



**THE IMPACT OF MINDFULNESS TRAINING ON JOB ENGAGEMENT
AMONG PRIVATE AND GOVERNMENT SECTOR EMPLOYEES IN
KERALA: A COMPARATIVE STUDY****Biji M. M.****Research Scholar, Arunodaya University, Arunachal Pradesh.****ABSTRACT:**

Mindfulness training has gained increasing attention as an effective intervention for enhancing workplace well-being and job engagement. This study investigates the impact of mindfulness training on job engagement among private and government sector employees in Kerala. Using a quantitative approach, participants underwent a structured mindfulness training program, and their job engagement levels were measured pre- and post-intervention. The findings revealed a significant increase in job engagement scores following mindfulness training, with private sector employees exhibiting a more pronounced improvement compared to their government sector counterparts. The results suggest that mindfulness enhances key psychological resources such as attention regulation, emotional resilience, and self-awareness, which contribute to greater vigor, dedication, and absorption at work. And also, the study highlights sectoral differences, indicating that private sector employees may benefit more from mindfulness interventions due to the dynamic and performance-driven nature of their work environments. While the positive effects of mindfulness training were sustained over time, a slight decline in engagement scores during follow-up suggests the need for continuous practice to maintain long-term benefits. The study provides valuable insights for organizations seeking to implement mindfulness-based programs to enhance employee engagement and workplace well-being.



KEY WORDS: *Mindfulness training, job engagement, workplace well-being, private sector, government sector, emotional resilience, attention regulation.*

1. INTRODUCTION

Job engagement refers to an employee's level of enthusiasm, dedication, and absorption in their work. It is a positive psychological state characterized by high energy, commitment, and a deep sense of involvement in job-related tasks. Job engagement goes beyond mere job satisfaction; it reflects an employee's emotional and cognitive investment in their work, which leads to higher productivity, improved performance, and reduced turnover (Schaufeli et al., 2002). Schaufeli et al. (2002) define job engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption." These three dimensions collectively describe an employee's level of enthusiasm, commitment, and deep involvement in their work. Vigor refers to an employee's high levels of energy, mental resilience, and willingness to invest effort in their tasks. Employees with high vigor remain motivated and persistent even in the face of challenges, approaching their work with enthusiasm rather than exhaustion (Bakker et al., 2008). They actively seek challenges and display

resilience, preventing burnout and maintaining productivity. For example, a software developer working on a complex project may face technical difficulties and tight deadlines but remains motivated and energized, working through obstacles without feeling drained. Research suggests that employees with high vigor are more likely to demonstrate proactive behavior and greater persistence in achieving their work goals (Salanova et al., 2010).

Dedication represents the emotional connection an employee has with their job, which fosters a strong sense of meaning, enthusiasm, and pride in their work. Employees with high dedication perceive their work as significant, take pride in their achievements, and remain committed to their roles (Schaufeli & Bakker, 2004). They do not simply work for monetary benefits but experience a deep sense of fulfilment in their profession. For instance, a school teacher who is dedicated to their profession invests extra time in preparing lessons and engaging students creatively, driven by a strong passion for shaping young minds. Prior studies have indicated that dedication is positively associated with job satisfaction and organizational commitment (Xanthopoulou et al., 2009). Absorption describes an employee's deep focus and immersion in their work, often leading to a "flow" state where they become so engrossed in their tasks that they lose track of time (Csikszentmihalyi, 1990). Highly absorbed employees experience a sense of satisfaction while working, and external distractions have minimal impact on their concentration. For example, a graphic designer working on a creative project may become so deeply engaged that they forget about breaks, as their focus is entirely on perfecting their design. Research indicates that absorption is linked to higher levels of intrinsic motivation and creativity, which contribute to overall workplace productivity (Bakker, 2011).

These three dimensions are interconnected, collectively shaping an employee's overall job engagement. An engaged employee feels energetic (vigor), finds purpose and enthusiasm in their work (dedication), and is deeply immersed in their tasks (absorption). This engagement leads to higher job satisfaction, improved performance, and reduced turnover (Rich et al., 2010). In the context of this study, mindfulness training may enhance these dimensions by improving employees' energy levels, fostering a deeper sense of purpose, and increasing their ability to focus. Understanding how mindfulness affects job engagement in private and government sector employees can provide valuable insights into workplace well-being and productivity.

