2014) stated that stress reduction and mindfulness training also increase employee well-being, improve human performance and reduce health care costs. These benefits can provide an important competitive advantage for employers. A 20% increase in employee productivity is possible after mindfulness training (Aikens et al., 2014). While there is a correlation between job satisfaction and job performance, it doesn't necessarily mean that job satisfaction causes job performance. Judge et al. (2001) propose six potential explanations for this association, which are summarized in Figure 7.3 (Judge et al., 2001). These explanations suggest that the relationship between job satisfaction and job performance can be bidirectional or mediated by other factors (Arnold, 2005).
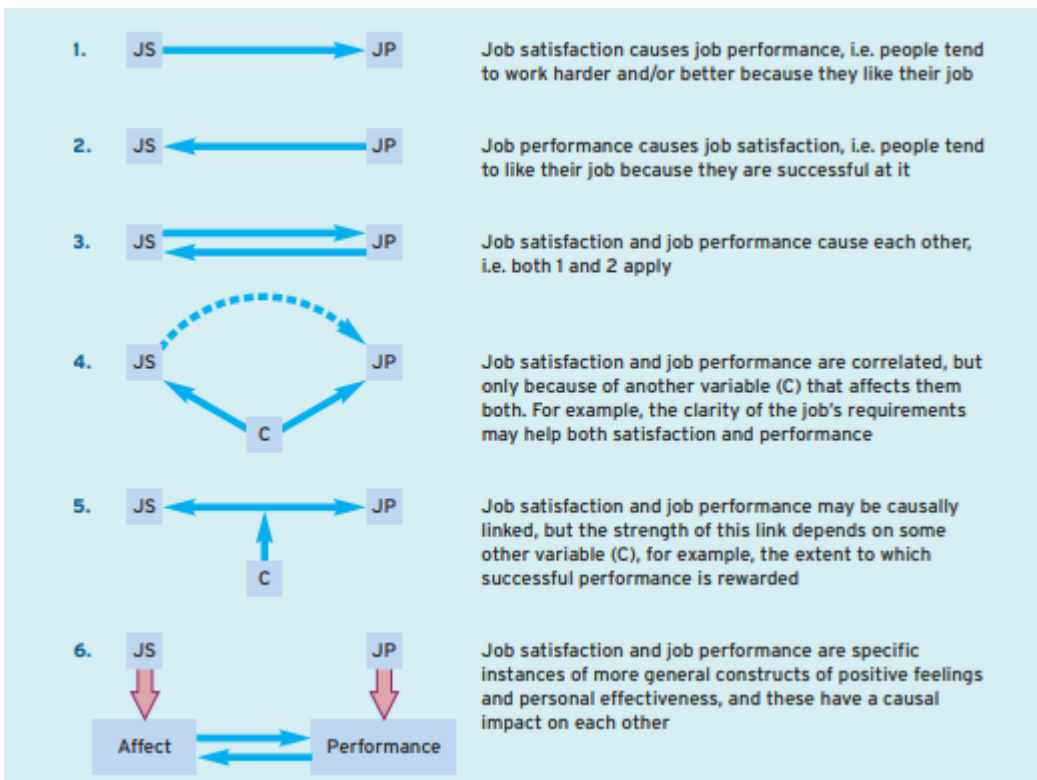

Figure 3 Six possible relationships between job satisfaction and job performance (Arnold, 2005)

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3.3.2.2 Self-Compassion and Job Performance

Reizer found that self-compassion is negatively associated with turnover intention and positively associated with job performance (Reizer, 2019). Polatci and Baygin (2022) conducted a study on healthcare professionals working in public hospitals and found that self-compassion had a positive impact on their performance (Polatci & Baygin, 2022). A study conducted on nurses found a positive relationship between job performance and resilience and self-compassion (Çiçek & Öztürk, 2023).

Jennings et al. (2023) found that having a self-compassionate attitude to work is good for employees. It enables them to better regulate themselves at work, as they have more energy and a more positive attitude towards their work. This leads them to be more engaged, stronger in facing challenges, perform better on their work goals and feel good about life every day. Another study supports the idea that it is more important for employees to feel self-compassionate at work than to receive kindness from their colleagues (Jennings et al., 2023).

3.3.2.3 Turnover Intention

Employee turnover is the termination of an employment relationship between an employee and an employer. It occurs when an employee leaves the company, either voluntarily or involuntarily. Voluntary turnover is when an employee leaves the organization on their own terms, such as to take another job or retire. Involuntary turnover is when an employee is terminated by the employer, such as due to poor performance or redundancy (Lazzari et al., 2022).

An employee's expressed desire to leave the organization within a specified timeframe is referred to as turnover intention (Hom et al., 2017). Understanding the process that leads employees to leave their jobs voluntarily is crucial for developing policies that increase organisational effectiveness and promote employee loyalty (Çekmecelioğlu, 2006). Retaining skilled employees is crucial for organizations to achieve stability and growth. Governments should also monitor organisations' ability to retain their talent, as changes in employee turnover can signal problems in an economic sector (Lazzari et al., 2022). Some studies have found that job satisfaction is a variable that influences job attitudes, including turnover and absenteeism. When job satisfaction is high, there is typically a lower intention to leave the job (Rusbult et al., 1988).

The relationship between self-compassion and turnover intention is usually associated with burnout and stress variables. Sugawara et al. investigated the impact of self-compassion on turnover intention among early career nurses in Japan. The study found that increased self-compassion can reduce stress and turnover intention among early career nurses, mediated by nursing job stress, burnout, and work engagement (Sugawara et al., 2023).

3.3.2.4 Mindfulness and Turnover Intention

Employee mindfulness levels can impact turnover intention, which is one of the organisational outcomes affected (Dane & Brummel, 2014). Workplace mindfulness may be a critical factor in predicting outcomes such as job satisfaction and intentions to leave, as it is specific to one's working environment. Mindful people focus on the present experience without considering the past or future, making them more successful at completing work tasks (Andrews et al., 2014).

Researchers have found that people who practise mindfulness have a higher level of satisfaction with their work. This is due to mindfulness helping individuals to regulate themselves (Shapiro et al., 2006) and adapt effectively to stressful situations in the workplace. People who are mindful see the challenges of work as less stressful, which leads to positive responses and greater job satisfaction. In addition, individuals who are mindful are less likely to have the intention to leave their job because they can effectively manage and cope with stressful demands at work (Dane & Brummel, 2014).

Keeping skilled employees is a major challenge for many organisations, and losing skilled employees through turnover not only results in a loss of human capital, but also disrupts ongoing operations and requires additional training within the organisations (Reb et al., 2017). Unfortunately, in global working environments, people are exposed to high levels of stress and negative emotional arousal for many reasons, including time pressure, unpredictability, and competition. As time passes, it can become increasingly challenging to cope with these pressures, and some individuals may even consider quitting their jobs. Studies have shown a negative correlation between the psychological and physiological demands of a job and an employee's intention to leave their organisation (Meyer et al., 2002). However, turnover intention can be influenced by various factors, including job characteristics and personal factors. Therefore, even in the same work environment, individuals may have different turnover intentions (Cardador et al., 2011). Research has shown that an individual's level of mindfulness can reduce their intention to leave their job

(Reb et al., 2017). Mindfulness can facilitate coping with challenging and stressful situations (Weinstein et al., 2009). This situation prevents employees from experiencing emotional exhaustion, which may lead them to quit their jobs (Hülsheger et al., 2013). Employees with high mindfulness exhibit greater control over their emotions and behaviour, resulting in a reduced likelihood of experiencing emotional exhaustion. Consequently, these employees are less likely to have a turnover intention (Dane & Brummel, 2014).

Research has revealed that the level of mindfulness among employees in various sectors has a negative impact on their turnover (Andrews et al., 2014). The studies demonstrate that mindfulness has a positive impact on reducing turnover intention. Mindfulness enhances employees' abilities to cope with stress and tension, control their emotions and behaviours, and prevent emotional exhaustion. These abilities decrease employees' turnover intentions and increase their commitment to the organisation.

