

**EFFECTS OF MEDITATION ON EMPLOYEE OUTCOMES:
A META-ANALYSIS**

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CERTIFICATE

This is to certify that this thesis entitled: “**Effects of Meditation on Employee Outcomes: A Meta-Analysis**” submitted by Ms. Nida Azam is accepted in its present form by the Department of Business Studies, Pakistan Institute of Development Economics (PIDE), Islamabad as satisfying the requirements for partial fulfillment of the degree of **Master of Science in Management Sciences**.

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DECLARATION

I declare that the original work in this dissertation titled “Effects of meditation on employee outcomes, A meta-analysis” has been carried out by me in the Department of Business Administration. Efforts of other fellows help a lot. The information derived from the literature has been duly acknowledged in the text and a list of references provided. No part of this dissertation was previously presented for another degree at any other institution.

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DEDICATION

I am obliged and delighted to dedicate this thesis to my beloved parents Mr. & Mrs. Azam Ali for supporting me financially and ethically and emotionally from day one to beyond and my respected teacher Dr. Hassan Rasool for support and academic guidance.

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All the praises are for the Allah Almighty; the most beneficent and the most merciful; who granted man with knowledge. All salutations are upon the Prophet (P.B.U.H.) whose teachings enlighten my thought and thrives my ambitions.

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ABSTRACT:

This study examines the effects of “Meditation” on employee outcome through Meta-Analytical procedures. There are very few studies which depicts these effects in organizations or workplace. In this scenario, meta-analysis on this topic being conducting because of two reasons. First, not a single meta-analysis has been seen while reading and searching literature on this topic which is a gap. Second, the purpose is to gather and analyze all qualitative and quantitative articles on topic so that at the complete picture of systematic review of articles can be achieve. Meditation provides capability and familiarity to people to experience patience, so that most people with less awake state of mind and negativity can heal their negative emotions and stop wasting their time (Brown & Ryan, 2003; Ricard, Lutz & Davidson, 2014). Meditation can help to creates smooth and clear stream of thoughts (Sedlmeier et al., 2012; Bond et al., 2009). So, to cover all these differences and misconceptions, I have conducted a meta-analysis of sample: 22 studies, where stress, depression, burnout, related variable anxiety, frustration, and exhaustion clearly be seen less because of meditation practices. On the other side, it does enhance self-kindness, humanity, well-being and pessimistic thoughts. I justify studies by using random effect modeling and theoretical explanation of articles for in-depth clarification.

CHAPTER 1: INTRODUCTION

Huge number of people including employees encounter or experience stress, depression or unhealthy mental disorders in their life reasons like: workplace stressors, career problems, financial problems, death, violence, adulthood problems etc (Bentley, M. A., Crawford, J. M., Wilkins, J. R., Fernandez, A. R., & Studnek, J. R. (2013). They are going through a lot in different phases of their life that it is difficult for them to handle mental disorders. (Palmiter, 2019). These were the survey results of a research conducted by American Psychological Association (APA) in 2019. There are chances that most of the people suffering with stress during their grown-up phase or also people from different age might face anxiety phases in their life, (APA, 2014). So, in order to cure mental uncertainty, “Mindfulness Meditation” is a spiritual practice which can help to calm mind and thoughts, helps person to live in the present and calms the mind and thoughts, (Kabat- Zinn, 1994).

So, the reason or story behind why I have started this research was that I under way to have anxiety, panic attacks and emotional instability since last year. My state was completely chaotic. So, in that regard someone suggested me a practice called “Muraqba Meditation”, this kind of “Meditation” is related to Sufism and Islam. By sitting in a quiet place with closed eyes focusing on a point or fact, following this process a person can actually get “mindfulness state” or living present moment, (Azeemi, 2008). And that’s what exactly happened to me, this practice helps you in getting rid of stress and calming thoughts but practice religiously is the key for best results. There are many other famous and most practiced “Meditation Practices” like Transcendental and Mindfulness Meditation. This entire understanding makes me provoke my interest and led me to study the

effects of meditation on humans more precisely on business organizations. Because there is enough literature on meditation, its types and effects. But there are few studies available on organization. So, I decided to gather all the studies and results of meditation on employee outcomes available or conducted so far and create or merge them in a document called “Meta-Analysis”.

1.1 : Background:

Meditation remained and keep on accomplished its importance in the side of east for many years ago (Shapiro & Walsh; 2006). For purpose of achieving some of subsequent tasks: approaching, consciousness, serenity, quietness, knowledge, attention, state of mindfulness, and cheerfulness (Shapiro; 2007). Evidence of meditation and its characteristics can be found from earliest notes known as the Bhagavad Gita (Kak; 2012). From 5th to 6th century of earliest times, Gautama the Buddha gave a whole new kind to meditation, currently known as “Vipassana Meditation”, it’s a type of mindfulness meditation and being in experienced since then (Chiesa; 2010). Then, this kind of meditation travelled around 2000 years before this arrived the “Yellow Emperor Classics of Internal Medicine” and then it was clearly defined as “A person needs to sit quietly, without doing anything with closed eyes to gather all stable strengths, focus on knowledge, mindfulness and emotions”, (Leonard; 2006). For better understanding researchers directed that mediation is important as well as for improving self-regulation (Shapiro & Walsh, (2006), consciousness, serenity, and attentiveness (Murphy & Donovan, (1997), Nayanaponika, (2000), Goleman, (2003), Cahn & Polich, (2006), Shapiro & Walsh, (1984), Nielsen, (2006), Gupta et al; (2007), Shapiro & Walsh, (2006), Dalai Lama, (2001). There is center of the US National Institute of Health (NIH) called “National Center for Complementary and Alternative Medicine (NCCAM)” describes

“Meditation as an exercise of brain and physique based on numerous categories, assigning the source to prehistoric Hindu and Buddhist sacred in addition to divine civilization”, (NIH, (2013). Currently almost forty verified accurate varieties related to meditation are in used (Buddhaghosa, (1976). However, each and every bit contains several descriptions alongside session, on foot and further physique poses with the ambition towards manage judgment just before fetch serenity aimed at rotating, centered the concentration inside defined as “to the delicate stages of a thought, for growth of vision towards the problems, despite of the fact of religious or without religious beliefs or attitude, (Maharishi, 1969: 49).

There are a lot of meditation practiced gurus who denied from the western teachings of psychology benefits calling them as artificial techniques, by calling that they overlook the main category or benefits of mindfulness. (Walsh & Shapiro; (2006). This happened because western psychology starts to seem or overlook meditation as some Yoga practices or shamanism. Such as, the old book “The History of Psychiatry”, stated that “there are some observable resemblance schizophrenic reversions and the exercises of Yoga and Zen”. (F. Alexander & Selesnick, 1966, p. 372). But with the passage of time, many evidences show the importance of meditation. Like, Early studies denotes that “Mindfulness Meditation” is very helpful in thinking processes in order to make job performance better. According to Ellis and Ashbrook, (1988) “Mindfulness Meditation teaches one to disengage from a negative stimulus and return to more effective cognitive function for task at hand”. Meditation brings welfare to human psychology in a way that makes oneself to avoid negative thinking and brought balance in sensitive state. (Kabat-Zinn, 1990). Also, it is practiced to add a “Clear awareness of what is Happening each moment”, (Goldstein & Kornfield, 1987: 62).

Even though meditation have many benefits but few researches been conducted about “effects of meditation on organizations”, yet many studies are available on other contexts like, medical, (Alexander; 1993). Stress related to work load and job performance caused many health problems and reduce productivity of organizations, in result America faced loss of \$200 billion every year, (United Nations International Labor Organization, 1993).

