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Meditation Intensity and Work Productivity: The Role of Attentional Control in Contemporary Organisations

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ABSTRACT

This study aims to analyse the influence of meditation intensity on work focus and work productivity in modern organisational settings. The study is important because contemporary workplaces are increasingly characterised by high targets, accelerated work rhythms, and digital distractions, requiring stronger self-regulation and attentional control among employees. In this context, meditation is understood not only as a spiritual or therapeutic practice, but also as a mechanism that may support work performance and psychological well-being. This research employed a quantitative survey approach involving 72 respondents selected purposively from workers with clear work-target demands. Data were collected through self-report questionnaires and analysed using descriptive statistics, reliability testing, binomial testing, and linear regression analysis. The findings show that meditation intensity has a significant and strong influence on work focus and work productivity. Respondents who practised meditation more consistently tended to demonstrate better concentration, emotional stability, attentional control, and work efficiency. Regression analysis further revealed that meditation intensity explained more than half of the variation in work productivity, indicating its substantial contribution within organisational contexts. The study implies that mindfulness and meditation practices may be integrated into human resource development and workplace well-being strategies. The originality of this research lies in its integration of psychological dimensions and organisational performance within a human-centred management framework, positioning meditation not merely as a wellness practice, but also as a managerial strategy for improving work productivity.

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Introduction

The transformation of workplace dynamics over the past decade has accelerated significantly alongside digital transformation, increasing performance targets, flexible working arrangements, and growing productivity demands. These developments have not only reshaped organisational systems and working cultures but have also directly affected the psychological condition of employees. The World Health Organization reported that approximately 15% of the global working-age population experiences mental health disorders, while depression and anxiety account for the loss of nearly 12 billion working days annually and productivity losses reaching US$1 trillion per year (WHO, 2024). These figures indicate that workplace mental health is no longer merely an individual concern but a structural issue closely associated with organisational sustainability, work effectiveness, and economic productivity.

This phenomenon is also evident within Southeast Asia and Indonesia. Studies on full-time employees in Southeast Asia reveal high levels of burnout resulting from escalating work pressures. In Indonesia, a Jobstreet survey reported that 43% of Indonesian employees experience mental exhaustion or burnout (Franco, 2026; Friana, 2026). This condition reflects a paradox within modern workplaces, where employees are continuously expected to remain productive while simultaneously facing psychological pressures that may weaken concentration, energy, and work quality. The issue is particularly prominent among younger employees who face pressure to constantly prove themselves, fulfil social expectations of success, and follow hustle culture, which is increasingly reinforced through social media exposure (Larasati, 2026).

Poorly managed work pressure may negatively affect various indicators of organisational performance. Mental exhaustion has the potential to reduce concentration, increase absenteeism, weaken employee engagement, diminish decision-making effectiveness, and lower creativity and work efficiency. Within modern organisations, this condition demonstrates that employee mental health cannot be separated from productivity improvement strategies. Organisations therefore need approaches that not only emphasise target achievement but also support employees in managing emotions, maintaining attentional stability, and sustaining psychological balance amidst workplace pressures.

In this context, meditation practices, particularly mindfulness, have increasingly attracted attention as a potentially effective approach for bridging mental well-being and workplace productivity. Meditation, which originates from Eastern contemplative traditions, has gradually been adapted within modern organisations as part of workplace well-being programmes and human resource development strategies. Previous studies have demonstrated that mindfulness may reduce stress, strengthen emotional regulation, improve attentional stability, and enhance psychological well-being (Hülsheger, Alberts, Feinholdt, & Lang, 2013;

Khoury et al., 2013). Nevertheless, meditation is still frequently positioned merely as an individual relaxation practice rather than as a managerial mechanism associated with workplace focus and organisational productivity.

Research concerning meditation and mindfulness within workplace contexts may be classified into three major tendencies. First, studies focusing on the psychological effects of mindfulness on individuals. Creswell (2017), Hülsheger et al. (2013), and Khoury et al. (2013) demonstrated that mindfulness contributes to reducing stress, anxiety, burnout, and emotional exhaustion. This tendency provides an important foundation for understanding meditation as an individual coping mechanism in response to workplace pressures. However, studies within this category largely emphasise personal psychological well-being rather than its direct relationship with work focus and organisational productivity.