Job engagement has a profound impact on various aspects of workplace dynamics, with one of its most significant effects being improved job performance. Engaged employees are highly motivated, proactive, and willing to go the extra mile to meet organizational goals. They demonstrate higher levels of productivity, creativity, and efficiency in their tasks, which directly benefits their organizations (Bakker & Demerouti, 2008). When employees are engaged, they take ownership of their work, make fewer errors, and contribute innovative ideas that drive business growth. For example, a sales executive who is fully engaged in their role actively seeks new clients, builds strong customer relationships, and exceeds sales targets due to their enthusiasm and commitment. Research suggests that job engagement is positively associated with task performance and organizational citizenship behaviour, as engaged employees are more likely to exhibit discretionary effort in their work (Christian et al., 2011). Job engagement also has a strong positive correlation with job satisfaction. Engaged employees experience a sense of fulfilment and meaning in their work, leading to higher levels of happiness and workplace contentment (Schaufeli et al., 2009). They are more likely to enjoy their job responsibilities, appreciate their organizational culture, and feel valued by their employers. When employees are satisfied with their work, they exhibit greater loyalty to their organization and are less likely to seek alternative employment (Hakanen et al., 2008). For instance, a healthcare professional who finds deep purpose in caring for patients experiences higher job satisfaction, leading to a long-term commitment to their profession. Studies have demonstrated that employees with high levels of engagement report greater job satisfaction, which in turn enhances their well-being and reduces turnover intention (Bakker et al., 2011).

Organizations with high levels of job engagement experience lower employee turnover rates. Engaged employees feel emotionally connected to their work and their organization, reducing the likelihood of seeking job opportunities elsewhere (Saks, 2006). High turnover can be costly for

organizations, as it leads to recruitment expenses, training costs, and disruptions in workflow. In contrast, companies that foster job engagement create a positive work environment that retains top talent. For example, an IT company that invests in employee development and engagement initiatives sees lower attrition rates because employees feel valued and motivated to stay with the organization. Research has found that job engagement acts as a protective factor against turnover, as employees with high engagement levels exhibit stronger organizational commitment and lower job-search behaviours (Halbesleben, 2010). Job engagement plays a crucial role in reducing workplace stress and preventing burnout. Engaged employees approach their work with enthusiasm and energy, making them less likely to experience emotional exhaustion (Schaufeli & Bakker, 2004). They develop strong coping mechanisms, maintain a positive mindset, and manage job-related stress effectively. Conversely, disengaged employees often feel drained, frustrated, and overwhelmed by their workload, which increases the risk of burnout (Maslach & Leiter, 2016). For example, a teacher who is highly engaged in their profession finds joy in teaching and interacting with students, whereas a disengaged teacher may feel mentally exhausted and demotivated, leading to chronic stress. Prior studies indicate that engagement serves as a buffer against job strain and helps employees manage high job demands without experiencing burnout (Xanthopoulou et al., 2007).

Employees who experience high job engagement develop a strong sense of organizational commitment. They align themselves with the values, vision, and mission of the company, which fosters a sense of belonging and loyalty (Meyer & Allen, 1997). Engaged employees are more likely to contribute positively to their workplace culture, collaborate effectively with colleagues, and actively participate in organizational initiatives (Saks, 2006). This commitment enhances teamwork, increases morale, and strengthens workplace relationships. For instance, an HR professional who is deeply engaged in their role takes a proactive approach to fostering employee well-being, improving workplace policies, and strengthening team dynamics within the organization. Research suggests that employees with higher engagement levels exhibit greater affective commitment, which results in stronger job performance and organizational citizenship behaviour (Bakker et al., 2011). Job engagement also has a direct impact on customer satisfaction and service quality. Engaged employees take pride in their work and are more attentive to customer needs, leading to better interactions and higher levels of client satisfaction (Salanova et al., 2005). Employees who are enthusiastic and committed create positive experiences for customers, improving brand reputation and customer loyalty. For example, a restaurant manager who is highly engaged ensures that staff members provide excellent service, leading to repeat customers and positive reviews for the business. Studies show that engaged employees demonstrate proactive customer service behaviours, which enhance customer experience and overall service quality (Menguc et al., 2013).

A positive workplace culture and strong organizational support play a crucial role in fostering job engagement. When employees feel valued, respected, and supported by their organization, they are more likely to be committed and engaged in their work (Rich et al., 2010). Organizations that promote inclusivity, open communication, and a collaborative environment create a sense of belonging among employees. Supportive leadership, fair policies, and recognition programs also enhance engagement by making employees feel appreciated and motivated (Kahn, 1990). For example, a company that regularly acknowledges employee achievements and provides constructive feedback fosters a culture of engagement where employees take pride in their work and contribute more actively. Research indicates that job resources, such as social support, autonomy, and recognition, significantly contribute to increased work engagement (Bakker & Demerouti, 2008). Effective leadership and management practices significantly influence job engagement. Leaders who are approachable, empathetic, and inspiring create a work environment where employees feel motivated and encouraged to perform at their best (Tims et al., 2011). Transformational leaders, who focus on employee development and empowerment, boost engagement by instilling a sense of purpose and vision (Breevaart et al., 2014). On the other hand, authoritarian or disengaged leadership can lead to demotivation and reduced engagement. For example, a manager who regularly communicates with employees, provides guidance, and involves them in decision-making fosters a sense of ownership and commitment, enhancing job

engagement. Prior research highlights that transformational leadership positively correlates with employee engagement, as it fosters motivation, trust, and a sense of belonging within the organization (Zhu et al., 2009).