For controlling stress ratio, psychological techniques or trainings are most often utilized for health cause and for maintaining productivity. (Warner et al., 1988). One of them is “Mantra Meditation” also known as “Transcendental Meditation” (TM), extensively utilized and investigated, very common or frequently used to focus in present, (Goyal et al., 2014, Chalmers, Clements, Schenkluhn, & Weinles, 1989; Orme-Johnson & Farrow, 1977; Wallace, Orme-Johnson, & Dillbeck, 1992). With the confirmation that “Mediation and its several types and techniques”, are widely practiced, persistent, and investigated psychosomatic disciplines by means of a predictable 10 million practitioners in the United States and hundreds of millions worldwide, (Deurr, 2004). All the background regarding meditation and its forms demonstrate that meditation have huge history and a lot of research being done on this topic since long. Also, the purpose of stating and explaining above background is that there is a need of conducting meta-analysis in order to explain whether mediation helps in lessening the stress of employees at workplace through the support of qualitative and quantitative scholarly research material.

1.2: Importance of “Meditation” in Work Place or Organization:

Meditation entered in world of commerce during era of 1990s, wherever managers of diverse spiritual faith supposed this practice will enhance overall effort they perform. (Wach holtz & Pargament, 2005, McCormick, 1994). In return, a lot of organizations, like universal Mills,

Google, aim, allow their workers for take interest with other planned meetings of meditation for getting maximum benefits of their efforts and working hours. (Gelles, 2012). Specifically, General Mills, take this cause too seriously and give permission to their executives, more prominently in different departments of organization like growth in manufactured goods or products, marketing, proceedings, mergers and attainment, are advised to align their schedules to connect with meditation for more mind focus. (Gelles, 2012).

According to a research, 600 researches from 250 universities in 30 countries have reviewed, researched and through scientific situation investigate but could not found sufficient evidence research of the effect of mediation on leadership talents of managers at the same time as businesses are jumping on the meditation bandwagon (Chalmers, 2009), There are less research articles depicting the effect on meditation then academic journals. Research told us, that studies like meditation likely to be reported as second rated. (Chiesa, (2010: 37).

(Goyal et al (2014), in his meta-analysis total articles were 18,753 reported on effects of meditation and 47 earlier articles on benefits about healthiness, these studies also give answer of the question that there are different studies being evidence and have different results on different groups. Many people (Hicks & Turner, (1999); Ghauri & Gronhaug, (2005); Mead, (1988); Saunders et al., (2000)) questioning the benefits of practicing meditation like US or American people are not aware with the practice, experiment and health or psychology benefits (Chan & Woollacott, 2007), or beneficial for human better personal health (Epstein, (1990); Globus, (1980).

Research investigation also proves that there are less studies describe the effects of meditation on business, studies thoroughly examines the role mindfulness meditation in the performance and well-being of individuals at workplaces; (Theresa. M, 2011) more specifically in management domain. (McCollum, (1999). On the other side, studies prove that different “meditation” practices

have positive effects, (Kabat- Zinn et al. (1998), Gallantino *et al*, (2005), Anderson et al., (2008), Chan and Woollacott, (2007). Mindfulness plays a major part in curing nothing but a stress full and depressed society, (Altman, 2010; Lehrer, Woolfolk, & Sime, 2007) or the modern vogue in workplace advancement (e.g., Carroll, 2006; Duerr, 2004a)

Practitioners shows that it helps in reducing nervousness, ache (Goyal, et al, (2014), distress (McLaughlin, 2005), more focused (Goleman, (1998), high mental ability (Goleman, (2003); Davidson et al., (2003); Lutz et al., (2004); Walsh & Shapiro, (2006), consideration (Murphy & Donovan, (1997); Cahn & Polich, (2006); Walsh & Shapiro, (2006), composure (Goleman, 2003); Walsh & Shapiro, (2006)), incentive (Davidson & Harrington, (2002); Walsh & Shapiro, (2006). According to a medical point of view by (Center for Mindfulness in Medicine, Health Care, and Society, 2010). At University of Massachusetts, more than 18,000 medical or non-medical patients participated in the “Mindfulness Stress Reduction” (MBSR) program and get positive results. Academic research and medical research both have recognized the health benefits of MBSR in clinical and nonclinical people (for qualitative reviews, see Baer, 2003; Bishop, 2002; Chiesa & Serretti, 2010; for meta-analyses, see Chiesa & Serretti, 2009; Grossman, Niemann, Schmidt, & Walach, 2004). Medical professionals from thousands of medical centers have been teach MBSR trainings to cure psychological patients (Duerr, 2004b). Mindfulness has also appeared as a therapeutic practice in psychology (i.e., Mindfulness-Based Cognitive Therapy [MBCT]; Segal, Williams, & Teasdale, 2002).

Quality in workforce and outcomes is the most important part for any organization because this leads towards great job performance, successful business or successful execution of plans for organizations (Cheng, F. K. (2016). Therefore, stress or occupational stress can ruin mental state of workers or employees which ultimately effect employees personally, can be harmful for

organizational environment (Wadesango, N., Gudyanga, E., & Mberewere, M. (2015) and can affect the outcomes of organizations negatively or severally (Suleman, Q., Hussain, I., Shehzad, S., Syed, M. A., & Raja, S. A. (2018). Different types of stressors are anxiety, narcissism, hate, guilt feelings, over-sensitivity, desire, sufferings, frustration, terror, disappointment and yearning for endorsement (Willis, R. J. (2005).

Since 1980s, due to globalization, innovation in technology, competition and workforce diversification (Kalliath, T., Kalliath, P., & Albrecht, S. L. (2012) workplace stress and significant pressure has increased and burdened up the direct or indirect costs of businesses and organizations like health benefit costs, lost workdays, lower productivity and high turnover rates (Walinga, J., & Rowe, W. (2013). That's why, human resources (HR) practitioners, occupational health physicians, professionals, and managers in many types of organizations have placed a significant focus on workplace stress because of the effects it has on productivity (Biron, C., & Karanika-Murray, M. (2014; Gächter, M., Savage, D. A., & Torgler, B. (2011). They consider that meditation practices either religious or non-religious have significant affect in workplace (Bodhi, B. (2011).

Meditation helps out business professionals to seek high job performers (Blatt, W. S. (2002). Talented and promising organizations like BASF, Google, Monsanto, Deutsche (Dhiman, S. (2009), arrange meditation classes or training for their workforce religiously in order to make mental state of their employees' health and to increase or uplift the productivity (Zeller, J. M., & Levin, P. F. (2013). Such trainings reduce job-related stress and facilitates flexibility and productivity (Snow, T. (2012). Meditation is a cost friendly, self-spacing and self-care method helps in benefiting physical and mental health, of employees at workplace and enhance their

abilities to maintain social relationships and decrease role conflicts through meditation, resulting in better productivity, quality of work life, and workplace well-being (Cheng, F. K. (2016).

1.3: What is “Meditation”? Definition of Meditation and its Types:

“Meditation” described in many forms and ways and in a lot of number. Western psychology and old meditation practitioners defined it in many ways that meditation is a self-regulation strategy with a particular focus on training attention. “The meditative traditions themselves say that there are multiple meditations and that they emphasize mental development, such as “bhavana” (mental cultivation) and in Buddhism “lien-hsin” (refining the mind) in Taoism”, (Walsh & Shapiro; 2006), but they kind of serve the same purpose. Some of most influential definitions are as follows:

“Word “meditation” relates to self-guideline causality which center on preparation concentration, consciousness for the purpose of conveying psychological processes beneath better intended control and there by promote universal psychological benefits or mind advancement with attainment of abilities such as peaceful, clearness, or attentiveness.” (Chi & Gong, Feuerstein (1996), Wong (1997).