Second, studies examining the relationship between mindfulness and workplace performance as well as organisational behaviour. Dane and Brummel (2014), Good et al. (2016), and MacPherson & Rockman (2023) found that mindfulness is associated with improved task performance, job satisfaction, work engagement, and reduced turnover intention. This tendency broadens the understanding that meditation not only influences psychological conditions but is also related to workplace effectiveness. Nevertheless, most of these studies have not specifically examined meditation intensity, particularly frequency and duration, as factors predicting work focus and productivity.

Third, studies discussing the implementation of mindfulness within organisations. Donaldson-Feilder et al. (2011) and Hyland et al. (2015) reported that mindfulness implementation in workplaces often encounters obstacles such as organisational cultural resistance, limited time, and the perception that meditation is solely related to personal or spiritual activities. This tendency suggests that the integration of meditation into organisational systems continues to face both conceptual and practical challenges. Consequently, empirical quantitative studies positioning meditation as a managerial strategy remain relatively limited.

Based on these tendencies, several research gaps remain insufficiently addressed. First, previous studies tend to separate psychological dimensions from managerial dimensions, resulting in limited integrative explanations regarding the relationship between meditation, work focus, and productivity. Second, meditation is still predominantly understood as an individual wellness programme rather than as an organisational mechanism capable of supporting workplace performance. Third, quantitative studies examining the influence of meditation intensity through frequency and duration on work focus and employee productivity remain limited. Therefore, further research is required to explain how meditation practices may function as strategies linking mental health, attentional control, and workplace productivity within modern organisations.

This study aims to empirically examine the influence of meditation practice intensity on work focus and employee productivity within modern organisational contexts. Specifically, the study aims to: (1) analyse respondent characteristics and the feasibility of the research instrument in measuring meditation intensity, work focus, and workplace productivity; (2) analyse the relationship between meditation intensity and employees' work focus; and (3) examine the influence of meditation intensity on employee productivity. Through these objectives, this study is expected to provide empirical evidence regarding the contribution of meditation to strengthening focus and improving productivity in contemporary workplaces.

Theoretically, this study employs Self-Regulation Theory and the concept of attentional control as analytical foundations (Dziak, 2021). Self-Regulation Theory explains that individuals possess the ability to manage emotions, attention, and behaviour in order to achieve specific goals. Within this study, meditation is understood as a practice capable of strengthening self-regulation through increased awareness, emotional control, and attentional stability. Meanwhile, attentional control refers to an individual's ability to maintain focus, reduce distractions, and direct attention towards primary tasks. Accordingly, meditation is positioned as a mechanism capable of strengthening self-regulation and attentional control, which subsequently contributes to work focus and employee productivity.

Based on this theoretical framework, the study hypothesises that meditation practice intensity, reflected through frequency and duration, positively influences work focus and employee productivity. The more consistently individuals engage in meditation practices, the stronger their self-regulation and attentional control abilities become in dealing with workplace pressures. These abilities enable individuals to maintain concentration, minimise distractions, complete tasks more efficiently, and improve the quality of work outcomes. Thus, this study argues that meditation functions not merely as an individual wellness practice but also as a managerial strategy that bridges mental health and organisational productivity. Theoretically, this study extends Self-Regulation Theory from the domain of individual psychology into organisational management by demonstrating that self-regulation developed through meditation may contribute to workplace performance.

Method

The unit of analysis in this study consists of employees actively working within modern organisations and facing clear work performance demands. The study focuses on the relationship between meditation practice intensity, work focus, and workplace productivity. Meditation intensity is conceptualised through two primary indicators, namely the frequency and duration of meditation practices, while work focus and workplace productivity are understood through employees'

ability to maintain concentration, complete tasks effectively, sustain efficiency, and improve the quality of work outcomes.