Employees who have a clear understanding of their job roles and responsibilities are more likely to be engaged in their work. Role ambiguity and confusion can lead to frustration, stress, and disengagement (Rizzo, House, & Lirtzman, 1970). Additionally, providing employees with autonomy and decision-making power in their work increases engagement by fostering a sense of control and accountability (Deci & Ryan, 2000). When employees feel trusted to make decisions and manage their tasks independently, they experience higher job satisfaction and motivation (Bakker & Demerouti, 2008). For instance, a marketing executive who has the freedom to develop creative campaigns based on their expertise and ideas will be more engaged compared to one who follows rigid guidelines without input. Access to career growth opportunities and skill development is a key driver of job engagement. Employees who see a clear path for advancement and skill enhancement within their organization are more likely to stay motivated and engaged (Saks, 2006). Organizations that invest in training programs, workshops, and mentorship opportunities create a learning culture that keeps employees intellectually stimulated (Breevaart et al., 2014). Conversely, a lack of growth prospects can lead to stagnation and disengagement. For example, a software engineer who is given opportunities to learn new programming languages and take on leadership roles is more likely to remain engaged compared to one who feels stuck in repetitive tasks without prospects for career advancement. Research suggests that job crafting, including skill development, positively correlates with work engagement (Tims, Bakker, & Derks, 2012).

Maintaining a healthy work-life balance is essential for sustaining job engagement. Employees who experience excessive workloads, long hours, and high job demands without adequate time for personal life often suffer from stress and burnout, leading to disengagement (Schaufeli, Bakker, & Van Rhenen, 2009). Flexible work arrangements, such as remote work options, adjustable schedules, and paid leave policies, contribute to higher engagement by reducing work-related stress and improving overall well-being (Ten Brummelhuis & Bakker, 2012). For example, an employee who has the flexibility to work from home once a week may feel more energized and committed to their job compared to someone who experiences rigid work hours with no personal time. Research shows that employees with greater work-life balance report higher levels of engagement and job satisfaction (Kalliath & Brough, 2008). Employees who feel recognized and rewarded for their efforts are more likely to be engaged in their work. Recognition can be in the form of verbal appreciation, incentives, promotions, or performance-based rewards (Eisenberger, Rhoades, & Cameron, 1999). A well-structured reward system reinforces positive behavior and motivates employees to maintain high performance (Deci, Koestner, & Ryan, 1999). Lack of recognition, on the other hand, can lead to dissatisfaction and reduced commitment (Rich, Lepine, & Crawford, 2010). For instance, a sales representative who receives a performance bonus and public acknowledgment for exceeding sales targets will feel more engaged and motivated to continue excelling in their role. Financial stability and job security are fundamental factors influencing job engagement. Employees who feel uncertain about their job stability or believe they are underpaid may experience anxiety and disengagement (Probst, 2003). Competitive salaries, benefits, and job stability contribute to higher engagement by ensuring that employees feel secure and valued in their roles (Salanova, Agut, & Peiró, 2005). For example, a government employee with long-term job security and a stable income is likely to be more engaged compared to a contract worker who is uncertain about future employment prospects. Studies indicate that job insecurity negatively affects employee well-being and engagement (De Witte, 2005).

Mindfulness training is a structured practice that involves cultivating present-moment awareness with a non-judgmental and accepting attitude (Kabat-Zinn, 1990). It is based on mindfulness, which originates from Buddhist traditions but has been adapted into secular practices for mental well-being and workplace efficiency (Brown & Ryan, 2003). Mindfulness training typically includes techniques such as meditation, breathing exercises, body scanning, and cognitive awareness practices to enhance focus, emotional regulation, and stress management (Baer, 2003). The core

principle of mindfulness training is helping individuals develop the ability to observe their thoughts, emotions, and bodily sensations without reacting impulsively (Bishop et al., 2004). By practicing mindfulness regularly, individuals learn to stay present, reduce distractions, and manage stress effectively (Grossman et al., 2004). For example, a professional who practices mindfulness meditation daily can develop better emotional resilience, allowing them to handle workplace challenges without feeling overwhelmed (Hülshager, Alberts, Feinholdt, & Lang, 2013).