3.3.3 Job Satisfaction

Job satisfaction has been one of the most frequently studied variables in management research because of its important role in employee productivity and performance. The interest in employees' work attitudes started with the research carried out since the early 1920s. Locke (1976) defines job satisfaction as a positive emotional state resulting from the evaluation of one's job or work experiences (Alegre et al., 2016). Spagnoli et al. (2012) state that job satisfaction is dependent on the level of satisfaction an employee feels towards their job, their perception of the job, and the level of harmony between the individual and the organization (Spagnoli et al., 2012). Job satisfaction is associated with the feelings of satisfaction or dissatisfaction experienced while fulfilling the job. It is expressed by the employee's satisfaction or dissatisfaction with their job. Dissatisfaction indicates that the employee is not content with their job (Saleem, 2015). Job satisfaction can be divided into two categories: intrinsic and extrinsic. Intrinsic job satisfaction is the feeling of achievement and self-fulfilment that the employee experiences after actually doing the job. Extrinsic job satisfaction, on the other hand, refers to the rewards given to an employee by the organisation, such as compensation or job security (Rahmawati, 2013). As a result, job satisfaction is a state of feeling that includes a person's overall evaluation of the work environment (Alegre et al., 2016).

Job satisfaction is a subjective evaluation of a worker's feelings about their job and various aspects of their duties and responsibilities and is unique to each individual

(Rahmawati, 2013). However, there are many factors affecting job satisfaction. Tang et al. (2014) classified factors into three main categories: employee-organisation relationship, employee-supervisor relationship, and employee-work colleague relationship (Tang et al., 2014). Additionally, factors such as salary, benefits, promotion opportunities, job nature, and supervision can also affect job satisfaction. Company and management can also be among other factors (Rahmawati, 2013).

Resilience is one of the factors that affects job satisfaction (Rahmawati, 2013). In order to sustain their performance in the long term, employees are expected to have certain work attitudes. Resilient employees can successfully manage stress and challenging working conditions, enabling them to maintain their performance in the face of high expectations. Overcoming all kinds of stress and negative situations is key to maintaining performance. Resilience has an impact on both job performance and employee job satisfaction. The level of job satisfaction also affects the functioning of the organisation. Therefore, job satisfaction is crucial for the success of the business. Behaviours such as quitting, being indifferent to work, coming late, absenteeism, voicing problems and loyalty are influenced by the level of job satisfaction of employees (Akçay, 2012).

3.3.3.1 Mindfulness and Job Satisfaction

Andrews and colleagues examine the impact of mindfulness on job satisfaction. Mindfulness is defined by the researchers as being present in the current moment, paying attention to the present experience without judgement or interpretation. The study found that employees with high levels of mindfulness reported higher job satisfaction than those with low levels. This relationship can be explained by the fact that mindfulness reduces stress perceptions and increases positive emotions (Andrews et al., 2014). One of the important factors that cause the relationship between employees' mindfulness levels and job satisfaction is the stress perception of employees. Employees with high levels of mindfulness perceive the situations they are in as less stressful and act in a less stressful way than people with lower levels of mindfulness (Weinstein et al., 2009).

Hülsheger et al. analysed the benefits of mindfulness in the workplace. The study reveals that employees with high levels of mindfulness experience lower emotional burnout and higher job satisfaction compared to those with low levels of mindfulness. This relationship may be explained by the fact that mindfulness enhances emotion regulation skills and increases positive emotions (Hülsheger et al., 2013). Reb and colleagues have

shown that mindfulness has a positive impact on job satisfaction, performance, and creativity. These effects can be attributed to the fact that mindfulness reduces stress, increases positive emotions, and enhances cognitive flexibility (Reb et al., 2015).

Mindfulness, the practice of being fully present and non-judgmental, can positively impact job satisfaction. According to the Affective Events Theory (AET), work events trigger employees' emotional reactions, which in turn influence their overall job satisfaction. Studies have shown that mindfulness enhances adaptive stress appraisal, meaning that mindful individuals are better equipped to handle challenging situations without getting overwhelmed (Weinstein et al., 2009). This ability to remain calm and objective reduces the negative impact of stressful events, leading to more positive and less negative emotional reactions. As a result, employees with higher mindfulness levels tend to experience greater job satisfaction (Hülsheger et al., 2013).

A qualitative study that revealed the potential of mindfulness training to enhance job satisfaction and reduce perceived stress levels. Notably, these interventions demonstrated efficacy even for individuals experiencing significant psychological distress (Lis & Majewska, 2018). A study of workers with prior mental health diagnoses found that mindfulness training effectively reduced their occupational-related depression, stress, and anxiety symptoms. Remarkably, most participants no longer met the clinical criteria for these conditions after completing the training program (Gold et al., 2010). In addition, Aydoğmuş's research found a positive correlation between mindfulness and job satisfaction and job performance, and a negative correlation between mindfulness and turnover intention (Aydoğmuş, 2023).

3.3.3.2 Self-Compassion and Job Satisfaction

A study carried out on office professionals revealed that individuals with increased levels of self-compassion reported reduced rates of depression, anxiety, and burnout. Consequently, they expressed greater satisfaction with life and a stronger inclination towards positive outcomes. Furthermore, such individuals tended to evaluate events with a more balanced and optimistic perspective. Significantly, their level of job satisfaction was observed to be higher than that of their colleagues (Abaci & Arda, 2013). Employees who are compassionate to themselves have high levels of positive emotions, and these positive emotions affect both themselves and their colleagues (Uzunbacak & Karagöz, 2022).

The increased acknowledgement of the negative impact of mental health problems in the workplace has led to a growing curiosity about psychotherapeutic approaches aimed at improving mental well-being and health in the workplace (Sustainable Development Goals; United Nations., 2015). Kotera's literature review indicates that in a work context, self-compassion is linked to improved healthy self-care behaviours, optimism and organisational integrity, perceived organisational caring and threat, compassion for others, job satisfaction and burnout, and barriers to compassion (Kotera & Van Gordon, 2021).

3.3.4 Psychological Resilience

In positive psychology, psychological resilience is defined as the ability to positively struggle, resist and adapt to difficulties and challenging life experiences. According to this definition, psychological resilience can be applied to the workplace environment by resisting and recovering from the stress caused by challenging, uncertain, complex, or even positive changes and the increased responsibilities in the workplace (Anab et al., 2014). Individuals may face difficult situations and their reactions to these events may vary. Some individuals, particularly those experiencing stressful and challenging situations, may attempt to find solutions by reacting strongly to the situation, while others may simply give up and escape. From a psychological perspective, this state, which people may experience at low or high levels, is explained by the concept of psychological resilience (Çiçek & Öztürk, 2023). Individuals may respond differently to positive or negative events they encounter throughout their lives. When faced with difficulties, some choose to avoid them while others try to find solutions without giving up. This situation, experienced by individuals, is identified by the term psychological resilience (Erhan et al., 2021).

Psychological resilience, also known as the ability, to overcome stress resulting from work-related events such as turnover, dismissal or promotion, is considered a positive and developable situational variable personality trait (Luthans, 2002). It is also stated that psychologically resilient individuals can prevail in their struggle with stress (Matos et al., 2010). Based on this information, psychological resilience - the ability to recover in the face of stress caused by positive or negative events - is widely accepted as the most important component of psychological capital (Masten & Reed, 2002).

The concept of psychological resilience involves the individual's capacity to adapt to life changes despite negative experiences. It incorporates risk factors resulting from stressful situations and protective factors that can mitigate the harmful effects of risk (Çiçek &

Öztürk, 2023). The decline in performance due to stress, particularly on an individual level, emphasises the significance of stress resilience and resistance, especially in current circumstances (Avey et al., 2009). Instead of focusing on the failures of individuals who have been unable to overcome negative factors resulting from adverse life experiences, research on psychological resilience has shifted towards examining those who are able to succeed despite facing the same negative factors (Benard, 1991).

Psychological resilience is often associated with negative events in the literature, but it is considered a positive phenomenon in terms of the outcomes it produces (Anab et al., 2014). Individuals who are adept at managing challenging circumstances frequently display heightened levels of optimism, a positive mindset, and greater self-confidence. Conversely, individuals with diminished psychological resilience are frequently identified as being more pessimistic, projecting a gloomier outlook for their future (Çiçek & Öztürk, 2023).

3.3.4.1 Self-Compassion and Psychological Resilience

It can be argued that self-compassion and psychological resilience have implications for organisations. The competitive environment and pressure to succeed felt by individuals have increased the responsibilities of employees within the organisation. Managers therefore have an important role to play in ensuring that employees are effective without loss of control and that they have an understanding of the needs of their employees (Özpeynirci & Kırmızı, 2020).

In order to be successful in the business world, organisations need to identify and meet the needs and requirements of their employees and play a leading role. This is because organisations play a crucial role in ensuring employee satisfaction and motivation. When employees' morale is consistently high, their motivation, satisfaction and commitment to the organisation increases. In this context, employees aim to achieve the company's goals in the best possible way by improving their performance (Uygur, 2007). Additionally, interventions which specifically target self-compassion have resulted in useful workplace outcomes such as reduced stress (Mahon et al., 2017) and improved resilience (Delaney, 2018).