This study employs a *field research* approach with an explanatory quantitative design. A quantitative approach was selected because the study aims to examine relationships between variables through measurable numerical data and statistical analysis (J. W. Creswell & Creswell, 2018). The explanatory design was chosen because the study not only describes workplace phenomena but also examines the influence of meditation intensity on employees' work focus and productivity (Sekaran, 2016). Through this design, the study provides empirical evidence regarding the role of meditation as a practice that potentially supports mental well-being and workplace productivity within modern organisational contexts.

The primary data source in this study consists of 72 respondents selected using a *purposive sampling* technique. This technique was employed because the study required respondents with characteristics relevant to the research objectives, namely individuals who are actively employed, have experience or involvement in meditation practices, and work within environments characterised by target-oriented tasks and performance demands (Etikan, 2016). Respondent data were also utilised to explain sample characteristics based on gender and age, thereby providing contextual understanding of the dataset prior to analysing relationships between variables.

Data collection was conducted through an online questionnaire using a three-point Likert scale, consisting of 1 = disagree, 2 = neutral, and 3 = agree. The Likert scale was selected because it is appropriate for measuring attitudes, perceptions, and respondents' experiences regarding social phenomena and workplace behaviour (Likert, 1932). The research instrument was developed based on indicators of meditation intensity, work focus, and workplace productivity. Indicators of meditation intensity included weekly meditation routines, increased meditation duration during periods of heavier workload, consistency of practice, and duration of meditation sessions. Indicators of work focus included the ability to maintain concentration, complete tasks attentively, regain focus after distractions, and sustain focus on daily work targets. Meanwhile, workplace productivity indicators included the ability to complete tasks on time, work more efficiently, improve the quality of work outcomes, and perceive increased productivity after regularly practising meditation.

Data analysis was conducted in several stages to ensure alignment with the research objectives and findings. First, descriptive statistics were used to explain respondent characteristics and response distributions. Second, Cronbach's Alpha reliability testing was employed to assess the internal consistency of the research instrument (Cronbach, 1951). Third, response distribution analysis was conducted to identify tendencies in the relationship between meditation intensity and work

focus. Fourth, linear regression analysis was used to examine the influence of meditation intensity on workplace productivity, while ANOVA was employed to assess the significance of the regression model. Interpretation of the findings focused on regression coefficients, significance levels, and the contribution of meditation intensity variables in explaining variations in workplace productivity. As the data were collected using a cross-sectional design, the findings are interpreted as empirical and predictive relationships rather than definitive causal claims.

Result

Respondent Characteristics and Research Data Feasibility

This subsection presents an overview of the respondents and the feasibility of the research data used in the study. The research involved 72 respondents selected purposively, namely workers who had clear work target demands. All respondent data were declared complete, as no missing data were identified, indicating that the dataset was appropriate for further analysis.

Table 1. Descriptive Statistics

	Gender	Age
Valid	72	72
Missing	0	0
Mean	1.639	2.361
Std. Deviation	0.484	0.657
Minimum	1.000	1.000
Maximum	2.000	3.000

Based on Table 1, all demographic data for gender and age consisted of 72 valid responses without any missing data. This indicates that the demographic data fulfilled the preliminary requirements for descriptive analysis.

Table 2. Frequencies for Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
1 (male)	26	36.111	36.111	36.111
2 (female)	46	63.889	63.889	100.000
Missing	0	0.000		
Total	72	100.000		

Based on gender distribution, the respondents were predominantly female, comprising 46 individuals or 63.9% of the total sample, while male respondents accounted for 26 individuals or 36.1%. This composition indicates a greater level of participation among female respondents in the study.

Table 3. Frequencies for Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
1 (under 20 years old)	7	9.722	9.722	9.722
2 (20–40 years old)	32	44.444	44.444	54.167
3 (above 40 years old)	33	45.833	45.833	100.000
Missing	0	0.000		
Total	72	100.000		

In terms of age, respondents were distributed across three categories. The largest group consisted of respondents aged above 40 years, totalling 33 individuals or 45.8%, followed closely by those aged 20–40 years with 32 individuals or 44.4%. Meanwhile, respondents under 20 years old accounted for only 7 individuals or 9.7%. This distribution demonstrates that most respondents were within mature working-age categories, which is relevant to the context of the study concerning meditation, work focus, and work productivity among employees with demanding work targets.