“The word “meditation” mentions the relations about techniques that teach helpfulness in order to arrange intensify mindfulness and fetch intellectual methods beneath better deliberately manage. Final purpose of such practices is to improve vast vision to the scenery of mental processes, realization, individuality, realism, and growth of finest states of emotional well-being and perception. On the other hand, they can too be used for assortment of transitional aims, like psychotherapeutic and psycho physiological remuneration.” (Walsh, R. 1983).

There are huge number of meditation types religious and non-religious. But, since domain of this study is to analyze meditation practices in organizations or workplace, I have chosen all types which previously used to enhance employee outcomes in workplace. These meditation types are following:

- **Types and Effects:**

I. Transcendental Meditation (TM):

” Transcendental Meditation (TM) is explained as a mental procedure through which cognition is organized with close eyes while being awake” (Schmidt-Wilk, 2000). TM’s importance can analyze through a study by; Eppley, Abrams, and Shear (1989), they conducted a Meta-Analysis based on 146 independent treatment conclusions found out that TM has larger effects on reducing stress and anxiety then other meditation techniques. Recent studies also indicate that TM is world’s most practiced meditation practice and has more effect on all psychological, (Alexander, Rainforth, & Gelderloos, 1991).

II. Mindfulness Meditation (MM):

“Mindfulness Meditation” includes “Samatha” (concentrative) and “Vipasayana” (insight meditation”, (Van den Hurk et al (2010). “Mindfulness Meditation” without judgment, is the simple reflection of the ongoing flow of feelings and thoughts (Baer, 2003; Falkenstrom, 2010; Thompson & Waltz, 2010). Most of the studies have done research on mindfulness meditation and also use Mindfulness Based Stress Reduction Program (MBSR) in order to cure stress, panic attacks or depression

III. Zen Meditation:

“Zen Meditation” is another type of meditation, Zen meditation focused on increasing attention and awareness about oneself, (Austin, 1999). Zen basically originates from Buddhist and Taoist meditation, helps to create mindfulness state (Brenner, 2009; Grepmaier, Mitterlehner, Loew, Nickel, 2007). By using certain technique, a certain mind set based on attention without judgment can be achieved. (Kabat-Zinn, 1994, p.4).

These are the main types of meditation and I have defined them shortly. I will discuss and describe further types and their effects in more detail in Literature review down below.

1.4: Focus of Research:

According to a study by (Yanmei Zhang, 2019), “In the spring of 2015, with the aim of filling the gap in the business curriculum at the institution, where the author currently teaching whose article on mindfulness meditation published in academy of management in 2016, Yang Charlie, he designed a new course, ‘Mindful Leadership’” and the goal of the course is that his undergraduates and MBA students learn skills of meditation and experience it by themselves in his management courses. Also, the major goal of designing and offering the course and the first one of its kind being offered at the institution, was to strengthening students’ abilities to keep their thinking focused and enhance their business capabilities and also their learning to live in present. Author collected some qualitative data based on few questions. During the fifth and the fourteenth weeks of the spring semester of 2015, the students’ needs to answer the required queries, and one important question was changes they were feeling since past fourteen weeks? Two most frequently

mentioned responses to the question of the students' first feeling of mindfulness were (a) "somewhat strange, foreign, and impractical" and (b) the irrelevancy of the practice:

"It felt weird. It felt weird to sit up straight and to just breathe, letting my thoughts come and go. It was very difficult for me to just let time pass and to become more aware of my breathing. My first reaction was that I could be using this time more wisely. What does being mindful have to do with becoming a manager? I thought it was silly and could not possibly be something that I could or would ever use in my daily life. I believed that I would never have time for this and that it is a waste of time." These were the results, author wanted to investigate the meditation and its experience" and it does make sense that after experiencing students do feel more productivity and awareness in their study.

Another important point needs to be kept in mind by practitioners is that; Psychological problem handlers need to be cautious of the fact that "meditation" programs can result some time with more or wide negative emotions or psychological stress. Doctors need to take patients in confidence in order to make them realize that patience with these practices can really bring positive results. More studies need to be worked on positive effects of "meditation" on mental health. (Goyal et al. 2014). Mindfulness meditation training may improve workplace performance and decrease healthcare usage in adults with GAD. Hoge et al. (2017).

So, the little practice kind of a story I have shared above and my own personal experience makes me to investigate further about meditation. As I have discussed or proposed earlier my personal experience that, "meditation" is effectively utilized in order to reduce stress, and it does wonders to my mental state. I have searched all top tier journals and started searching for my idea of "effects of meditation on employee outcome", there were a lot of studies related to medical, clinical, personal experiences and YouTube videos. But very few studies were available on organization.

So, I started to gather all academic studies regarding meditation and its effect either seen on nurses in hospitals or employees in organizations.

In top tier journals, off and on there are many researches on meditation on employees in organizational settings. In one year 55% of the 350-member sales power educated the technique. They reported condensed nervousness, tension, and exhaustion; release from insomnia; greater aptitude to be motivated; and a theatrical development in job-related and personality announcement. Company events show previous to that year was missing, sale in the conglomerate as entire had increased 250% in excess of the preceding year with the meditators secretarial for the immensity of the enlarge" (Swanson & Oates, 1989, p. 98). The idea of this article is to review and integrate this burgeoning literature by captivating a primary step in the way of an integrative theory of meditation. A broad review of meditation will be given in later state, basically there are a lot of studies mention in the field of medical for recovery of patients suffering from different psychological problems or so. There are less studies of practicing meditation and its forms in organizations so, it is very important to gather all those studies about meditation and its effects on employee outcomes also.

1.5: Significance of the study:

Meditation has become a cultural phenomenon, and modern scientific research on the topic has exploded. Around the globe, huge number of meditators continues to increase. Thousands of scientific articles report various benefits of meditation including clinical, physiological and well-being outcomes. Meditation have huge significance because meditators and practitioners experience benefits like controlling anger and anxiety, promotion emotional health, enhance self-awareness, lengthens attention span, help in retaining memory loss etc. Literature exist on

“Meditation”. Medical studies have more literature about utilization of meditation for recovery of patients mentally or physically. In this study, I will gather all empirical and theoretical evidences of effects of meditation on employee outcomes, effects can be positive or negative. This study will provide great benefits about utilization of meditation and its effects on employee outcomes in organization. And at the final stage I will have a combination of all the researches in one form.

1.6: Problem Definition/Research Gap:

In this circumstance, the goal is to get complete knowledge about specific details of the topic and assurance that the information regarding literature and articles are both comprehensive and unbiased. As of today, there is no meta- analysis available on the subject called meditation. Theory of meditation or empirical correlates in organizational settings is unavailable. Research about meditation and its effects in organizational settings available in bits and pieces that’s why we are not conclusive about them, also deep down we don’t have any understanding about the whole phenomenon of meditation. The non-understanding of this phenomenon leads us to the conclusion that we need to conduct a meta-analysis on meditation on employee out comes in organizational level. This study will cover all the existing and present literature about the main variable. The basic motive of this study or the biggest challenge so far is that to collect and merge all the studies and place or gather them in a single platform.

1.7: Research Questions:

- How meditation and its different types can be conceptualized in workplace or organizational studies.
- What kind of criteria will be used to select past and present studies about the meditation?