Individuals who possess a strong capacity for self-compassion are able to demonstrate a positive attitude and compassion not only towards others, but also towards themselves. In contrast, those with low levels of self-compassion are less understanding towards themselves and may exhibit cruel behaviours. Consequently, individuals with low self-compassion are

more susceptible to the negative impacts of stress in both their personal and professional lives, leading to lower levels of psychological resilience (Yelpaze, 2020).

4 Practical Part

4.1 Research Plan

Quantitative research methodology principles were chosen for this study because they allow for generalisations, predictions, and cause-and-effect relationships between variables (Hesse-Biber, 2010). The study employed a survey research design, which is a well-structured and controlled method of collecting data from a large number of people. It involves distributing questionnaires, conducting interviews, or analysing existing data sources to gather information about a specific topic. Survey research design is a flexible and efficient approach to collecting data on a wide range of topics. It is particularly useful for studies that involve large sample sizes and require quantitative data analysis.

In this study, a survey research design was used to investigate the interaction between mindfulness, self-compassion, resilience, job satisfaction, job performance and turnover intention. It captured their experiences with each of these factors by distributing questionnaires to a large sample of employees. By analysing the data, it was sought to determine how resilience and turnover intention moderated the relationships between mindfulness and job satisfaction, self-compassion, and performance.

This study was designed to examine how these factors influence employee well-being and performance. By understanding these relationships, we can develop more effective interventions to promote employee well-being and enhance organizational success.

4.2 Research Methods

4.2.1 Participants and Settings

The target population of the study was clearly defined as people employed in private institutions. To represent this target population accurately, data were gathered from a sample of 101 individuals actively working in such institutions. The convenience method was used for the selection of respondents. A detailed explanation about data collection is given in the next section. The demographic characteristics of the sample are presented in Graph 1-6.
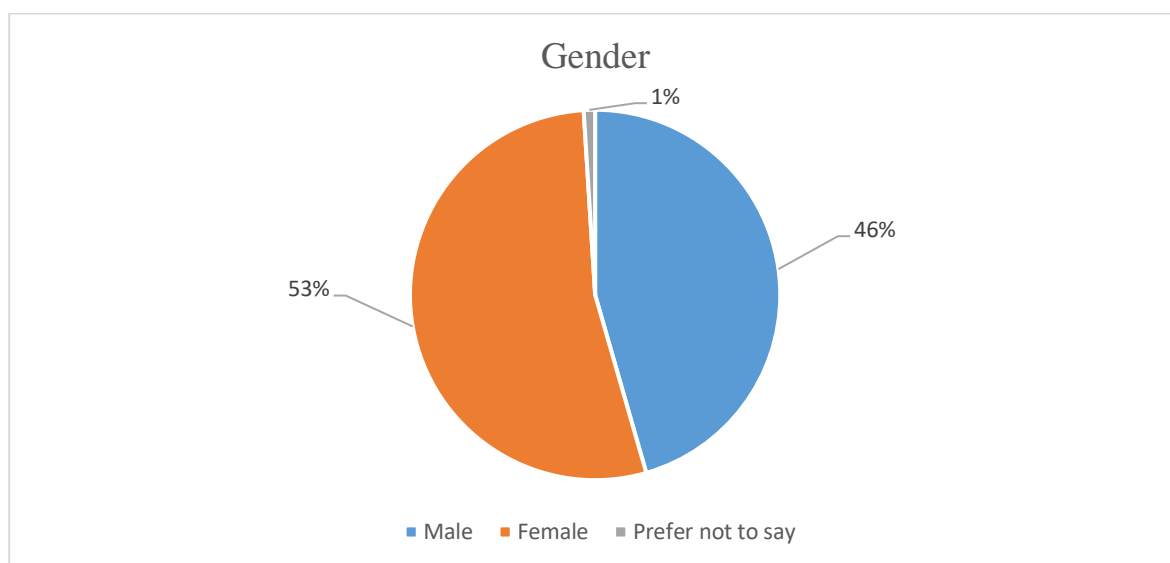
Analysis of the age (Graph 1) of the respondents shows that there is a clear disparity in the age distribution of the 101 responses. A minority of respondents fall into the early 20s and over 40s categories, while a significant majority fall into the late 20s to mid-30s category, representing more than half of the total. The peak of this distribution is 30. This

pattern suggests that people in their late 20s to mid-30s may have a higher degree of career focus or commitment to career progression than those in the other age groups.
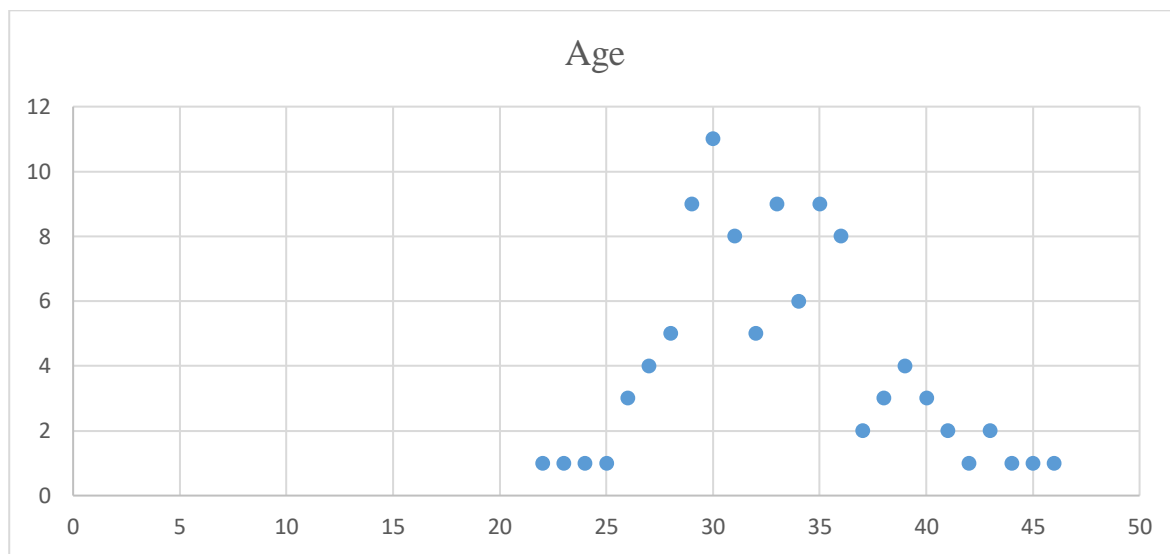
Graph 1 How old are you?

The survey in the Prague's corporate field found a nearly equal gender balance among the 101 respondents (Graph 2). With 53% female, 46% female, and 1% preferring not to specify, this suggests a relatively fair work environment in terms of gender opportunities.

Graph 2 What is your gender?

The analysis of the third question, concerning the educational level (Graph 3) of the 101 respondents, shows a clear trend. Bachelor's and master's degrees are the most common levels of education among respondents, with 54% holding a bachelor's degree and 39% a master's degree. This suggests that many respondents prioritise achieving these educational levels, probably driven by the skills that companies are looking for.
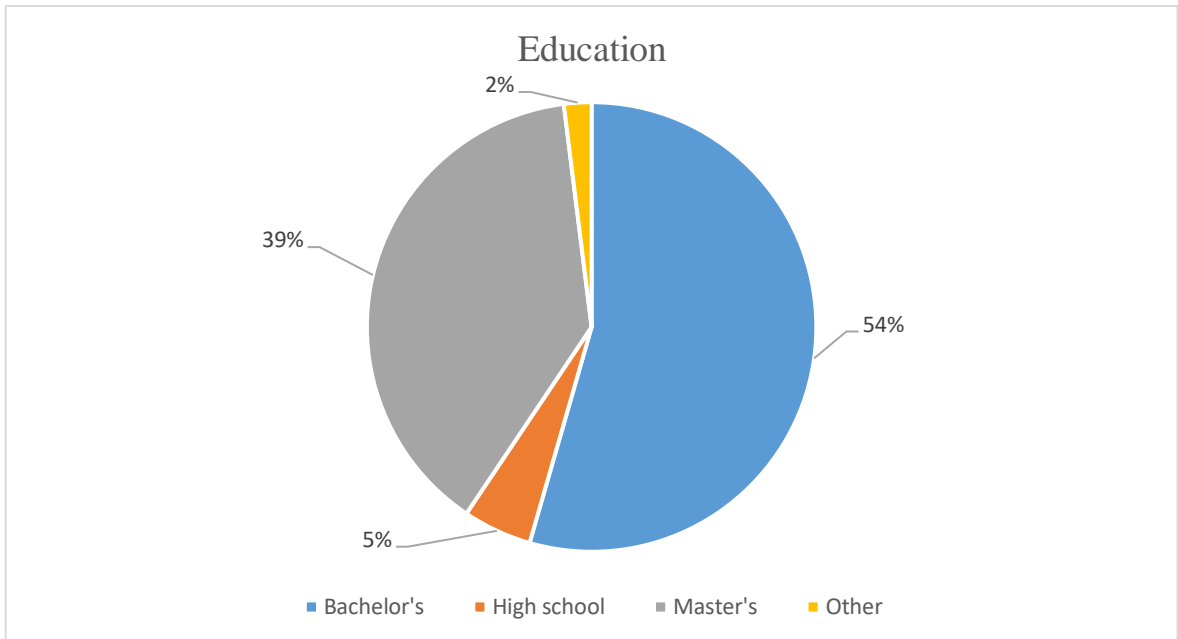
Graph 3 What is your latest education degree?