Subsequently, the feasibility of the research instrument was examined through Cronbach's Alpha reliability testing to determine the internal consistency of the questionnaire items in measuring the research variables.

Table 4. Frequentist Scale Reliability Statistics

Coefficient	Estimate	Std. Error	Lower 95% CI	Upper 95% CI
Coefficient α	0.901	0.022	0.858	0.945

The reliability test results revealed a Cronbach's Alpha value of 0.901, with a 95% confidence interval ranging from 0.858 to 0.945. This value indicates that the research instrument possessed a very high level of internal consistency and could therefore be considered reliable for further analysis.

Table 5. Frequentist Individual Item Reliability Statistics

Item	Coefficient α if item dropped	Item-rest correlation
X11 (I routinely practise meditation every week)	0.890	0.718
X12 (When workload increases, I increase my meditation time)	0.906	0.310
X13 (The more frequently I meditate, the more focused I feel at work)	0.897	0.546

X14 (Even when busy, I still try to maintain my meditation routine)	0.887	0.785
X21 (Each meditation session lasts for a sufficiently long duration)	0.904	0.250
X22 (Longer meditation duration makes me calmer and more focused)	0.898	0.509
X23 (I can maintain my planned meditation duration without distraction)	0.901	0.400
X24 (Longer meditation improves my work results)	0.901	0.393
Y11 (I can remain focused on work without being easily distracted)	0.891	0.687
Y12 (I can complete tasks with full concentration)	0.890	0.721
Y13 (When distracted, I can quickly regain focus on work)	0.888	0.766
Y14 (Meditation helps me stay focused on daily work targets)	0.894	0.623
Y21 (I can complete work according to the specified deadlines)	0.893	0.629
Y22 (Meditation enables me to work faster and more efficiently)	0.894	0.614
Y23 (My work outcomes improve after practising meditation regularly)	0.895	0.595
Y24 (I feel more productive compared to before practising meditation regularly)	0.898	0.491

Based on Table 5, most questionnaire items demonstrated moderate to high item-total correlations, ranging from 0.250 to 0.785. The highest correlations were found in item X14 (0.785) and Y13 (0.766), indicating that these items contributed strongly to the measured constructs. Meanwhile, items X21 and X12 showed relatively lower correlations, at 0.250 and 0.310 respectively. Nevertheless, these values remain acceptable, particularly within the context of exploratory research, as removing the items would not significantly improve the overall reliability of the instrument.

The research data can be considered suitable for further analysis. This feasibility is reflected in the completeness of the respondent data, the demographic distribution relevant to the context of target-oriented workers, and the very high reliability value of the instrument. The instrument was therefore considered capable of consistently measuring meditation intensity, work focus, and work productivity.

The Influence of Meditation Intensity on Work Focus

The second finding demonstrates that meditation intensity contributes to respondents' ability to maintain work focus. In this study, work focus was measured through several indicators, including the ability to maintain concentration without distraction, complete tasks attentively, regain focus after interruption, and sustain attention towards daily work targets. These findings are consistent with previous studies suggesting that mindfulness meditation strengthens attention regulation, sustained concentration, and cognitive control (Jha et al., 2007; Zeidan et al., 2010).

Table 6. Binomial Test

Variable	Level	Counts	Total	Proportion	p
X11 (I routinely practise meditation every week)	1	5	72	0.069	< .001
	2	18	72	0.250	< .001
	3	49	72	0.681	0.003
X12 (When workload increases, I increase my meditation time)	1	25	72	0.347	0.013
	2	42	72	0.583	0.195
	3	5	72	0.069	< .001
X13 (The more frequently I meditate, the more focused I feel at work)	1	1	72	0.014	< .001
	2	41	72	0.569	0.289
	3	30	72	0.417	0.195
X14 (Even when busy, I still try to maintain my meditation routine)	1	5	72	0.069	< .001
	2	29	72	0.403	0.125
	3	38	72	0.528	0.724
X21 (Each meditation session lasts for a sufficiently long duration)	1	2	72	0.028	< .001
	2	66	72	0.917	< .001
	3	4	72	0.056	< .001
X22 (Longer meditation duration makes me calmer and more focused)	1	3	72	0.042	< .001
	2	56	72	0.778	< .001