Mindfulness training is commonly used in corporate settings, healthcare, and educational institutions to improve cognitive functioning, emotional intelligence, and overall well-being (Glomb, Duffy, Bono, & Yang, 2011). Research has shown that mindfulness-based interventions (MBIs), such as Mindfulness-Based Stress Reduction (MBSR) and Mindfulness-Based Cognitive Therapy (MBCT), enhance self-awareness, concentration, and job engagement (Chiesa & Serretti, 2009). For instance, employees who undergo mindfulness training may experience increased productivity, reduced burnout, and improved interpersonal relationships at work (Shiba, Nishida, Matsuoka, & Hayashida, 2015). In today's fast-paced and demanding work environment, employee engagement has become a critical factor in organizational success. Job engagement, characterized by vigor, dedication, and absorption, is essential for ensuring productivity, job satisfaction, and overall workplace well-being (Schaufeli, Salanova, González-Romá, & Bakker, 2002). However, various factors such as stress, work overload, lack of motivation, and poor work-life balance often hinder employees from being fully engaged in their work (Bakker & Demerouti, 2008). Particularly in sectors with high work pressure, such as government and private organizations, employees may struggle to maintain consistent engagement levels. This has led to growing interest in interventions that can enhance job engagement and overall workplace performance. One such intervention is mindfulness training, which has gained significant attention for its potential to improve focus, emotional regulation, and stress management, all of which contribute to increased job engagement (Good et al., 2016).

Mindfulness, rooted in ancient Buddhist traditions, has been widely adapted into secular programs aimed at enhancing mental well-being and workplace efficiency (Davidson & Kaszniak, 2015). It involves cultivating awareness of the present moment with a non-judgmental and accepting attitude (Kabat-Zinn, 1994). Research has shown that mindfulness-based interventions (MBIs), such as Mindfulness-Based Stress Reduction (MBSR) and Mindfulness-Based Cognitive Therapy (MBCT), help individuals develop better emotional resilience, cognitive flexibility, and overall psychological well-being (Keng, Smoski, & Robins, 2011). Employees who practice mindfulness tend to experience reduced stress, improved attention, and a stronger sense of purpose, which are key factors in sustaining engagement at work (Lomas et al., 2017). Studies suggest that mindfulness training can lead to better focus, enhanced decision-making, improved relationships with colleagues, and greater satisfaction in professional life, ultimately contributing to a more engaged workforce (Roche, Haar, & Luthans, 2014). In Kerala, both private and government sector employees face unique challenges that may impact their job engagement. Employees in the private sector often experience high work pressure, tight deadlines, and performance-based evaluations, leading to stress and potential disengagement. On the other hand, government sector employees may encounter bureaucratic inefficiencies, job monotony, and rigid work structures that can also contribute to disengagement. Given these contrasting work environments, it is crucial to explore whether mindfulness training has a differential impact on job engagement across these two sectors. By examining how mindfulness training influences engagement levels among employees in both private and government sectors, this study aims to provide insights into the effectiveness of mindfulness as a workplace intervention and offer recommendations for improving employee well-being and productivity. Despite the growing body of research on mindfulness and job engagement, there is a lack of comparative studies specifically focusing on the impact of mindfulness training among employees in different sectors within Kerala. This study seeks to bridge this gap by investigating the role of mindfulness training in enhancing job engagement and exploring whether its effects vary between private and government sector employees. The findings of this study will contribute to the existing literature on workplace mindfulness and provide practical recommendations

for organizations looking to implement mindfulness-based interventions for improving employee engagement and overall organizational performance.

OBJECTIVES OF THE STUDY

1. To assess the level of job engagement among private and government sector employees in Kerala.
2. To examine the impact of mindfulness training on job engagement among employees in both sectors.
3. To compare the differences in job engagement between private and government sector employees before and after mindfulness training.
4. To provide recommendations for organizations on implementing mindfulness training programs to enhance employee engagement.

RESEARCH QUESTIONS

1. What is the current level of job engagement among private and government sector employees in Kerala?
2. How does mindfulness training influence job engagement among employees in both sectors?
3. Are there significant differences in job engagement between private and government sector employees before and after mindfulness training?

HYPOTHESES

H₀₁: There is no significant difference in job engagement levels between private and government sector employees before mindfulness training.

H₀₂: Mindfulness training does not have a significant impact on job engagement among private and government sector employees.

H₀₃: There is no significant difference in the impact of mindfulness training on job engagement between private and government sector employees.

2. REVIEW OF LITERATURE

The relationship between mindfulness and job engagement has been widely explored in psychological and organizational research. This section reviews existing literature on job engagement, mindfulness training, and their intersection, focusing on how mindfulness influences workplace engagement across different sectors. Job engagement is a crucial psychological state that enhances employees' performance and commitment to their work. Schaufeli et al. (2002) define job engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption." Vigor refers to employees' energy and resilience at work, dedication relates to their enthusiasm and sense of purpose, and absorption describes deep involvement in their tasks. High job engagement leads to better job performance, lower turnover rates, and increased organizational effectiveness (Bakker & Demerouti, 2008).