The analysis of another question focused on the respondents' years of experience in the sector (Graph 4). Among the respondents, 39% have less than 5 years of experience, 34% have 6 to 10 years of experience, 18% have 11 to 15 years of experience and the remaining 9% have more than 16 years of experience. This distribution shows a wide range of experience levels within the respondent sample and provides an insight into the different levels of expertise within the sector.
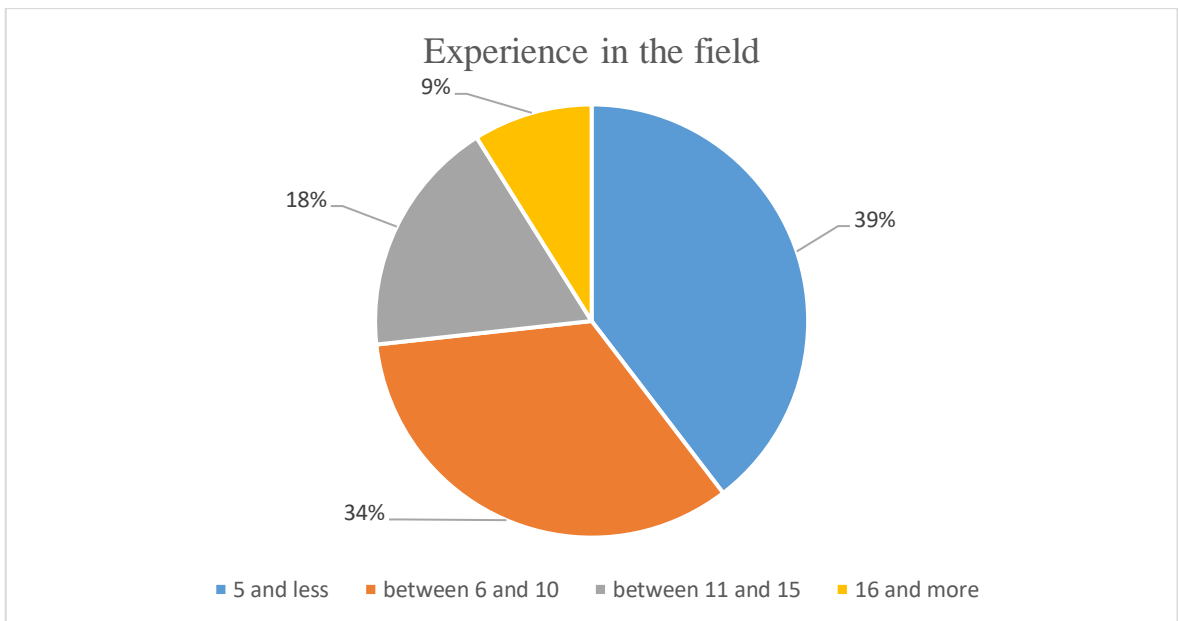
Graph 4 How many years of experience do you have in the field?

According to the graph in the fifth table, the departments (Graph 5) in which the participants mainly work are 'IT', 'Marketing and Sales', 'Customer Service' and 'Accounting and Finance'. These departments appear to be the most dominant areas of employment based on the distribution of respondents across different organisational functions.
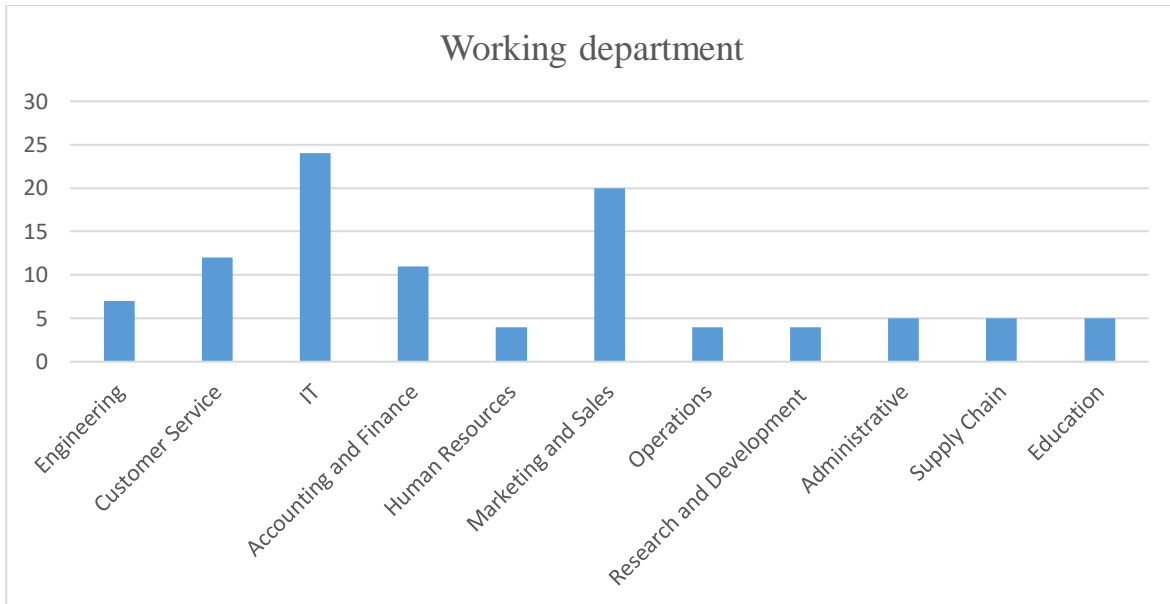
Graph 5 Which department do you work for?

The sixth question shows the percentage of respondents' monthly income (Graph 6). Out of 101 respondents, 5% had a monthly income of less than CZK 25,000, 31% had a monthly income between CZK 25,001-50,000 and 64% had a monthly income of more than CZK 50,001. This observation shows that the majority have above average monthly income. The average gross wage per employee in Prague was CZK 50,052 in 2023 (Czech Statistical Office, 2024).

Monthly salary

31%

64%

5%

- 50001 - ...   - ... - 25000   - 25001 - 50000
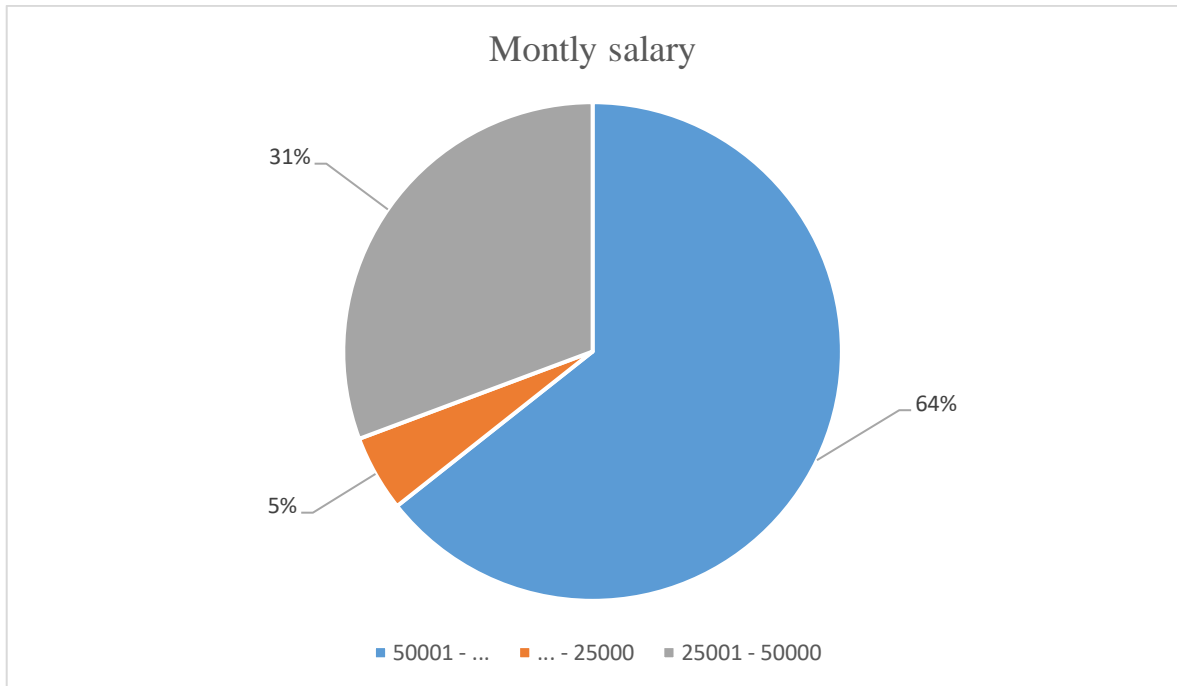
Graph 6 What is your salary range? (CZK gross)