	3	13	72	0.181	< .001
X23 (I can maintain my planned meditation duration without distraction)	1	5	72	0.069	< .001
	2	61	72	0.847	< .001
	3	6	72	0.083	< .001
X24 (Longer meditation improves my work results)	2	59	72	0.819	< .001
	3	13	72	0.181	< .001
Y11 (I can remain focused on work without being easily distracted)	1	2	72	0.028	< .001
	2	41	72	0.569	0.289
	3	29	72	0.403	0.125
Y12 (I can complete tasks with full concentration)	1	3	72	0.042	< .001
	2	30	72	0.417	0.195
	3	39	72	0.542	0.556
Y13 (When distracted, I can quickly regain focus on work)	1	4	72	0.056	< .001
	2	37	72	0.514	0.906
	3	31	72	0.431	0.289
Y14 (Meditation helps me stay focused on daily work targets)	2	33	72	0.458	0.556
	3	39	72	0.542	0.556
Y21 (I can complete work according to the specified deadlines)	1	3	72	0.042	< .001
	2	43	72	0.597	0.125
	3	26	72	0.361	0.024
Y22 (Meditation enables me to work faster and more efficiently)	2	21	72	0.292	< .001
	3	51	72	0.708	< .001
Y23 (My work outcomes improve after practising meditation regularly)	1	2	72	0.028	< .001
	2	14	72	0.194	< .001
	3	56	72	0.778	< .001

Y24 (I feel more productive compared to before practising meditation regularly)	1	1	72	0.014	< .001
	2	12	72	0.167	< .001
	3	59	72	0.819	< .001

Note. Proportions were tested against the value of 0.5.

Based on Table 6, respondents generally demonstrated a positive tendency regarding the relationship between meditation and work focus. Most respondents reported practising meditation regularly and maintaining the practice even during demanding work situations. In addition, longer meditation duration was perceived to help respondents become calmer, more focused, and more effective in completing their work. These findings indicate that meditation intensity is associated not only with the frequency of practice, but also with consistency and the ability to sustain meditation within everyday routines.

The data also indicate that respondents' work focus tended to fall within positive categories. Respondents reported that they were able to maintain attention towards their work, complete tasks with concentration, and regain focus after experiencing distraction. Furthermore, meditation was perceived to help respondents maintain attention towards daily work targets and improve work efficiency. These findings suggest that meditation contributes to individuals' ability to direct attention and maintain mental stability during work activities.

In simple terms, the data indicate that respondents generally perceived meditation as an activity that helped them work with greater focus, calmness, and direction. Meditation was not merely regarded as a personal habit, but also as a way of maintaining concentration, reducing distraction, and sustaining work performance when facing everyday work demands.

Several important patterns can be identified from the data regarding meditation intensity and respondents' work focus. The first pattern indicates that respondents who maintained a regular meditation routine tended to demonstrate better work focus. Consistency in meditation practice appeared to be associated with the ability to sustain attention towards work tasks and complete responsibilities in a more directed manner. This suggests that meditation may help develop more stable mental habits in work activities.

The second pattern shows that meditation duration became an important factor in supporting calmness and concentration. Respondents who engaged in longer meditation sessions tended to experience a calmer mental state and found it easier to focus their attention on work. Therefore, the benefits of meditation were influenced not only by the frequency of practice, but also by the quality and duration of meditation itself.

The third pattern demonstrates that meditation helped respondents manage workplace distractions more effectively. In this context, work focus does not necessarily imply the absence of distraction, but rather the individual's ability to restore concentration after interruption. This ability is particularly important in work environments characterised by target pressure and high productivity demands.

The fourth pattern reveals variation in the consistency of meditation practice. Not all respondents were able to increase or maintain meditation intensity when workload increased. This finding suggests that the effectiveness of meditation on work focus remains dependent on individual discipline in sustaining meditation routines consistently.