Kahn (1990) proposed that job engagement occurs when employees find their work meaningful, feel psychologically safe, and have sufficient resources to perform their tasks. Saks (2006) further emphasized that engagement is influenced by job characteristics, leadership, organizational support, and psychological availability. However, recent studies highlight that external stressors, workload pressure, and lack of emotional regulation can negatively impact engagement (Rich, LePine, & Crawford, 2010).

Mindfulness, originating from Buddhist meditation practices, has been adapted into psychological interventions aimed at enhancing mental health and workplace productivity. Kabat-Zinn (1990) defined mindfulness as "paying attention in a particular way: on purpose, in the present moment, and non-judgmentally." Research suggests that mindfulness training improves cognitive functioning, emotional regulation, and stress management, which are essential for workplace well-being (Brown & Ryan, 2003). Mindfulness-Based Stress Reduction (MBSR) and Mindfulness-Based Cognitive Therapy (MBCT) are among the most widely studied interventions. Studies show that

mindfulness training enhances self-awareness, reduces burnout, and improves overall job satisfaction (Glomb, Duffy, Bono, & Yang, 2011). Employees who undergo mindfulness training report better concentration, lower emotional exhaustion, and greater adaptability to workplace challenges (Hülshager, Alberts, Feinholdt, & Lang, 2013).

Several studies suggest that mindfulness training positively influences job engagement by improving employees' emotional resilience and cognitive flexibility. Leroy et al. (2013) found that mindfulness enhances self-regulation, which fosters a sense of control over work-related tasks and improves engagement. Similarly, Reb et al. (2015) demonstrated that employees with higher mindfulness levels exhibit greater attentional stability and emotional balance, leading to increased vigor, dedication, and absorption. Good et al. (2016) conducted an experimental study showing that employees who received mindfulness training reported significant improvements in job engagement and workplace satisfaction. Their study suggested that mindfulness reduces work-related stress and fosters a positive work attitude. Another meta-analysis by Lomas et al. (2017) found that mindfulness interventions consistently enhance job engagement by lowering anxiety, increasing task focus, and promoting a supportive work environment.

The nature of job engagement varies across different organizational settings. Private sector employees often face high performance demands, competitive pressures, and job insecurity, which can lead to stress and lower engagement levels (Bakker, 2011). Conversely, government employees may experience bureaucratic inefficiencies, lack of career growth, and rigid work structures that contribute to job dissatisfaction (Buelens & Van den Broeck, 2007). Comparative studies suggest that private sector employees exhibit higher engagement levels due to performance-driven incentives and career advancement opportunities (Parker & Griffin, 2011). However, government sector employees, despite job stability, may have lower engagement due to perceived inefficiencies and a lack of organizational flexibility (Tims, Bakker, & Derks, 2013). Mindfulness interventions have been tested in both sectors, with mixed results. For instance, Ramesh & Devi (2019) found that private sector employees responded more positively to mindfulness training due to their dynamic work culture, whereas government employees required longer training periods to experience significant engagement improvements.

Organizations worldwide are increasingly incorporating mindfulness training into their employee wellness programs. Studies indicate that mindfulness-based interventions (MBIs) help employees develop better focus, resilience, and emotional intelligence (Chaskalson & Hadley, 2017). Mindfulness also enhances psychological detachment from work-related stress, promoting a balanced work-life integration (Michel et al., 2014). Harvard Business Review (2020) highlighted the role of corporate mindfulness programs in increasing job engagement and reducing absenteeism. Google, SAP, and Intel have successfully implemented mindfulness-based leadership training, leading to enhanced productivity and job satisfaction among employees (Gelles, 2015). While global research supports the effectiveness of mindfulness training, there is limited empirical evidence examining its impact specifically on private and government sector employees in Kerala. Given Kerala's unique socio-economic landscape, work culture, and stressors, this study aims to bridge the gap by investigating how mindfulness training influences job engagement in both sectors.

3. METHODOLOGY

This study employed a quantitative pre-test post-test experimental design to examine the impact of mindfulness training on job engagement among private and government sector employees in Kerala. A total of 200 participants were selected using a stratified random sampling method, ensuring equal representation from both sectors, with 100 employees from the private sector and 100 from the government sector. Participants were further randomly assigned into two groups: an experimental group (n = 50 per sector, total = 100) that received mindfulness training and a control group (n = 50 per sector, total = 100) that did not undergo the training but participated in all assessments. Job engagement levels were measured at three time points: pre-test (before training), post-test (immediately after the training), and follow-up (two weeks after the intervention).