4.2.2 Data Sampling

In the data collection phase for the thesis, the focus was on forming a participant group of professionals living in Prague and working in corporate private firms. To achieve this goal, the following methods were used:

Social Media Groups: The survey was shared in various social media groups for professionals in Prague. These groups provided an ideal platform for me to reach my target audience and get a wide range of participants.

Contacts of People I Know: Using my personal network, I reached out to my acquaintances who live in Prague and work in corporate firms and asked them to share my survey in their circles. Although this method allowed me to reach a narrower audience, it resulted in a higher participation rate.

Monitoring the Data Collection Process: The sharing of the questionnaire and the participation rate were regularly monitored. When necessary, the data collection process was optimised by re-sharing the questionnaire or sharing it with different groups.

Through convenience sampling method, a participant group of professionals living in Prague and working in corporate private firms was created. Convenience sampling is a type of non-probability sampling technique in which subjects are chosen for a study based on their availability and accessibility to the researcher (Vehovar et al., 2016). The collected data will be used to form the main analysis of my thesis and will be evaluated to answer the

research questions. The methods used are suitable for collecting data for this research, but due to the fact that it was conducted in a limited area, it is not representative of a general population. The number of participants is lower than expected, to test the research hypotheses and to answer the research questions.

4.2.3   Questionnaire Survey

Thesis includes several questionnaires for evaluate the psychological aspect and organizational behaviours. There is a question about turnover intention. The other questionnaires are Self-Compassion Scale – Short Form (Neff, 2003b), The Mindful Attention Awareness Scale (MAAS) (Brown & Ryan, 2003; Carlson & Brown, 2005), Minnesota Satisfaction Questionnaire--Short Form (Weiss et al., 1967), Brief Resilience Scale (Smith et al., 2008), Individual Work Performance Questionnaire (Koopmans et al., 2014).

The questions in the first part aimed at collecting demographic information and information such as the position held, experience, etc. They aimed at obtaining the necessary information about the respondent, including whether he/she fulfils the research conditions. The questions focussed on the respondent's gender, age, education, and job. The questionnaire consisted of 55 questions in total. The survey was created and distributed through Google Forms, a tool for creating web forms. Respondents were made clearly aware of the main purpose of the research, how to complete the questionnaire and their confidentiality. Surveys will be described in detail below section.

Self-Compassion Scale – Short Form

The Self-Compassion Scale - Short Form (SCS-SF) is a 12-item self-report measure for the assessment of self-compassion in adults. It measures an individual's ability to show kindness and understanding to themselves when facing difficulties. The SCS-SF has a high degree of correlation with the longer 26-item form, which makes it a short and reliable option for research purposes. Negative items are reverse scored. Subscale and total scores are then averaged, and the scores are used for comparison.

The Mindful Attention Awareness Scale (MAAS)

The Mindful Awareness Scale (MAAS) is a 15-item self-report questionnaire that has been developed to assess dispositional awareness. It measures the frequency of mindful states experienced by the individual over time and focuses on a non-judgemental awareness of experiences in the present moment. The 15 statements are rated on a Likert scale of 1 to

6 (strongly disagree - strongly agree). The total score is an indication of the level of dispositional awareness (higher scores indicate greater awareness). Research indicates that MAAS has been linked to various positive psychological outcomes including well-being and emotional regulation.

Minnesota Satisfaction Questionnaire-Short Form

The Minnesota Satisfaction Questionnaire-Short Form (MSQ-Short) is a 20-item self-assessment scale that is used to assess the overall level of job satisfaction among adults. It allows researchers to understand how an individual feels about different aspects of their job and how they feel about their overall job. The 20 statements are scored on a 5-point Likert scale (strongly disagree - strongly agree). For each dimension, subscales are calculated, and the total score is an indication of overall satisfaction (higher scores indicate greater satisfaction). The MSQ-Short measures two main dimensions of satisfaction; intrinsic (enjoying the work itself) and extrinsic (external reward and work environment). Research has shown the MSQ-Short to be useful in understanding the attitudes of employees, in predicting job performance and in informing interventions in the workplace.

Brief Resilience Scale

The Brief Resilience Scale (BRS) is a six-item self-report measure of an individual's ability to recover from stressful experiences. It focuses on the ability to adapt and recover when faced with stress. The 6 statements are scored on a 5-point Likert scale (strongly disagree - strongly agree). Reverse scoring was used for some items. After the reverse scoring of the negative items, the responses are summed up and then divided by 6 to arrive at the total score. Higher scores indicate greater resilience, and the scores range from 6 to 30. The scores are often interpreted in a comparative way in research studies. Although not a diagnostic tool, it can be useful in research to help understand individual differences in resilience and how it affects different aspects of wellbeing.

The Individual Work Performance Questionnaire

The Individual Work Performance Questionnaire (IWPQ) is a brief 18-item self-report measure of three key areas of work performance:

Task performance: This focuses on the quality, accuracy, and efficiency of the completion of assigned tasks.

Contextual Performance: Measures behaviours that contribute to a positive working environment and that go beyond the specific tasks of the job.

Counterproductive Work Behaviour: Assesses the frequency of negative behaviours that can interfere with the performance of the individual and the team.

18 statements on a 5-point Likert scale (ranging from 'never' to 'always' or 'rarely' to 'always'). Separate subscales are calculated for each dimension, with higher scores indicating better performance in terms of task and context performance and lower scores indicating worse performance in terms of counterproductive work behaviours.

4.3 Data Analysis

4.3.1 Descriptive Statistics

Item	N	Mean	Std. Deviation	Skewness	Kurtosis
There is a high probability that I will leave my current job in the next 6 months.	101	2,16	1,44	0,884	-0,658

Table 1 Turnover intenion

Table 1 provides an insight into respondents' perceptions of the likelihood of leaving their current job in the next 6 months. While the average tends towards disagreement, the variability in responses and the slope towards the lower end of the scale indicate a nuanced perspective among respondents, with some disagreeing more and others less.

Item	N	Mean	Std. Deviation	Skewness	Kurtosis
When I fail at something important to me, I become consumed by feelings of inadequacy.	101	2,74	1,30	0,243	-1,024
I try to be understanding and patient towards those aspects of my personality I don't like.	101	3,79	0,73	0,020	-0,494
When something painful happens, I try to take a balanced view of the situation.	101	3,81	0,95	-0,626	0,239
When I'm feeling down, I tend to feel like most other people are probably happier than I am.	101	3,42	1,42	-0,410	-1,240
I try to see my failings as part of the human condition.	101	3,57	1,03	-0,397	-0,587
When I'm going through a very hard time, I give myself the caring and tenderness I need.	101	3,36	1,25	-0,304	-1,028

Item	N	Mean	Std. Deviation	Skewness	Kurtosis
When something upsets me, I try to keep my emotions in balance.	101	3,53	1,05	-0,746	0,144
When I fail at something that's important to me, I tend to feel alone in my failure.	101	2,52	1,13	0,215	-1,085
When I'm feeling down, I tend to obsess and fixate on everything that's wrong.	101	2,76	1,24	0,273	-1,004
When I feel inadequate in some way, I try to remind myself that feelings of inadequacy are shared by most people.	101	3,06	1,08	-0,024	-0,543
I'm disapproving and judgmental about my own flaws and inadequacies.	101	3,02	1,17	0,037	-0,854
I'm intolerant and impatient towards those aspects of my personality I don't like.	101	3,16	0,95	-0,325	-0,551
Self-compassion	101	3,23	1,11	-0,170	-0,669

Table 2 Self-compassion

Based on Table 2, participants responded, on average, to moderate levels of self-compassion. However, there was variability in individual responses, with some reporting higher levels and others reporting lower levels. The distribution of answers is slightly negatively skewed, suggesting that there may be more participants reporting lower levels of self-compassion than higher levels. Furthermore, the distribution appears to be relatively flat, indicating a wide range of responses rather than a clustering around a particular value.