Based on these patterns, it can be provisionally concluded that meditation intensity demonstrates a positive tendency towards improving work focus. Meditation helps respondents develop calmness, maintain concentration, and restore attention after distraction, thereby supporting more stable and productive work performance.

The Influence of Meditation Intensity on Work Productivity

The third sub-finding demonstrates that meditation intensity has a strong and significant influence on work productivity. In this study, work productivity was measured through several indicators, including the ability to complete work within specified deadlines, improvements in work speed and efficiency, enhancement of work quality, and overall increases in productivity after respondents practised meditation regularly. To examine this influence, the study employed linear regression analysis with meditation intensity as the independent variable and work productivity as the dependent variable. These findings indicate that meditation is not only associated with individuals' psychological conditions, but also with broader work performance within organisational contexts.

Table 7. Model Summary

Model	R	R^2	Adjusted R^2	RMSE	R^2 Change	df1	df2	p
M_0	0	0	0	3.083	0	0	71	
M_1	0.745	0.555	0.548	2.072	0.555	1	70	< .001

Note. M_1 includes Total Independent Variables.

Table 8. ANOVA

Model		Sum of Squares	df	Mean Square	F	p
M_1	Regression	374.276	1	374.276	87.157	< .001
	Residual	300.599	70	4.294		

	Total	674.875	71

Note. M_1 includes Total Independent Variables. The intercept model is omitted, as no meaningful information can be shown.

Table 9. Coefficients

Model		Unstandardised	Standard Error	Standardised	t	p
$\mathbf{M_0}$	(Intercept)	20.375	0.363		56.077	< .001
$\mathbf{M_1}$	(Intercept)	4.030	1.768		2.280	0.026
	Total Independent Variables	0.931	0.100	0.745	9.336	< .001

The regression analysis results indicate that meditation intensity has a significant influence on work productivity. Based on Table 7, the R value of 0.745 demonstrates a strong relationship between meditation intensity and work productivity, while the R^2 value of 0.555 indicates that 55.5% of the variation in work productivity can be explained by meditation intensity. This value represents a substantial contribution, considering that work productivity is generally influenced by numerous other workplace factors. Furthermore, the Adjusted R^2 value of 0.548 demonstrates that the model remained stable and reliable after adjustment for the number of research variables.

The suitability of the regression model is further supported by the ANOVA results presented in Table 8. The F value of 87.157 with a significance level of $p < 0.001$ indicates that the regression model was statistically significant. This means that meditation intensity as a whole was capable of meaningfully predicting changes in respondents' work productivity. Therefore, the relationship between meditation and productivity was not only descriptively observable, but also supported by strong statistical evidence.

Furthermore, the regression coefficient results presented in Table 9 show an unstandardised coefficient value of 0.931 with a t value of 9.336 and $p < 0.001$. These findings indicate that every one-unit increase in meditation intensity was followed by a 0.931-unit increase in work productivity. Meanwhile, the standardised coefficient value of $\beta = 0.745$ demonstrates that the influence of meditation intensity on work productivity falls within the strong category. These findings are consistent with Self-Regulation Theory, which explains that individuals' ability to manage attention, emotions, and behaviour contributes to the achievement of goals and work performance (Bandura, 1991; Baumeister & Vohs, 2007).

Substantively, the data indicate that respondents who practised meditation more regularly and consistently tended to demonstrate better work performance,

particularly in maintaining work efficiency, completing tasks according to targets, and producing higher-quality work outcomes. In this context, meditation was associated not only with psychological calmness, but also with individuals' ability to manage attention and work energy in a more directed manner. This supports the view that mindfulness may improve work effectiveness through strengthened attentional control and self-awareness (Good et al., 2016; Jha, Krompinger, & Baime, 2007).

Several important patterns can be identified from the research data. First, meditation intensity contributed substantially to explaining variations in work productivity, as demonstrated by the relatively high R^2 value. Second, the relationship between meditation and work productivity was statistically significant, indicating that the influence of meditation was not coincidental. Third, meditation appeared to operate through psychological mechanisms involving enhanced focus, attentional control, and self-regulation, which subsequently contributed to improved work performance. Fourth, meditation demonstrates potential to be positioned as a human resource development strategy because its benefits relate not only to individual wellbeing, but also to improved organisational outcomes.