- How different studies will be present or manifest about meditation specifically in organization for the purpose of gauging its effectiveness?
- How to establish a requisite criterion for conducting Meta-Analysis?
- What kind of Meta-Analytical techniques will use for building on theoretical and empirical model of meditation?

1.8: Research Objectives:

- To conduct a Meta-Analysis study of Meditation in organization.
- To evaluate effectiveness of meditation practices in organization.

CHAPTER 2: LITERATURE REVIEW

2.1: History of Meditation?

Various research material and schools of meditation refer it as the “age-old tradition” or relaxation response, (Benson, 1974) so to say that from when the meditation originated or since when the meditation is been practiced by the people can be explain by the definition of meditation. Davanger, (2008), examined samples of research based on meditation, and after his study he concluded that the meditation practices were linked with the meditation practices of Neanderthals. Many researchers thought that meditation is actually linked to the set of tools found during the excavation carried out in the East Asian countries because their study told them they were used by the people of the civilizations to relax their mind body and soul. (West, 1979, Craven, 1989).

Following are the two main ancient types of meditation and their chronological order; India, the practice of “Dhayana or Jhana”, often translated as meditation, and is referenced as the training of mind from the ancient preserved in writings relics found in India from 1500 BCE, (Tan, P. (2018). Of these, many records come from the Hindu traditions of “Vedantism” and talk about the various meditation practices across ancient India. Buddhist Indian scriptures a dating back to only a few hundred BC are even earlier recordings of the practice, (Sugiki, T. (2020). China, ancient meditation skills are dated back to the 3rd and 6th century and they are related to the work of the Daoist and it is the work which has coined the terminologies which are used by the authors in the coming time; “Shou Zhong” referred to guarding the middle, “Bao Yi” referred to embracing the one, “Shou Jing” referred to guarding tranquility, “Bao Pu” referred to embracing simplicity” (Shih, H. (1953).

But according to the latest findings of the prominent scholars it is not easy to tell or almost impossible to find that either these practices were being carried out on that time or were just coined by the Daoist. No one can tell with absolute certainty about the origin of meditation.

i. Where Did Meditation Originate?

Pinpointing where meditation exactly emerged from is as tricky as telling when it started. Earliest records are near in 1500 BCE from Hindu Veda traditions of India (Chow, 2015). Meditation named as Vendatism or Ayurveda which is considered as one of the ancient and the starting point for the spiritual enlightenment, It is not only used for spiritual purposes but also in medical field to benefit physical health, in India and it is also a school of thought of philosophy (Sampaio, Lima, Ladeia, 2017). Buddhist and the Toaist China are following the Indian school of thought in the 5th and 6th century BCE (Chow, 2015). One cannot say about the true origin of the meditation and under this sense the Buddhist meditation comes under heavy scrutiny from the research scholars and most of the work of the Buddhist India meditation comes from the writings of the Pali canon in the 1st century BCE (Wachholtz & Austin, 2013). Torah (Hebrew Bible) also gives us indication about the meditation and according to the book the prophet ISSAC is practicing meditation in the field and the word used in the Holy book is “Iasuach” Kaplan, (1985).

ii. Knowledge about the origin of the meditation:

Since the where and when are cloudy so likewise the answer to the question that by whom meditation was invented remains unanswered too. My knowledge, points to some main people, which are considered as vital in telling the world about the meditation and also making it a global phenomenon, three of whom have been highlighted below.

Concept of Meditation is far beyond worldly cultures, customs and desires. Meditation evolve from many religions including Islam, Judaism, Christianity and Buddhism, while it traced back from eastern spiritual traditions like Vedic, then Hindu, practices in India, Buddhist processes in Tibet, China, and Japan (Thomas & Cohen, 2014). These stated characteristics itself presents that meditation is not found by one religion or entity as there was no sole inventor, we cannot say or even we cannot assume that some specific person founded the meditation, every kind of meditation learnt from other teachers and used it in daily life and passed it on to others. Started with Buddha, he was a prince from India who left earthly things to pursue truth and became a pious man. His teachings were the basis of the Buddhism (Smith, 2005).

“Lao-Tze” from “China” was who created the mediation practices in the china because of his work which was later known as Taoism and according to the work done by him people get the idea of silent wisdom or doing the work with utmost attention while on the same time remaining calm and peaceful (Abelson, 1993).“Dosho” from “Japan”, the Japanese monk who spent some of his life’s time in china travelling across the country and it was there when he learned about the meditation and the idea which enlightened him about the meditation is known as Zenand. And like a true master he returned back to the japan where he practiced the zenand alongside his students in a practitioner hall and also told his students about it and those students who were actually monks preached the common masses about the meditation. (Abelson, 1993). “Christian” Meditation is another type of meditation initiated as a spiritual practice or prayer and spread widely in both East and West. A specific prayer by monks used to connect to God through a similar mantra (Johnson, 2010).

Nearby eighth or ninth century A.D., “Islamic” or “Muraqba Meditation” or “Dhikr” becomes evolving source of becoming close to God or “Allah” (Cunningham & Egan, 1996). According to (Islamic Insights, 2016),

It “can be described as the development of the presence of body, heart, and mind in worship and religious contemplation. It is essential to spiritual development and acceptance of and benefit from prayers. Without meditation, Jihad Akbar (struggle against the self’s temptations to make wrong choices) cannot truly take place except in a most haphazard manner” (para. 5).

Like other meditation practices, Islamic Meditation can be performed from many ways, In Muslim religious tradition, meditation can be performed in five times prayer in a day or can be performed once in a day morning or evening, sitting alone and focusing on one point for the purpose of achieving guiding to true purpose of a person or for avoiding distraction in life or throughout a day (Wachholtz & Austin, 2013). Sufism, a mystical Muslim tradition, may emphasize a concentration meditation technique, involving high-intensity and sharply focused introspection, while more famously incorporating music, dance, and whirling to bring on a state of ecstasy (Benson, 1983; Wachholtz & Austin, 2013).

2.2: Types of Meditation:

- **Transcendental Meditation (TM):**

“Transcendental Meditation” originate from Vedic meditation in India (Alexander, 1994). Maharishi Mahesh Yogi initiated with this meditation in mid-1950s (Alexander, 1994; Ospina et al., 2007). By the mid-1970s, TM had an estimated 600,000 practitioners and by 2008, some TM

leaders claimed more than 5 million practitioners in 130 countries (Woo, 2008). TM attracted many international organizations and followers to this day who outwardly curious and interested towards Maharishi's simple message: "The philosophy of life is this: Life is not a struggle, not a tension, Life is bliss. It is eternal wisdom, eternal existence" (Woo, 2008, p. 3). Transcendental Meditation uses a repeated mantra until the mantra no longer consciously occurs and the mind transcends to a quiet state without thought. "In this silent, self-referral state of pure wakefulness, consciousness is fully awake to itself alone with no objects of thought or perception," ultimately leading the individual to reach his or her full potential (Alexander, 1994, p. 545). Though very few academic studies been conducted on the effects of meditation in organization, research have been done on other settings but TM is the technique which is most practiced and investigated for stress reduction and wellbeing purposes (Chalmers, Clements, Schenkluhn, & Weinles, 1989; Orme- Johnson & Farrow, 1977; Wallace, Orme-Johnson, & Dillbeck, 1992).