Item	N	Mean	Std. Deviation	Skewness	Kurtosis
I could be experiencing some emotion and not be conscious of it until sometime later.	101	3,61	1,33	0,331	-0,737
I find it difficult to stay focused on what's happening in the present.	101	3,85	1,47	-0,390	-0,819
I tend to walk quickly to get where I'm going without paying attention to what I experience along the way.	101	3,24	1,47	0,252	-0,827

Item	N	Mean	Std. Deviation	Skewness	Kurtosis
I tend not to notice feelings of physical tension or discomfort until they really grab my attention.	101	3,55	1,56	-0,095	-1,188
It seems I am "running on automatic," without much awareness of what I'm doing.	101	3,61	1,39	0,089	-1,067
I rush through activities without being really attentive to them.	101	3,38	1,37	0,241	-1,076
I get so focused on the goal I want to achieve that I lose touch with what I'm doing right now to get there.	101	3,42	1,32	0,119	-0,670
I do jobs or tasks automatically, without being aware of what I'm doing.	101	3,85	1,36	-0,018	-0,953
I find myself listening to someone with one ear, doing something else at the same time.	101	2,99	1,65	0,342	-1,224
I drive places on 'automatic pilot' and then wonder why I went there.	101	4,01	1,57	-0,237	-1,111
I find myself preoccupied with the future or the past.	101	3,06	1,57	0,356	-0,837
I find myself doing things without paying attention.	101	3,67	1,52	0,047	-1,086
Mindfulness	101	3,52	1,47	0,086	-0,966

Table 3 Mindfulness

The descriptive statistics in Table 3 provide insights into the respondents' perceptions of mindfulness-related behaviours. Items with lower mean scores and positive skewness values show a higher frequency of these behaviours, indicating a lower level of mindfulness. Conversely, items with higher mean scores and negative skewness values show a lower frequency of these behaviours, indicating a higher level of mindfulness.

Item	N	Mean	Std. Deviation	Skewness	Kurtosis
Being able to keep busy all the time.	101	3,57	1,05	-0,121	-1,170
The chance to work alone on the job.	101	3,79	1,10	-0,592	-0,600
The chance to do different things from time to time.	101	4,29	0,83	-1,229	1,255
Being able to do things that do not go against my conscience.	101	3,97	1,04	-0,586	-0,902
The chance to do things for other people.	101	3,95	0,91	-0,226	-1,131
The chance to do something that makes use of my abilities.	101	4,15	1,04	-0,843	-0,649
The freedom to use my own judgement.	101	4,29	0,88	-0,964	-0,071
The chance to try my own methods of doing the job.	101	4,07	1,09	-0,994	0,041
The way my co-workers get along with each other.	101	3,99	1,14	-0,960	0,060
The praise I get for doing a good job.	101	4,13	1,07	-1,052	0,191
The feeling of accomplishment I get from the job.	101	4,07	1,03	-0,920	0,159
Job Satisfaction	101	4,02	1,02	-0,772	-0,256

Table 4 Job satisfaction

Table 4 shows that the average score for 'Job Satisfaction' is 4.02, indicating a relatively high level of satisfaction with the job overall. Items with higher mean scores, such as 'The chance to try my own methods of doing the job' (mean = 4.07) and 'The freedom to use my own judgement' (mean = 4.29), suggest that respondents highly value independence and the opportunity to use their skills and expertise in their work. Items with lower mean scores, such as 'Being able to keep busy all the time' (mean = 3.57) and 'Being able to do things that do not go against my conscience' (mean = 3.97), indicate areas where respondents may feel lower levels of satisfaction or fulfilment in their job roles.

Item	N	Mean	Std. Deviation	Skewness	Kurtosis
I tend to bounce back quickly after hard times.	101	3,44	1,00	-0,485	-0,195
I have a hard time making it through stressful events.	101	3,15	1,10	-0,301	-0,397
It does not take me long to recover from a stressful event.	101	3,40	1,15	-0,425	-0,749
It is hard for me to snap back when something bad happens.	101	2,87	1,11	0,081	-0,926
I usually come through difficult times with little trouble.	101	3,19	1,00	-0,142	-0,556
I tend to take a long time to get over setbacks in my life.	101	2,88	1,01	0,243	-0,559
Psychological Resilience	101	3,15	1,06	-0,172	-0,563

Table 5 Psychological resilience

Mean scores in Table 5 represent the average level of resilience reported by participants for each item. Higher mean scores indicate higher levels of agreement with the resilience statements. The mean score for 'psychological resilience' was 3.15, indicating a moderate level of agreement with the resilience statements among participants.

Items 1, 3 and 5 have higher mean scores than items 2, 4 and 6. This indicates that the participants agreed more with the statements reflecting resilience in general and had higher levels of psychological resilience in these areas. The fact that items 2, 4 and 6 have lower mean scores indicates that participants tend to disagree with the statements against resilience.

Item	N	Mean	Std. Deviation	Skewness	Kurtosis
I managed to plan my work so that I finished it on time.	101	2,99	0,92	-0,605	-0,459
I was able to carry out my work efficiently.	101	3,18	0,90	-0,783	-0,355
On my own initiative, I started new task when my old tasks were completed.	101	2,87	1,08	-0,510	-1,035
I took on challenging tasks when they were available.	101	3,17	0,79	-0,559	-0,440
I focused on the negative aspects of situation at work instead of the positive aspects.	101	1,94	1,09	0,073	-0,691
I talked to colleagues about the negative aspects of my work.	101	2,32	1,05	-0,457	-0,363
Job Performance	101	2,74	0,97	-0,474	-0,557

Table 6 Job performance

Task Performance (Items 1 and 2):

Both items have mean scores above 3. This indicates a moderate to high frequency of effective task performance behaviours among respondents. This suggests that respondents generally report that they are able to plan their work effectively and carry out their tasks efficiently, which are crucial aspects of task performance.

Contextual Performance (Items 3 and 4):

The respondents' mean scores for these items were above 3, indicating a moderate to high frequency of engaging in contextual performance behaviours. Respondents reported being proactive in initiating new tasks and taking on challenging assignments when opportunities arise. These are important aspects of contextual performance that contribute to overall job effectiveness.

Counterproductive Work Behaviour (Items 5 and 6):

Both items have lower mean scores compared to the task and contextual performance items, indicating a lower frequency of engaging in counterproductive work behaviours among respondents. However, it is important to note that respondents still report occasionally focusing on negative aspects of work and discussing these issues with colleagues. This may have harmful effects on workplace morale and productivity.

Overall Job Performance:

The respondents reported a moderate level of overall job performance, with a mean score of 2.74 for 'Job Performance'. This indicates that while effective task and contextual performance behaviours are generally exhibited, there is still room for improvement in minimizing counterproductive work behaviours to enhance overall job performance.

4.3.2 Correlation Analysis

	Turnover intention	Self-compassion	Mindfulness	Job satisfaction	Psychological resilience	Job performance
Turnover intention	1,000					
Self-compassion	-0,181	1,000				
Mindfulness	-0,184	0,339	1,000			
Job satisfaction	-0,324	0,153	0,343	1,000		
Psychological resilience	-0,172	-0,276	-0,142	-0,095	1,000	
Job performance	-0,024	0,010	0,176	0,269	0,080	1,000

Table 7 Correlation analysis

Turnover Intention and Other Variables:

Turnover intention is weakly negatively correlated with self-compassion (-0.181), mindfulness (-0.184), job satisfaction (-0.324), and psychological resilience (-0.172). The correlation with job performance is very weak (-0.024). These correlations suggest that higher turnover intention is typically associated with lower levels of the other variables, although the relationships are not very strong.

Self-Compassion and Other Variables:

Self-compassion is weakly negatively correlated with turnover intention (-0.181) and weakly positively correlated with mindfulness (0.339), job satisfaction (0.153), and job performance (0.010). This suggests that higher levels of self-compassion are associated with lower turnover intention and slightly higher levels of mindfulness, job satisfaction, and job performance.