Meditation intensity is a strong predictor of work productivity. Meditation practised consistently contributes to improved focus, efficiency, and work quality among respondents. Therefore, meditation may be understood not merely as a form of self-development practice, but also as a mechanism that supports work performance and broader organisational productivity.

Discussion

This study demonstrates that meditation intensity has a significant influence on work focus and work productivity. Respondents who practised meditation more regularly and consistently tended to possess better abilities in maintaining concentration, managing attentional distractions, completing work according to targets, and improving both efficiency and quality of work. The regression results further indicate that meditation intensity explained more than half of the variation in respondents' work productivity. These findings confirm that meditation is associated not only with individuals' psychological well-being, but also with tangible work performance within modern organisational contexts.

These findings may be explained through the theories of self-regulation and attentional control. Meditation practices operate through the strengthening of directed attention, emotional regulation, and mental stability. Regular practice helps individuals reduce cognitive distraction and improve their ability to maintain attention towards ongoing tasks. In work environments characterised by target pressure, accelerated rhythms, and high productivity demands, the ability to manage attention becomes an essential resource for sustaining work performance.

Thus, the relationship between meditation intensity and work productivity can be understood through a psychological pathway: attentional training strengthens focus and self-regulation, which are subsequently translated into more efficient, stable, and goal-directed work performance.

The findings of this study are consistent with Jha et al. (2007), who demonstrated that mindfulness meditation improves attentional systems and cognitive control. The results also support Good et al. (2016), who argued that mindfulness in workplace settings contributes to work effectiveness and individual performance quality. However, this study offers a different emphasis. While many previous studies positioned meditation primarily as a wellness practice or stress-management strategy, the present study demonstrates that meditation intensity, both in terms of frequency and duration, has direct relevance to work productivity. The novelty of this study lies in its attempt to integrate individuals' psychological dimensions with organisational performance dimensions within a single analytical framework.

In a historical context, these findings indicate a transformation in the way meditation is understood, shifting from a spiritual practice to a secular practice relevant to the needs of modern society. Traditionally, meditation was primarily understood as a spiritual path aimed at achieving inner peace, self-awareness, and moral transformation. However, the development of scientific inquiry and the demands of the contemporary workplace have expanded the meaning of meditation into a practice associated with therapy, stress reduction, attentional improvement, and work productivity. This shift aligns with the process of the secularisation of meditation, in which meditative practices are detached from their original religious contexts and adapted into secular spaces such as hospitals, schools, and workplaces (Mautner, 2022; McMahan & Braun, 2017). Accordingly, these findings reinforce the view that meditation is no longer positioned separately from professional activities, but has become part of human development strategies within modern work systems, although this transformation continues to raise ethical concerns regarding the possible loss of the spiritual and cultural depth originally embedded within meditation practices (Bazzano, 2019; Lutkajtis, 2018).

At the social level, this study demonstrates that meditation may function as a mechanism for adapting to the pressures of modern work environments. Contemporary workplaces characterised by high targets, accelerated work rhythms, and intense digital distractions require employees to develop stronger self-regulation capacities. In this context, mindfulness practices help individuals maintain emotional stability, manage occupational stress, and sustain focus while completing tasks. This finding is consistent with workplace mindfulness studies showing that mindfulness practices contribute to stress reduction, improved psychological well-being, attentional focus, job satisfaction, and employee productivity (Kersemaekers et al., 2018; Slutsky, Chin, Raye, & Creswell, 2019;

Wongtongkam, Krivokapic-Skoko, Duncan, & Bellio, 2017). Thus, work productivity is shaped not only by technical or professional competence, but also by individuals' capacity to manage their psychological conditions. Nevertheless, the effectiveness of such practices remains dependent on programme design, organisational support, and the workplace's ability to create a climate that sustainably supports mindfulness practices (Chang & Stone, 2019; Lomas et al., 2017).