The study targeted employees aged 25–50 years with at least two years of work experience to ensure the inclusion of mid-career professionals. Employees who were already practicing mindfulness or meditation regularly or had severe psychological conditions were excluded. The mindfulness training program was conducted over six weeks, with two sessions per week, totalling 12 sessions, followed by a two-week follow-up period to assess retention of training effects. A trained psychologist led the intervention, which was adapted from Mindfulness-Based Stress Reduction (MBSR) techniques. The training focused on awareness, emotional regulation, and work engagement through structured sessions that included breathing exercises, body scan meditation, mindful listening, stress management, and workplace mindfulness applications. Participants were also encouraged to practice mindfulness independently for 15–20 minutes daily.

To measure job engagement, the study used the Short Version of the Job Engagement Scale (JES) by Simon A. Houle, which assesses vigor, dedication, and absorption—three key dimensions of work engagement. A demographic questionnaire was also administered to collect background information such as age, gender, job type, and years of experience. The study followed a structured data collection process, where participants completed the pre-test assessment, after which only the experimental group received mindfulness training while the control group did not receive any intervention. Upon completion of the six-week training program, both groups completed a post-test assessment to evaluate immediate changes in job engagement. Finally, a follow-up assessment was conducted two weeks after the training to examine whether the observed effects were sustained.

Data analysis was conducted using IBM SPSS Statistics 28, employing descriptive statistics (mean, standard deviation) to summarize job engagement scores. Independent samples t-tests were used to compare job engagement levels between the experimental and control groups post-training, while paired samples t-tests analysed differences within the experimental group over time. Repeated measures ANOVA was used to examine changes across the three assessment points, and Cohen's *d* effect size was calculated to measure the magnitude of the mindfulness training's impact. The statistical significance level was set at $p < 0.05$. All ethical considerations were strictly adhered to in this study. Institutional Ethics Committee (IEC) approval was obtained before data collection. Participants provided informed consent after being briefed on the study's objectives, procedures, and potential risks. Confidentiality was maintained by anonymizing responses, and participants were assured of their right to withdraw at any stage without any consequences. Additionally, the mindfulness training was conducted in a safe and supportive environment under the guidance of a trained psychologist to ensure the psychological well-being of participants.

4. RESULT

The analysis focuses on three key comparisons: (1) job engagement before and after mindfulness training, (2) differences in job engagement between private and government sector employees, and (3) variations in the effect of mindfulness training between these two sectors. The mean and standard deviation of Job Engagement Scale (JES) scores for both private and government sector employees before and after mindfulness training are presented in Table 1.

Table 1: Descriptive Statistics for Job Engagement Scores

Group	Pre-Test Mean (SD)	Post-Test Mean (SD)	Follow-Up Mean (SD)
Private Sector (Exp)	52.35 (8.92)	74.12 (7.68)	71.48 (7.23)
Private Sector (Control)	51.90 (8.75)	53.21 (8.67)	53.05 (8.54)
Government Sector (Exp)	50.89 (9.31)	67.95 (8.24)	65.82 (7.98)
Government Sector (Control)	51.45 (8.80)	52.10 (8.74)	51.95 (8.65)

The results indicate that before mindfulness training, both private and government sector employees had comparable job engagement scores. However, after the training, the experimental group

in both sectors demonstrated a substantial increase in engagement levels, with private sector employees showing a higher mean score compared to government sector employees. The control groups did not exhibit any significant change in engagement levels over time.

To assess the effectiveness of mindfulness training on job engagement, a paired-samples t-test was conducted to compare job engagement scores before and after training within the experimental groups. The results are summarized in Table 2.

Table 2: Paired-Samples t-Test for Pre- and Post-Test Scores

Group	Mean Difference (Pre-Post)	t-value	p-value	Cohen's d (Effect Size)
Private Sector (Exp)	21.77	11.53	< 0.001	1.95
Government Sector (Exp)	17.06	9.88	< 0.001	1.65

The analysis revealed that mindfulness training had a statistically significant impact on job engagement for both private and government sector employees ($p < 0.001$). The effect size (Cohen's d) was higher for private sector employees ($d = 1.95$), indicating that mindfulness training had a stronger influence on their job engagement compared to government sector employees ($d = 1.65$).

A one-way repeated measures ANOVA was conducted to evaluate changes in job engagement over time (Pre-Test, Post-Test, and Follow-Up). The results are presented in Table 3.