Mindfulness and Other Variables:

Mindfulness is weakly positively correlated with self-compassion (0.339), job satisfaction (0.343), and job performance (0.176). The correlation with turnover intention is

weak and negative (-0.184), suggesting that higher levels of mindfulness are related to lower turnover intention.

Job Satisfaction and Other Variables:

The correlation between job satisfaction and self-compassion, mindfulness, and job performance is weakly positive (0.153, 0.343, and 0.269, respectively). Conversely, the correlation between job satisfaction and turnover intention is weakly negative (-0.324), indicating that higher job satisfaction is associated with lower turnover intention.

Psychological Resilience and Other Variables:

The data shows that psychological resilience has weak negative correlations with self-compassion (-0.276) and job satisfaction (-0.095). Additionally, weak correlations were found with turnover intention (-0.172) and job performance (0.080). These findings suggest that higher psychological resilience is weakly associated with lower turnover intention and has no strong correlation with the other variables.

Job Performance and Other Variables:

Job performance is very weakly correlated with the other variables, the highest being job satisfaction (0.269). It is also very weakly correlated (-0.024) with turnover intention. This suggests that job performance has only a limited relationship with the other variables in this data set.

4.3.3 Regression Analysis of Research Questions

1. How resilience moderates the relationship between mindfulness and job satisfaction?

Regression Statistics	
Multiple R	0,38047
R Square	0,14476
Adjusted R Square	0,11831
Standard Error	0,69263
Observations	101

Table 8 Regression statistics for research question 1

The correlation analysis shows a moderate positive correlation (R=0.38047) between the predictors, psychological resilience and mindfulness, and job satisfaction. The R Square (R^2) value of 0.14476 indicates that the predictors explain approximately 14.48% of the variance in job satisfaction. The Adjusted R Square value, considering the number of predictors, is 0.11831.

ANOVA					
	Df	*SS*	*MS*	*F*	*Significance F*
Regression	3	7,87653	2,62551	5,47277	0,00162
Residual	97	46,53489	0,47974		
Total	100	54,41142			

Table 9 ANOVA for research question 1

The regression model is statistically significant (F = 5.47277, p = 0.00162), indicating that the predictors have a significant effect on job satisfaction in comparison to a model without predictors.

	Coefficients	*Standard Error*	*t Stat*	*P-value*
Intercept	0,04917	2,05677	0,02391	0,98098
Psychological resilience	0,98439	0,65401	1,50516	0,13553
Mindfulness	1,23626	0,58349	2,11872	0,03667
Psychological resilience * Mindfulness	-0,31522	0,18755	-1,68078	0,09602

Table 10 Coefficients for research question 1

The intercept value is 0.04917, which represents the estimated job satisfaction value when all predictor variables are zero. The coefficient for psychological resilience is 0.98439 with a p-value of 0.13553, indicating that it is not statistically significant in predicting job satisfaction. On the other hand, the coefficient for mindfulness is 1.23626 with a p-value of 0.03667, suggesting that higher mindfulness is associated with higher job satisfaction and is statistically significant. The coefficient for the Interaction Effect (Psychological Resilience * Mindfulness) is -0.31522 with a p-value of 0.09602, indicating that the interaction effect is not statistically significant at the conventional significance level (0.05).

2. How resilience moderates the relationship between self-compassion and performance?

Regression Statistics	
Multiple R	0,08897
R Square	0,00792
Adjusted R Square	-0,02277
Standard Error	0,54699
Observations	101

Table 11 Regression statistics for research question 2

The multiple correlation coefficient (Multiple R) shows a very weak positive correlation (0.08897) between the predictors (psychological resilience, self-compassion, and their interaction) and the outcome variable (job performance). The R Square (R^2) value of 0.00792 indicates that only about 0.79% of the variance in job performance is explained by

the predictors. The Adjusted R Square value of -0.02277 suggests that the addition of predictors did not improve the model's fit.

ANOVA					
	Df	*SS*	*MS*	*F*	*Significance F*
Regression	3	0,23155	0,07718	0,25797	0,85548
Residual	97	29,02202	0,29920		
Total	100	29,25358			

Table 12 ANOVA for research question 2

The ANOVA table indicates that the regression model is not statistically significant (F = 0.258, p = 0.855), suggesting that the predictors do not have a significant effect together on job performance compared to a model with no predictors.

	Coefficients	*Standard Error*	*t Stat*	*P-value*
Intercept	2,72946	2,21450	1,23254	0,22073
Psychological resilience	-0,02305	0,69279	-0,03328	0,97352
Self-compassion	-0,10197	0,65724	-0,15515	0,87702
Psychological resilience * Self-compassion	0,04126	0,20852	0,19785	0,84357

Table 13 Coefficients for research question 2

The intercept represents the estimated value of job performance when all predictor variables are zero, but it is not statistically significant (p = 0.221). Psychological resilience has a coefficient of -0.023, indicating a very small negative effect on job performance, but it is also not statistically significant (p = 0.974). The coefficient for self-compassion is -0.102, indicating a very minor negative effect on job performance. However, it is not statistically significant (p = 0.877). The coefficient for the interaction effect between Psychological Resilience and Self-compassion is 0.041, suggesting a very small positive effect on job performance. However, it is not statistically significant (p = 0.844).

3. How turnover intention moderates the relationship between mindfulness and job satisfaction?

Regression Statistics	
Multiple R	0,45095
R Square	0,20336
Adjusted R Square	0,17872
Standard Error	0,66848
Observations	101

Table 14 Regression statistics for research question 3

The multiple correlation coefficient (Multiple R) is 0.45095. This indicates a moderate positive correlation between the predictors (mindfulness, turnover intention, and their interaction) and the outcome variable (job satisfaction). The R Square (R^2) value of 0.20336

indicates that the predictors explain approximately 20.34% of the variance in job satisfaction. The adjusted R-squared value of 0.17872 suggests that adding predictors slightly improved the model's fit.

ANOVA					
	df	*SS*	*MS*	*F*	*Significance F*
Regression	3	11,06493	3,68831	8,25364	0,00006
Residual	97	43,34649	0,44687		
Total	100	54,41142			

Table 15 ANOVA for research question 3

The ANOVA table indicates that the regression model is statistically significant (F = 8.254, p < 0.0001), suggesting that the predictors as a whole have a significant impact on job satisfaction when compared to a model without predictors.

	Coefficients	*Standard Error*	*t Stat*	*P-value*
Intercept	4,01532	0,47177	8,51120	0,00000
Mindfulness	0,08170	0,12975	0,62968	0,53038
Turnover intention	-0,40206	0,19771	-2,03364	0,04472
Turnover intention * Mindfulness	0,08014	0,05828	1,37513	0,17226

Table 16 Coefficients for research question 3

The intercept value of job satisfaction is estimated to be 4.015 when all predictor variables are zero. This value is statistically significant (p < 0.0001). The coefficient for mindfulness is 0.082, indicating a small positive effect on job satisfaction. However, it is not statistically significant (p = 0.530). The coefficient for turnover intention is -0.402, indicating a moderate negative effect on job satisfaction. A higher turnover intention is associated with lower job satisfaction (p = 0.045), according to the statistical analysis. Additionally, the coefficient for the interaction effect between turnover intention and mindfulness is 0.080, indicating a small positive effect on job satisfaction, but this effect is not statistically significant (p = 0.172).

4. How turnover intention moderates the relationship between self-compassion and performance?

Regression Statistics	
Multiple R	0,09037
R Square	0,00817
Adjusted R Square	-0,02251
Standard Error	0,54692
Observations	101

Table 17 Regression statistics for research question 4

The multiple correlation coefficient (Multiple R) indicates a very weak positive correlation (0.09037) between the predictors (turnover intention, self-compassion, and their interaction) and the outcome variable (job performance). The R Square (R²) value of 0.00817 indicates that only about 0.82% of the variance in job performance is explained by the predictors. The Adjusted R Square value of -0.02251 suggests that the addition of predictors did not improve the model's fit.

ANOVA					
	df	SS	MS	F	Significance F
Regression	3	0,23892	0,07964	0,26625	0,84957
Residual	97	29,01465	0,29912		
Total	100	29,25358			

Table 18 ANOVA for research question 4

The ANOVA table indicates that the regression model is not statistically significant (F = 0.266, p = 0.850), suggesting that the predictors do not have a significant combined effect on job performance compared to a model with no predictors.