Ideologically, this study reveals a paradigm shift in understanding the relationship between individual well-being and organisational productivity. Modern work systems frequently separate performance from workers' mental well-being, as though productivity can only be achieved through increased pressure, control, and efficiency. However, the findings of this study suggest that the two are deeply interconnected: productivity may be improved through the strengthening of self-awareness, mental stability, and attentional management. This perspective aligns with the principles of human-centred management, which positions well-being, engagement, individual development, ethics, and sustainability as integral parts of organisational strategy rather than merely administrative complements (Bardy, 2018; Cooke, 2024; Lepeley, 2021). Accordingly, this study argues that organisational productivity does not necessarily have to be built upon intensified work pressure, but may instead be developed through more humane, supportive, and balanced workplace cultures that integrate organisational performance with workers' psychological well-being.

Reflection upon these findings reveals both functions and dysfunctions of meditation practices within workplace contexts. Its primary function lies in its capacity to support focus, efficiency, work quality, and employees' emotional stability. Meditation may therefore serve as a means of strengthening individuals' psychological capacities in dealing with complex work demands. Nevertheless, several dysfunctions must also be acknowledged. The effectiveness of meditation depends heavily on individuals' consistency in maintaining practice, while not all employees possess the time, space, or organisational support necessary to sustain such routines. Furthermore, there is a risk that mindfulness practices may merely become tools for adapting employees to high-pressure work systems without accompanying structural changes in workload, leadership patterns, or organisational culture. Under such conditions, meditation risks shifting from a practice of empowerment into an instrument for accommodating oppressive work systems.

Based on these reflections, organisations should develop action plans that extend beyond merely providing meditation programmes and instead focus on creating work environments that genuinely support employee well-being. First, meditation or mindfulness programmes should be systematically integrated into human resource development policies through training in self-regulation, attentional management, and stress management. Second, organisations should

provide realistic spaces and time allocations for employees to engage in reflective practices so that such programmes do not become merely symbolic gestures of organisational concern. Third, mindfulness policies should be accompanied by evaluations of workload, communication patterns, and target systems to ensure that meditation is not used to legitimise excessive work pressure. Fourth, organisational leaders should cultivate workplace cultures that are more supportive, ethical, and human-centred, thereby ensuring that productivity improvements occur alongside the protection of employees' mental health.

Conclusion

This study demonstrates that meditation intensity has a significant influence on work focus and work productivity. Respondents who practised meditation more regularly and consistently tended to demonstrate better abilities in maintaining concentration, managing distractions, completing work according to targets, and improving both efficiency and work quality. Regression analysis further revealed that meditation intensity explained more than half of the variation in respondents' work productivity, indicating that meditation practices are associated not only with psychological calmness, but also with tangible work performance within modern organisational contexts. These findings suggest that improvements in work productivity may be developed through strengthened self-regulation, mental stability, and attentional management, rather than solely through increasing work pressure.

The scientific contribution of this study lies in its attempt to integrate individuals' psychological dimensions with organisational performance dimensions within a single analytical framework. This study does not merely position meditation as a wellness practice or stress-reduction technique, but rather as a mechanism with direct relevance to work focus and organisational productivity. In addition, the findings reinforce the principles of human-centred management by demonstrating that employees' psychological well-being is closely connected to work performance. Accordingly, this study contributes conceptually to the broader discussions surrounding workplace mindfulness, self-regulation, and work productivity within modern organisational settings.

Nevertheless, this study has several limitations. First, the study involved a relatively limited number of respondents and focused only on workers with specific characteristics, thereby restricting the generalisability of the findings. Second, the research employed a quantitative approach based on self-report questionnaires, which relied heavily on respondents' subjective perceptions. Third, the study did not explore other organisational factors, such as leadership style, workplace culture, or workload, which may also influence the effectiveness of meditation on work productivity. Therefore, future studies are recommended to involve broader samples, employ longitudinal or mixed-methods approaches, and develop more in-

depth analyses concerning the relationship between mindfulness, organisational culture, mental health, and work performance across different occupational sectors.

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