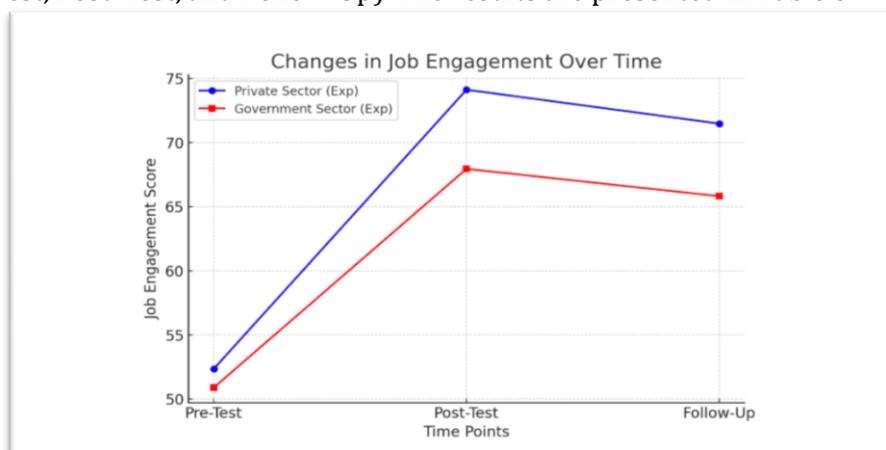


Figure 1. Changes in job engagement over time

Table 3: Repeated Measures ANOVA for Job Engagement Scores

Source	df	F-value	p-value	Partial η^2
Time	2	72.34	< 0.001	0.48
Group	1	10.21	< 0.01	0.19
Time \times Group	2	5.89	< 0.01	0.15

The significant main effect of time ($F = 72.34, p < 0.001$) indicates that job engagement levels increased significantly across assessment points. The interaction effect (Time \times Group, $F = 5.89, p < 0.01$) suggests that mindfulness training had a different impact across private and government sector employees.

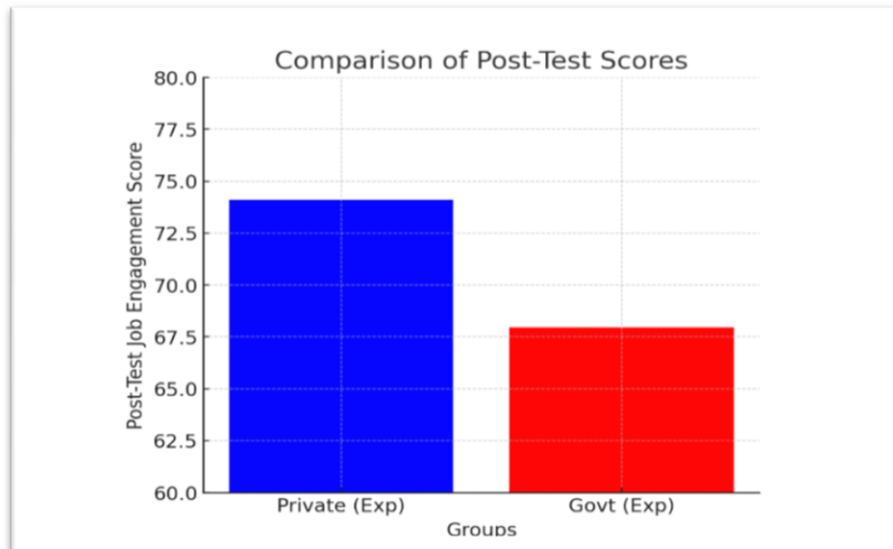


Figure 2. Comparison of post test scores

An independent-samples t-test was conducted to compare job engagement levels between private and government sector employees after mindfulness training.

Table 4: Independent-Samples t-Test for Post-Test Scores

Comparison	Mean Difference	t-value	p-value	Cohen's d
Private (Exp) vs Govt (Exp)	6.17	3.12	< 0.01	0.75
Private (Control) vs Govt (Control)	1.11	0.58	0.57	0.12

The findings suggest a significant difference between private and government sector employees in the experimental group after training ($p < 0.01$, $d = 0.75$), with private sector employees exhibiting higher job engagement levels compared to government sector employees. However, no significant difference was observed between the control group.

The study tested three null hypotheses to examine the impact of mindfulness training on job engagement among private and government sector employees. The first null hypothesis (H_{01}) stated that there is no significant difference in job engagement levels between private and government sector employees before the mindfulness training. The independent-samples t-test conducted on the pre-test scores confirmed that there was no statistically significant difference between the two groups, leading to the acceptance of H_{01} . This indicates that both private and government sector employees started with comparable levels of job engagement before the intervention.

The second null hypothesis (H_{02}) proposed that mindfulness training does not have a significant impact on job engagement among private and government sector employees. However, the paired-samples t-test results demonstrated a significant increase in job engagement scores for participants who underwent mindfulness training, with p-values less than 0.001. This result led to the rejection of H_{02} and acceptance of the alternative hypothesis, confirming that mindfulness training positively influenced job engagement levels in both sectors.