	Coefficients	Standard Error	t Stat	P-value
Intercept	2,34509	0,55360	4,23610	0,00005
Turnover intention	0,17259	0,21479	0,80353	0,42363
Self-compassion	0,12503	0,16187	0,77241	0,44175
Turnover intention * Self-compassion	-0,05553	0,06468	-0,85854	0,39271

Table 19 Coefficients for research question 4

The intercept value of job performance is estimated to be 2.345 when all predictor variables are zero. It is statistically significant (p < 0.0001). The coefficient for turnover intention is 0.173, indicating a small positive effect on job performance. However, it is not statistically significant (p = 0.424). The coefficient for self-compassion is 0.125, indicating a small positive effect on job performance. However, it is not statistically significant (p = 0.442). The coefficient for the interaction effect of turnover intention and self-compassion is -0.056, suggesting a small negative effect on job performance. However, it is not statistically significant (p = 0.393).

5 Results

The analysis revealed several findings regarding the relationships between the variables in the study. The correlation table provides insight into the relationships between the key variables in the study. It serves as a basic tool for understanding the interrelationship between turnover intention, self-compassion, mindfulness, job satisfaction, psychological resilience and job performance in the workplace context. The strength and direction of these correlations provide initial indications of potential links and interdependencies between the constructs under investigation. For example, the negative correlation between turnover intentions and job satisfaction (-0.324) suggests that higher turnover intentions tend to be associated with lower levels of job satisfaction. Similarly, the positive correlation between mindfulness and job satisfaction (0.343) suggests a possible link between mindfulness practices and higher levels of job satisfaction. However, it's important to note the different levels of correlation coefficients, which indicate differences in the strength of relationships between different pairs of variables. While some correlations are relatively strong (e.g. between self-compassion and mindfulness), others are weaker and may warrant further investigation. Furthermore, the lack of significant correlations in certain cases, such as between job performance and turnover intention (0.080), highlights the complexity of these constructs and underlines the need for comprehensive analyses to unravel their nuanced interplay.

After analysing the regression results, it is evident that mindfulness has a significant impact on job satisfaction. However, the analysis did not reveal any significant connection between psychological resilience and mindfulness. Although the model explains a considerable amount of the variance in job satisfaction, it is possible that other factors, not considered in the analysis, also play a significant role. Similarly, there is no indication that psychological resilience impacts the correlation between self-compassion and job performance. The absence of statistical significance implies that other unexamined variables may have a more substantial impact on job performance.

Additionally, while turnover intention is a significant predictor of job satisfaction, the analysis does not establish a significant connection between mindfulness, turnover intention, and their interaction. Even though the model explains a good portion of job satisfaction variance, the absence of statistical significance indicates that other factors not accounted for in the study might influence employees' satisfaction levels. Moreover, the regression model

doesn't support turnover intention, self-compassion, or their interaction as significant predictors of job performance. This highlights the complexity of what determines job performance and suggests that there may be missing factors that have a greater impact in organisational settings.

To summarise, the regression analyses offer valuable insights into how various workplace variables interact and predict outcomes. However, due to the complexity of organisations, it is crucial to have a nuanced understanding of the numerous factors that contribute to employee outcomes. Further exploration of unexamined areas is necessary to better understand the complex mechanisms behind job satisfaction and performance.

6 Discussion

When the results were compared with the existing literature, both consistencies and inconsistencies were found. Higher levels of mindfulness were found to be associated with higher job satisfaction, consistent with previous researchs (Hülsheger et al., 2013; Andrews et al., 2014; Reb et al., 2015). However, the lack of a significant moderating effect of psychological resilience is inconsistent with some previous findings suggesting that resilience acts as a moderator in similar relationships. These inconsistencies may be due to differences in sample characteristics, measurement instruments, or contextual factors across studies. However, the present study adds nuance to the existing literature by providing insight into the specific relationships examined in the sample population.

The theoretical implications of the findings show that while mindfulness plays a role in predicting job satisfaction, the role of psychological resilience in this relationship is less clear. This study emphasises the importance of exploring the mechanisms that underlie the interaction between individual characteristics and workplace outcomes. It contributes to the improvement of existing theoretical frameworks by highlighting the nuanced relationships between these constructs. Moreover, the lack of substantial moderation effects indicates that other factors may moderate the correlation between mindfulness and job satisfaction, which calls for further theoretical development in this field.

Although the findings do not make a significant judgement about psychological resilience, personal development is essential to enhance resilience, which is a crucial element of psychological capital. Subsequently, managers must support their employees' personal growth and facilitate opportunities for them in order to enhance both the quality of outputs and the performance of individuals within the organisation (Polatci & Baygin, 2022). Investment in initiatives that promote resilience-building activities, such as training programmes, mentoring and wellness initiatives, can empower employees to effectively manage challenges and thrive in the workplace. This proactive approach enhances the well-being of employees and contributes to the overall performance of the organization.

Despite the fact that mindfulness does affect job satisfaction, performance and turnover, several studies have found that it doesn't work directly, but is mediated by several variables (Hülsheger et al., 2013; Reb et al., 2017). Therefore, organisations should adopt a holistic approach to mindfulness interventions, considering the links between individual and organisational factors. To maximise the impact of mindfulness initiatives on employee

outcomes, it is recommended to integrate mindfulness practices into existing well-being programmes and address underlying organisational issues, such as workload management and communication channels.

The analysis is based on a small sample size of 101 observations, which may limit the generalisation of the findings. The measurement of variables such as psychological resilience and self-compassion may have been subject to bias or measurement bias, affecting the accuracy of the results. The regression model may not have sufficiently captured the complexity of the relationships between variables. Other important variables or interactions may not have been included in the analysis.

Conduct further research with a larger and more diverse sample to support the findings and increase the generalisability of the results. Using more reliable and valid measures of resilience, self-compassion and other relevant variables could increase the accuracy of the analysis. Additionally, qualitative research methods could provide a deeper understanding of individuals' experiences with mindfulness and resilience in the workplace.

7 Conclusion

This study examines the relationship between mindfulness, psychological resilience, turnover intention, and job satisfaction. The findings highlight the importance of mindfulness as a predictor of job satisfaction, indicating its potential role in shaping employees' overall satisfaction with their work. However, further exploration is needed to fully understand the contributions of psychological resilience and turnover intention to this relationship.

This research aims to contribute to the field of organizational psychology by addressing these complexities. It seeks to provide insights that go beyond the boundaries of theory and that resonate with practical applications in real world settings. One of the primary objectives of this study is to bridge the gap between theory and practice, providing actionable insights for practitioners and policymakers alike. To promote job satisfaction, organisations are encouraged to implement mindfulness training programmes and interventions. These initiatives can help employees cultivate greater self-awareness, emotional regulation, and stress management skills, ultimately enhancing their overall well-being and job satisfaction.

Moreover, it is crucial for organisations to understand the importance of promoting psychological resilience among employees. Strategies such as resilience training, mentoring programmes, and creating a supportive work environment can improve employees' ability to cope effectively with challenges and barriers. By investing in the resilience of their workforce, organisations can reduce the negative impact of stress and adversity and develop a more resilient and engaged workforce. Furthermore, stakeholders should aim to manage turnover by identifying and addressing the underlying factors that contribute to employees' intentions to leave the organisation. This could involve conducting exit interviews, implementing loyalty strategies and improving employee engagement initiatives. By addressing the root causes of turnover intention, organisations can create a more stable and engaged workforce, thereby reducing turnover and promoting organisational success.

This study serves as a stepping stone towards a deeper understanding of the psychological mechanisms underlying workplace dynamics. By embracing a holistic approach that integrates empirical research with practical wisdom, we can aim to create workplaces that not only thrive, but also promote the well-being and fulfilment of all individuals involved.

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9 List of pictures, tables, graphs, and abbreviations

9.1 List of figures

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9.4   List of abbreviations

ACT	Acceptance and Commitment Therapy
AET	Affective Events Theory
ANOVA	Analysis of Variance
BPD	Borderline Personality Disorder
BRS	The Brief Resilience Scale
CBT	Cognitive-Behavioural Therapy
CZK	Czech Koruna
DBT	Dialectical Behaviour Therapy
IT	Information Technology
IWPQ	The Individual Work Performance Questionnaire
MAAS	The Mindful Awareness Scale
MBCT	Mindfulness-Based Cognitive Therapy
MBSR	Mindfulness-Based Stress Reduction
MBT	Mindfulness-Based Therapies
MSQ-Short	Minnesota Satisfaction Questionnaire-Short Form
N	Sample size
SCS-SF	The Self-Compassion Scale - Short Form
Std. Deviation	Standard Deviation