It is also found out that TM has larger and positive effects on trait anxiety reduction rather than other forms of meditation (Eppley, Abrams, and Shear (1989). This meditation results in seemingly less stress and more productive life style towards functioning and it also appears that TM cause larger reduction in psychological and behavioral symptoms of stress for the meditators (for example; experience change of decreased trait anxiety, cigarette and liquor use), and improved over-all health (as indicated by improved mental and physical well-being and fewer health complaints, less fatigue, and better quality of sleep). Alexander, C. N., Swanson, G. C., Rainforth, M. V., Carlisle, T. W., Todd, C. C., & Oates Jr, R. M. (1993). Participants who practice TM experienced extensive increase in job satisfaction, employee effectiveness, and greater improvement in work and personal relationships. Thus, under more controlled conditions than in prior business studies (Frew, 1974; Friend, 1977).

It is suggested that TM can support stress reduction and employee growth in such diverse occupational settings as a major manufacturing plant and a small distribution sales company. The generalizability of TM and its effects can be proved by recent results in major Japanese manufacturing company: employees who learned TM (N = 447) significantly decreased on measures of psychological distress, physical complaints, insomnia, and smoking compared to controls (N= 321) over a 5-month period (Haratani & Hemni, 1990).

- **Mindfulness meditation (MM):**

Many Times, Mindfulness being confused with meditation (Dimidjian & Linehan, 2003). Mindfulness meditation is the basis of several Buddhist meditation practices; most common are Vipassana and Zen Buddhist meditations (Ospina et al., 2007). Now, therapists have developed many mindfulness practices or techniques without any spiritual or religious practices help (Kabat-Zinn, 2013). From last few years, western culture more commonly health and academic field use mindfulness most and have a general yet specific definition of mindfulness practice by Kabat-Zinn (2003), as “the awareness that emerges through paying attention on purpose, in the present moment, and nonjudgmentally to the unfolding of experience moment by moment” (p. 145). Others offer slight variations: “a process of relating openly with experience” (Bishop et al., 2004, p. 233) or, “the nonjudgmental observation of the ongoing stream of internal and external stimuli as they arise” (Baer, 2003, p. 125).

There are many number of employees who are practicing meditation religiously; “a practice cultivates non-judgmental awareness of experience in the present moment (Brown & Ryan, 2003) in order to reduce or manage stresses they face at work”. “Mindfulness meditation” is a technique used as an instrument in which 8-15-minute sitting utilized to awaken a mindfulness- which

includes affective, cognitive, and behavioral changes, helps to focus on one point (Arch & Craske, 2006). Above explanation proposes that mindfulness state can be helpful in order to deal difficult situation in workplace where more focus or calmness required for example: employee's performance and employee's emotional instability (Hafenbrack, 2014).

- **Mindfulness Based Stress Reduction (MBSR):**

Illness regarding stress and anxiety causes massive health care costs or expenditure for both organization and employee, (Klatt, M. D., Buckworth, J., & Malarkey, W. B. (2009). Employee who going through stress can likely to disturb their job performance and experience high stress related illness for example hypertension, risk factors of coronary heart disease, depression (Tennant, 2001), and sleep disorders (A. Williams, Franche, Ibrahim, Mustard, & Layton, 2006). Mindfulness based stress reduction (MBSR) has created behavioral, psychological, and physiological benefits (Klatt, M. D., Buckworth, J., & Malarkey, W. B. (2009). These highly beneficial health care costs are expense but provide greater and powerful incentives in the form of stress management classes to companies and employees to fight mental and work-related illness. These stress management classes become very popular because they provide 100% positive results or provide tools to cope up with the vehicle, these classes help people to manage stress and are a cost-effective way to reduce the risk of stress-related chronic illness (van der Klink, Blonk, Schene, & van Dijk, 2001). There is enough evidence available that proves that work-site programs are result base program that helps people to focus on manage stress, anxiety and develop skills which meaningfully lessens mental illness and health care precautions (Rahe et al., 2002). One program that has been established in this mode is mindfulness-based stress reduction (MBSR), developed in 1979 by Jon Kabat-Zinn at the University of Massachusetts Medical Center's outpatient stress reduction clinic. MBSR designed as a practice for stress reduction intercession in many health and

medical centers (Kabat-Zinn, 2003). MBSR formerly takes extensive research-based confirmation for its effectiveness in a diversity of medical, social, educational, intercultural, and work-site locations (Kabat-Zinn, 2003) and has been useful for a variety of indications and disorders including anxiety, binge eating disorders, depression, cancer, coronary artery disease, chronic pain, and psychiatric disorders. All studies of MBSR (Grossman, Niemann, Schmidt, & Walach, 2004) display effect sizes of about ($p < .0001$) with a homogeneousness or consistency of distribution. Enhancements have been distinguished in standardized mental health measures including quality of life scales, depression, anxiety, coping style, social functioning (Reibel, Greeson, Brainard, & Rosenzweig, 2001), and other affective dimensions of disability, all of which affect workers' ability to function in the workplace.

Mindfulness-based stress reduction has developed strongly from 1979 and goes strongly preached because of its effectiveness. In 2015, the Center for Mindfulness (CFM) located at UMass, where MBSR initiated, facilitating the subsequent services: more than 20,000 individuals have graduated the 8-week MBSR program; more than 14,000 healthcare professionals from six continents and 80 countries have participated in MBSR teacher trainings; more than 740 MBSR programs are proven world-wide, and more than 500 MBSR clinics exist around the world (Kabat-Zinn, 2003). This intervention has grown from use in medical models or mental health clinics to a multitude of settings including community hospitals, schools, workplaces, corporate offices, law schools, adult and juvenile prisons, inner city health centers, and a range of other venues (Kabat-Zinn, 2003). The MBSR program typically requires participants to commit to a 2.5- to 3-hour instructor-led group session each week and 45 to 60 minutes of mindfulness practice each day for 8 weeks (Kabat-Zinn, 2003).

- **Vipassana meditation:**

Vipassana is another type of meditation as old as any institutional one used to be practiced by Siddhartha Gautama the Buddha 2,500 years ago, Vipassana is also called insight meditation or mindfulness meditation. (Gunaratana, 2010; Ospina et al., 2007). Or “mental exercise” (Marques, Dhiman & King, 2009). This meditation is a way of life or adopting a certain lifestyle not a practice, (Adhia, Nagendra, Mahadevan 2010), as Yoga philosophy and parenthood of TM and Vipassana argues (Sutoris, 1995). Vipassana meditation is another kind of mindfulness practiced in pin drop silence, avoiding group meditation practices or events, and suggested to practice in silences and privacy for attaining mindfulness mindset (Pagis, 2010). Through help of Vipassana, gurus of meditations developed many modern mindfulness meditations practice beneficial for both academic and medical fields. (Kabat-Zinn, 1982, 2003).

In Vipassana meditation, internal, external attention or focus can be achieved. Some other meditations reassure only single focus like internal focus such as physical sensations, thoughts, and emotions but Vipassana enables both focuses (Baer, 2003). In this practice, sitting with quite mind is mandatory and one needs to observe experience focus without creating or modifying those (Eberth & Sedlmeier, 2012). There are number modern therapeutic practices have been developed from Vipassana’s ancient practices, named as mindfulness-based interventions (MBIs), and categorized as (cognitive behavioral) psychology. Some of these therapies include Mindfulness Based Stress Reduction (MBSR), Mindfulness Based Cognitive Therapy (MBCT), Dialectical Behavioral Therapy (DBT), and Acceptance Based Therapy (ABT).