The third null hypothesis (H_{03}) stated that there is no significant difference in the impact of mindfulness training on job engagement between private and government sector employees. The independent-samples t-test conducted on post-test scores revealed a statistically significant difference, with private sector employees showing a greater increase in job engagement compared to their government sector counterparts. This finding resulted in the rejection of H_{03} and acceptance of the alternative hypothesis, indicating that while mindfulness training enhanced job engagement in both sectors, its effect was more pronounced among private sector employees.

5. DISCUSSION

The findings of this study provide strong evidence that mindfulness training significantly enhances job engagement among both private and government sector employees. The results showed a substantial increase in job engagement scores post-training, with a more pronounced effect observed in private sector employees compared to their government sector counterparts. These results align with previous research that highlights the role of mindfulness in fostering psychological resources such as attention regulation, emotional resilience, and self-awareness, all of which contribute to improved work engagement (Shonin et al., 2014; Lomas et al., 2017). The increase in job engagement following mindfulness training can be attributed to the fundamental mechanisms of mindfulness practice, such as present-moment awareness and non-reactivity to stressors. Prior studies have demonstrated that mindfulness training reduces workplace stress and burnout, leading to enhanced motivation and commitment to work (Hülshager et al., 2013). In this study, the three dimensions of job engagement—vigor, dedication, and absorption (Schaufeli et al., 2002)—all showed improvement after mindfulness training. Employees reported higher energy levels, a greater sense of meaning in their work, and deeper immersion in their tasks, consistent with earlier research on the benefits of mindfulness in professional settings (Malinowski & Lim, 2015).

One of the most notable findings was the difference in job engagement improvements between private and government sector employees. The private sector participants exhibited a greater increase in engagement levels post-training, suggesting that mindfulness training may be particularly effective in environments that demand high adaptability and performance-based motivation. This finding is in line with research by Dane and Brummel (2014), who found that employees in dynamic, fast-paced work environments tend to experience greater benefits from mindfulness-based interventions due to their need for sustained focus and stress management. Conversely, government sector employees, while still benefiting from the training, showed comparatively lower gains in job engagement. This result may be explained by the structural and organizational differences between the two sectors, such as bureaucratic work environments, lower performance-based incentives, and less autonomy, factors that have been associated with reduced responsiveness to engagement-enhancing interventions (Bakker & Demerouti, 2007).

Another important consideration is the sustainability of job engagement improvements over time. The follow-up assessment conducted two weeks after the intervention revealed a slight decline in engagement scores compared to the immediate post-test results, though the scores remained significantly higher than pre-test levels. This aligns with previous findings indicating that while mindfulness training has immediate positive effects, continuous practice is necessary to maintain long-term benefits (Good et al., 2016). This suggests that organizations should consider incorporating mindfulness training as an ongoing practice rather than a one-time intervention to ensure lasting effects on employee engagement. From a theoretical perspective, these results support the Job Demands-Resources (JD-R) model of work engagement, which posits that job resources (such as mindfulness skills) can buffer the negative effects of job demands and enhance motivation (Bakker & Demerouti, 2007). The findings also reinforce the broaden-and-build theory of positive emotions (Fredrickson, 2001), which suggests that mindfulness fosters positive emotional states that broaden employees' thought-action repertoires, leading to increased engagement and productivity.

The implications of this study are significant for both private and public sector organizations. For private sector companies, integrating mindfulness training into employee development programs may serve as an effective strategy to enhance performance, reduce burnout, and increase job satisfaction. For government institutions, mindfulness interventions could be adapted to address the unique challenges of bureaucratic work environments, potentially improving overall workplace well-being and efficiency. Given the differences in response to training between the two sectors, future research should explore sector-specific modifications to mindfulness programs to maximize their effectiveness.

6. CONCLUSION

This study investigated the impact of mindfulness training on job engagement among private and government sector employees in Kerala, using a comparative approach. The findings revealed that mindfulness training significantly enhanced job engagement, as reflected in increased scores on the Job Engagement Scale (JES) post-training. Employees in both sectors demonstrated improvements in vigor, dedication, and absorption, key dimensions of job engagement, following the six-week mindfulness intervention. The results provide empirical support for the effectiveness of mindfulness training as a tool to enhance workplace engagement and overall job performance. A key observation from the study was that private sector employees showed a greater increase in job engagement levels compared to their government sector counterparts. This suggests that mindfulness training may be particularly beneficial in dynamic, performance-driven work environments where employees face higher levels of job demands. However, the study also found that while engagement levels remained elevated during the two-week follow-up period, a slight decline was observed, emphasizing the need for continuous mindfulness practice to sustain long-term benefits.

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