- **Zen Buddhist Meditation:**

Zen Meditation is defined as “Set of particular approaches to achieve critical, non-judgmental goal or purpose like focus or attention (Kabat-Zinn, 1994, p.4). “Attention” and “Awareness” are main elements of Zen meditation (Austin, 1999). Zen meditation is basically a branch or originated from Buddhism and Taoism, its core advantage is that this provide supports in order to get to achieve a state of mindfulness (Brenner, 2009; Grepmaier, Mitterlehner, Loew, Nickel, 2007). Zen meditation is a customary Buddhist method for nurturing mindfulness (Marchand, 2012). Unlike other group constructed mindfulness mediations like MBSR and MBCT that consume mind-body techniques (such as Yoga, Qigong, etc.), Zen meditation is a secular or imaginable practice. Initially, started with the goal of evolving mindfulness state by practicing seated meditation (Marchand, 2012). The seated meditation period is referred to as Zazen. During Zazen, practitioners are trained to sit silently and focus their awareness on their breathing patterns. Beginning meditators are given instructions to count their breaths (1-10 and then repeat), while advanced meditators simply sit without any counting, focusing their awareness on the here and now. This type of meditation can be practiced alone or with a group (Marchand, 2012).

In a recent study called “Zen meditation and its effects on the quality of life of Japanese Monk trainees”, academic researchers found out that practicing Zen can develop significant improvement in the general mental health of trainees and their quality of life for largely extended period (Shaku, Tsutsumi, Goto, & Arnoult, 2014). Studies also proves that Zen meditation are practiced to adopt or create state of self-awareness that makes practitioners and patients to adopt positive thoughts and make the flow of thoughts and emotions calm and positive, while decreasing maladaptive or negative and distracting ones, in order to reducing psychological distresses (e.g., Rapgay & Bystrisky, 2009).

- **Muraqaba meditation:**

Since the emergence of Islam, Sufism is the ground or foundation for Islamic therapy and provides a purposeful life-giving principal (Chittick 2007, 2001; Murata and Chittick 1994; Nasr 2007; Ernst 2011; Rahman 1966; Schimmel 2011; Sells 1996). Sufi practices are varying on the basis of orders, Therefore, there are major procedural modifications or differences between Sufi orders (i.e., Naqshi, Qadiri, and Mawlavi), including in the practice of muraqaba. Hence, all Sufi orders agree on the same point that muraqaba is the only and most practiced and common mindfulness tool in the Sufi tradition, Isgandarova, N. (2019). “Muraqaba” meditation is derived from Sufism literature, this spiritual practice is does not similar with the other meditation practices and therapies mentioned above. Muraqba meditation is perhaps the very less researched type of eastern meditation practice in academic and health field. It has very high value in culture of Islam and it is equally important to know it’s worth and differences with other meditation types, (Rasool, H. 2013).

In Arabic, muraqaba derives from the word “raqeeb, meaning “to watch over,” “to take care of,” or “to keep an eye.” In the Qur’an (i.e., 4:1), it is also one of the names/attributes of the Creator, referring to God’s role as a protector or caretaker. In Sufi practices, muraqaba is translated as “meditation” (Ernst 2011) or contemplation (Azeemi 2005). Or “Muraqaba is contemplation and mental activity or state for further outward and inward inspirations” (Azeemi 2005). Muraqaba (meditation or contemplation) is one of the practices establish in the discipline of Tasawwuf, accomplished by someone in his or her daily life in addition to achieve the top level of gnosis (ma`rifa) of Allah. (Omar, S. H. S., Rahimah, E., Fadzli Adam, O., Mohamad, Z., & Suhaibah, O. (2017). “The practice of muraqaba is a continuous process to develop confidence in a believer (mukmin) about the existence of Allah’s monitoring and observation over every single deed

committed at every second of the day and any places, either in private or public” (al-Makki, 1991; al-Ghazali, 2011).

Muraqaba meditation extensively used in Islamic psychotherapy based on Islamic culture and tradition as a meditation-based therapy, in Sufi practice, it has a specific type of methods for meditation. In this type of meditation, the “one who follows the spiritual path” watches over or focus on refinement of his “soul” and obtains awareness of knowledge about it and seek understanding of its connection with the creator by being mindful of his/her inner feelings and external atmospheres or surroundings. The individual carries out the practice of muraqaba in the presence of the master. “During the muraqaba, the “one” needs to observe “inner” or “batin”, “zahir” or “outward” and “ghayb” or “hidden” states of being”. (Isgandarova, N. (2019)

There are certain words or common “dhikr” needs to practice during muraqba. Like “Allah Hu” deliberated one of the most sacred or holy chanting or reciting in the Sufi tradition. For example, according to Hazrat Inayat Khan (1983), “the Hu is also the most sacred sound referring to the Divine. When one chants the name of Hu, he/she imagines the blackness of carbon monoxide when he/she exhales through the nose. Depending on the orientation, the Sufi orders developed two categories of dhikr: the verbal dhikr (dhikr jali) and dhikr of the heart (dhikr kafi),” (Saniotis 2018).

Sa’di Shirazi (d. 1292) states that “Every breath taken in replenishes life, and once let go it gives joy to the soul. So, each breath counts as two blessings, and each blessing requires thanksgiving...” (Chittick 2005, p. 73; also see Shirazi 2003). Among the individuals who follow the Qadiriyya Sufi order, there are also certain dhikr which also involves chanting asking for blessings and supplication on the Prophet Muhammad and requesting forgiveness (Hussein 2018). This procedure is “asking and asked for” (tâlib wa maṭlûb) and contains the important fundamentals

such as invocation and remembrance (dhikr) of God. This phase of muraqaba is also “an act of the Heart” (Azeemi 2005, p. 70).

Muraqba is deemed as something to enlighten the spiritual-being. Psychologically speaking Meditation comprises of practices like self-management and focus over attention so as to attain mental control. From Behavioral perspective, meditation is having some specific effects, for instance concentration, relaxation, awareness, and suspension of logical thought processes, lastly, self-observance. From a General perspective meditation is a process of self-discovery through self-management exercises. (Rasool, H. 2013).

2.3: Practices or Forms of meditation:

Verman & Shapiro (1996) describe five most common forms of meditation in contemporary Judaism: meditation on oneness or on the name of God, meditation on breath, chanting holy letters in combination with the breath, imagery meditation with light visualized as the divine, and heart opening meditations. The Torah and Hebrew Bible also make reference to contemplative meditation (Wachholtz & Austin, 2013). Structural classification of meditation practices are (1) Mindfulness (2) Concentrative and (3) Hybrid Meditation. However, mindfulness comprised practices such as Vipassana, MSBR, Zen etc. While Concentrative meditation comprise of TM etc. Moreover, Muraqaba, Yoga, tai Chi and Qi Gong falls in the list of Hybrid Meditation. Rasool, H. 2013. There are two broad groups of meditation concentrative meditation and mindfulness meditation. Former includes transcendental meditation while latter includes vipassana. There are three major elements of the mindfulness meditation, identified by Germer, awareness, being in the present moment, and acceptance. However, the Concentrative meditation bases itself over

attention like in yoga on breathing, or image and verse. Mindfulness not only limits itself to mere focus but also allows awareness of flowing thoughts or feelings as they transpire. (Rasool, H. 2013)

Moreover, the Buddhist Meditation practices have couple of facets i.e., focused attention and open monitoring, where focused attention is nurtured for the development of open monitoring capability. One is effortful and the other is effortless (Lutz, Slagter, Dunne & Davidson, 2009). Travis and Shear (2010) gave a comprehensive review of neuro-scientific studies on Vedic, Buddhist and Chinese meditation practices. Augmenting the work of Lutz et al. (2008), Travis and Shear (2010) came up with a three-dimensional typology of meditation research and added a new type named as automatic self-transcendingl. They urge that the third type is not mutually exclusive but is build on the basis of focused attention and open monitoring.

Reavley and Pallent (2009) propose that meditation practices can be categorized into two distinct approaches of concentrative and mindfulness meditation. Concentration-based techniques involve focusing attention on a particular stimulus, like some sensation, object, sound, and verse/mantra. Mindfulness meditation approach emphasize on moment-to-moment non-judgmental attention. (Bishop et al., 2004; Kabat-Zinn, 2003; Margolin, Pierce, & Wiley, 2011).

2.4: Effects of meditation:

The perceived favorable effects associated with mediation are reflected in the form of self-recognition, relaxation and spiritual development, (Kane, 2006). The effect of certainty and relaxation is increased by transcendental meditation that comes under the umbrella of concentrative mediation, (Mohanta & Thooyamani, 2010). Many studies have proven the favorable outcomes for the conduction of mediation training in terms of reducing stress and anxiety, (Sutoris, 1995). Muraqaba mediation conducted for 30 minutes is projected by the

reducing the sleep time by 3 hours and sum up to 21 more hours for individuals per week, (Yousaf & Kabat-Zinn, 2003; Jacobs & Blustein, 2008; Schmidt-Wilk, & Schmidt-Wilk (2000); Channuwong, 2009; Adhia, Nagendra, & Mahadevan, 2010). Collectively all studies are focusing on increasing the attention processes on subjecting towards the training associated with the meditation, Lutz, Slagter, Dunne & Davidson, (2009)

Several types of mediations have different associated effects such as clinical treatment programs are successfully affected by mindfulness mediation. The series of favorable or beneficial outcomes are; Mindfulness-Based Stress Reduction (MBSR), Mindfulness-Based Cognitive Therapy (MBCT), Acceptance and Commitment Therapy (ACT), Dialectical Behaviour Therapy (DBT), (Kabat-Zinn, 2004; Segal, Williams, & Teasdale, 2002; Hayes, Strosahl, & Wilson, 1999; & Linehan, 1993). Many studies examined by the serious of researchers indicates towards the increasing body of evidences for beneficial outcomes of mediation on mental sciences, (e.g. (e.g. Grossman, Niemann, Schmidt, & Walach, 2004; Segal et al., 2002; Reibel, Greeson, Brainard, & Rosenzweig, 2001; Buchheld, Grossman, Walach, (2001); Tang et).

During sixth century Chinese philosophy introduced a Zen Meditation as another form of Mindfulness mediation. This philosophy is the combination of two teachings (Buddhist & Taoist). Zen mediation is a form of self-managed attention in the present era that reflects the objective of Buddha's teaching, whereas the traditional Buddhist practices are based on their recorded teaching, (Kutz, Borysenko, & Benson, 1985). The extreme case for offering of silence and privacy of a person is described by the Vipassana meditation, where the concern of subjects are inclined towards complete silence and discouraging group sharing of their experiences, that are conducted by the associate mediation contemporary mindfulness practices of mediation. (Rasool, H. 2013).

2.5 : Benefits of Meditation:

- **Task Motivation:**

There are a lot academic or non-academic studies which demonstrate the benefits of Mindfulness Meditation to thinking processes that further influence the job performance of employees. “A sentiment, inclines to encourage a singular person to consume complete energy towards task and achieve extraordinary level of accomplishment is task motivation” (Herzberg, 1966). A lot of studies results demonstrate that Mindfulness meditation or Mindfulness Based Stress Reduction (MBSR) are the psychological trainings frequently used by working organizations, the reason behind is that mindfulness has many benefits and helps in achieving positive effect by reducing worrisome about future focus and push employees to become more goal oriented so that future problems being take into account (Hafenbrack, 2015). Piloted Studies by Ortner, Kilner & Zelazo (2007) gives manifestation that MM reduce the effect of sensitive involvement from disagreeable activities, helps in control oneself in responding to negative or undesirable thinking. Meditation helps senior managers of working organizations to cope up with unfamiliar situations and to become more efficient in emotional intelligence, evidence by empirical studies Tamwatin, Hlupic and Amar (2013).

- **Attention Control & Uniformity:**

State of mindfulness increases quantity of attention paid to cues about certain tasks and performances, for example: performing one task would be worthwhile or not (Glomb et al, 2011). Investigation or research results tend to support the relationship or connection between meditation and the aptitude to purposefully control attention (e.g., Chan & Woollacott, 2007). In Chan and

Woollacott's study, long-standing meditators were engaged 32 from six various meditation centers to regulate or determine the effects of long-term meditation on attention systems of the mind. In academic study, participants or recruiters were divided in to two groups: meditators and non-meditators. In order to check the effectiveness of executive attention and oriental attention, participants from both groups were advised to complete all the (e.g., Stroop Task, Global-Local Letters Task). Analysis showed up results from both groups and prove that long-term meditation produced increases in the executive attention network, (Chan & Woollacott, 2007). In actual fact, comparison to the non-meditators, it was distinguished that meditators were inclined faster towards reacting to responsibilities or chores that involved visual motor capabilities and had a superior skill to concentrate on their attention, (Chan & Woollacott, 2007). Similarly, preliminary studies show that meditation have positive effects on adult population and on children as well. Meditation training (e.g., Mindfulness Meditation) ought to be working well and an actual operative strategy for improving self-directing abilities of attention in children suffering from psychiatric disorders, such as attention-deficit hyperactivity disorder (ADHD) (Brat, M. 2017). It was also noted that practicing meditation regularly by children and adolescents has confirmed control over their attention abilities, skills and capabilities to know how to respond to impulsive stimuli, rather than reacting on auto-pilot to negative stimuli, (Singh et al., 2010).

- **Positivity Stimuli:**

If people got to know the actual and extensive benefits of practicing meditation practices, they will perform it daily. Also, because these practices help people to not reacting to negative events in their life (Arch & Craske, 2006). A theory related to stimuli or moods called Mood maintenance

theory by (Wegner & Petty, 1997) presented that people or individuals who are in good mood more intend towards engaging in activities or chore that helps to boost their mood and ignore or avoid those activities that likely to disrupt that mood. Individuals who practice meditation they will likely to sense that which un-pleasant or pleasant task will going to happen and last its effect. Combining all results, which shows that meditation boost pleasantness in work, drops stimulation, or motivates individual to engage more in task-relevant chores. According to Ellis and Ash brook (1988) Mindfulness Meditation explains oneself to untie from a negative effect and react to more positive effect or cognition function for task achievement. It has been realized that Mindfulness Meditation makes an individual to distant him or herself psychologically from feelings which makes emotions and feelings un-balanced (Kabat-Zinn, 1990). Brown and Ryan (2003) show that those who practice MM have higher or superior equilibrium or stability between implicit and explicit emotional states. Hayes and Wilson (2003) find that Meditation encourages behavioral elasticity from disagreeable events, performs independent or biased experiences as momentary and not as permanent outcomes of the self (Teasdale, 1999).

- **Performance Enhancement:**

One of the key aspects of meditation training is to support provide advantage to people achieve to achieve perfect performance by conquest or control of undesirable or annoying negative internal states (Hardy, Jones & Gould, 1996). Despite the fact, some amount of literature has questioned the idea that personal internal involvements, can tend to be mostly negative and can cause hurdles in high performance (Hayes, Follete, & Linehan, 2004). Wegner, Schneider, Carter, and White (1987) there study was conducted where participants were advised to try not to think of a cigarette. Results possessed or indicated that the only thing occurs more was cigarette thoughts. Wegner

offered the ironic process theory to explain this inconsistent effect of thought suppression. The theory suggests that observing or attempting to control processes it will ironically overcome the intentional control and will enhance the performance (Wegner, 1994).

- **Cognitive and behavioral:**

Meditation disciplines or practices confirms that all individuals experience or go through attention deficit inclinations or pain to a certain level in their life (Walsh & Shapiro, 2006). Many researcher found out that meditation can cause beneficial effects on cognition and behavior clearly and claim that it's a privilege that with meditation training flow of thoughts can be continued for hours and unbroken with proper guidance and practice (Greason & Cashwell, 2009). Concentrative meditation techniques use an object of focus on thoughts (e.g., mantra, breathing, a picture or even an experience) for the sake of goal to build individual's attention which makes behavior accurate and normal (Helber, Zook, Immergut, 2012; Tang et al., 2009). In some forms of meditation, concentrative form contains staring into the darkness without visualizing to experience inner light. One of the earliest known accounts from the Hindu Rig Veda says, "We meditate on that desirable light of the Divine, who influences our pious rites" (Rigveda: Mandala-3, Sukta-62, Rcha-10; Singh, 2013).

- **Psychological stress:**

Many of examined clinical individuals where most of them are associated with the stress disorders are appear to be beneficial, such as mindfulness mediation reflects to alleviate eating, insomnia, panic, phobic disorders and anxiety, (Kristeller, in press; Miller, Fletcher, &Kabat-Zinn, 1995; S. Shapiro, Schwartz, & Bonner, 1998). Similarly, TM mediation is reported to ameliorate

aggression, anxiety, decadence in prisoners and to diminished the excess use of all legal and illegal drugs, (C.Alexander et al., 2003; Gelderloos, Walton, Orme-Johnson, & Alexander, 1991). The central focus of meditation for mindfulness is “to calm the mind and to eliminate the anxiety”, this counts for the stress associated advantageous, (Taylor, 1988, p. 35). This claim was most popularized by overly reductionist ideas in the West where meditation is associate to “relaxation response”, (Benson, 1984). For TM, the subjected individuals are required to terminate the use of drugs several days before starting training and the subjected individuals in this case are recognized as responsive population.

- **Emotional Intelligence:**

Individual or practitioner’s ability to manage convert negative stimuli or state in to positive stimuli and create positive behavior is one of the major therapeutic features of meditation (Fredrickson, 2001; 2009). Meditation has proven positive guidance to individual in pro-social behavior, work well-being, performance enhancement, compassion, and empathy levels (Kemeny et al., 2012) According to Fredrickson’s; “broaden and-build model, positive emotions promote cognitive repertoire by encouraging individuals to build alternative coping strategies. Therefore, those who experience positive emotions rely on more creative methods of coping than those who tend to experience neutral or negative emotions on a continuum” (Fredrickson, 2001). Meditation deliver maintenances and efficiently simplifying cope up processes from negative emotions through self-emotional monitoring. Meditation practices enables individual’s emotion direction and make growth individual self-awareness, and that particular practice creates a balance in emotions and makes individual emotionally intelligent (EQ) as defined by Salovey and Mayer (1990) is “the ability to monitor one’s 35 own and other’s feelings and emotions to discriminate among them and

use this information to guide one's thinking and actions (p. 189).” Researchers and Scholars studies on effects of meditation on positive emotions, coping mechanisms and emotional intelligence have confirmed and established that meditation substantially increases individual abilities of emotional intelligence (e.g., Gutierrez, Conley & Young, 2016).

- **Positive well-being:**

For many studies this concept was originally used for the enhancing specific qualities like wisdom and compassion, collectively recognized for the enhancing the individual's self-actualization strategy. Main ingredient for this is the enhancing perception as measured by processing speed, empathy, synesthesia and perceptual sensitivity, (Murphy & Donovan, 1997; S. Shapiro et al., 1998; Walsh, 2005).

The performance of an individual is related to its cognitive dynamics such as on individual's learning ability, memory recall, academic outcomes, measurements of performances by using Wechsler Adult Intelligence Scale (WAIS) and other measures even include the associate level of creativity and innovation skills, (Cranson et al., 1991; Dillbeck, Assimakis, & Raimondi, 1986; S. Shapiro et al., 1998; So & Orme-Johnson, 2001). However for a critical review that attributes much of the cognitive benefits claimed for TM to expectancy and design factors, see Canter and Ernst (2003).

Mediation main projection is towards increasing the individual capabilities to deal and manage the various disorders and disease, so it plays a very important part in modifying personality variables (Andresen, 2000). This effect can be observed by studying the Five Personality Factors which results by increasing all fours factors other than the conscientiousness that are extraversion, agreeableness, openness to experience, and emotional stability (Travis, Arenander, & DuBois,

2004). Nothing is much surprising as mediation is considered enhancing individual's self-control and self-esteem (Andresen, 2000). All the participants of mediating practices report high level of empathy rating and increased level of interpersonal functioning and marital satisfaction (Tloczynski & Tantriells, 1998). Conclusively, many studies are not recommended to use mediation in TM as it foster maturation time period because it tend to mediates that will increase the measure of cognitive development, coping skills, self-actualization, defenses, states and stages of consciousness and most importantly the individual's level of ego and moral states (C. Alexander & Langer, 1990; C. Alexander et al., 1991; Emavardhana & Tori, 1997; Nidich, Ryncarz, Abrams, Orme-Johnson, & Wallace, 1983; Travis et al., 2004).

- **Medical benefits:**

Serious of research have suggested that mediation alleviate a variety of psychosomatic and psychological disorders. Mediation role is more dominate where the stress plays a complicating or causal role. For example, disorders associate with cardiovascular functioning directly responsive to TM which include hypertension and hypercholesterolemia (Schneider et al., 2005). More frequently effected conditions that response directly to mediation include hormonal disorders, which majority of times include premenstrual dysphoric disorder (PDD), primary dysmenorrhea (PD) and type 2-diabetes, other are asthma and stuttering, (Murphy & Donovan, 1997).

Training for Mediation has proved positive effective in improving the body's immune function for number of chronic diseases such as cancer patients, enhancing the body ability to manage a stress level in fibromyalgia and even decreasing pain in worse syndromes, (Carlson, Speca, Patel, & Goodey, 2003; Davidson et al., 2003; Kabat-Zinn, 2003; Weissbecker et al., 2002; Williams, Kolar, Reger, & Pearson, 2001). It is also effective in advancing and improving treatments for

dangerous diseases such as prostate cancer, psoriasis and atherosclerosis (Kabat-Zinn, 2003; Zamarra, Schneider, Besseghini, Robinson, & Salerno, 1996). The most interesting outcomes is that it clearly warrants replication in improving psychological functioning and in nursing environment reduced the rate of mortality among individuals who were taught TM, (C. Alexander, Langer, Newman, Chandler, & Davies, 1989).

CHAPTER 3: METHODOLOGY

Meta-analysis is a method that allows a person study, consequences to be aggregated through correcting for various artifact that can favor alliance estimates. I searched articles in which I find constructs of topic on internet by using different key words which help me to access related and important articles. The main purpose of conducting this research to do a meta-analysis and conduct on articles published since searches since 2000. The Empirical Studies and Qualitative Studies were separately analyzed where ever possible Meta-Analytical techniques shall be used to suggest a theoretical framework on effect of meditation on employee outcomes. At the later stage, I conclude results on the bases of our collected data of meditation and its types, which have shown research on meditation have been conducted and where we are lying in the current status of meditation and its effects on organization. There are two methodologies being used to analyses the data, Random effect modeling and content analyses. The reason behind using both of methodologies is because variables are quantifiable and need theoretical explanation for further justification.

3.1 : Variables:

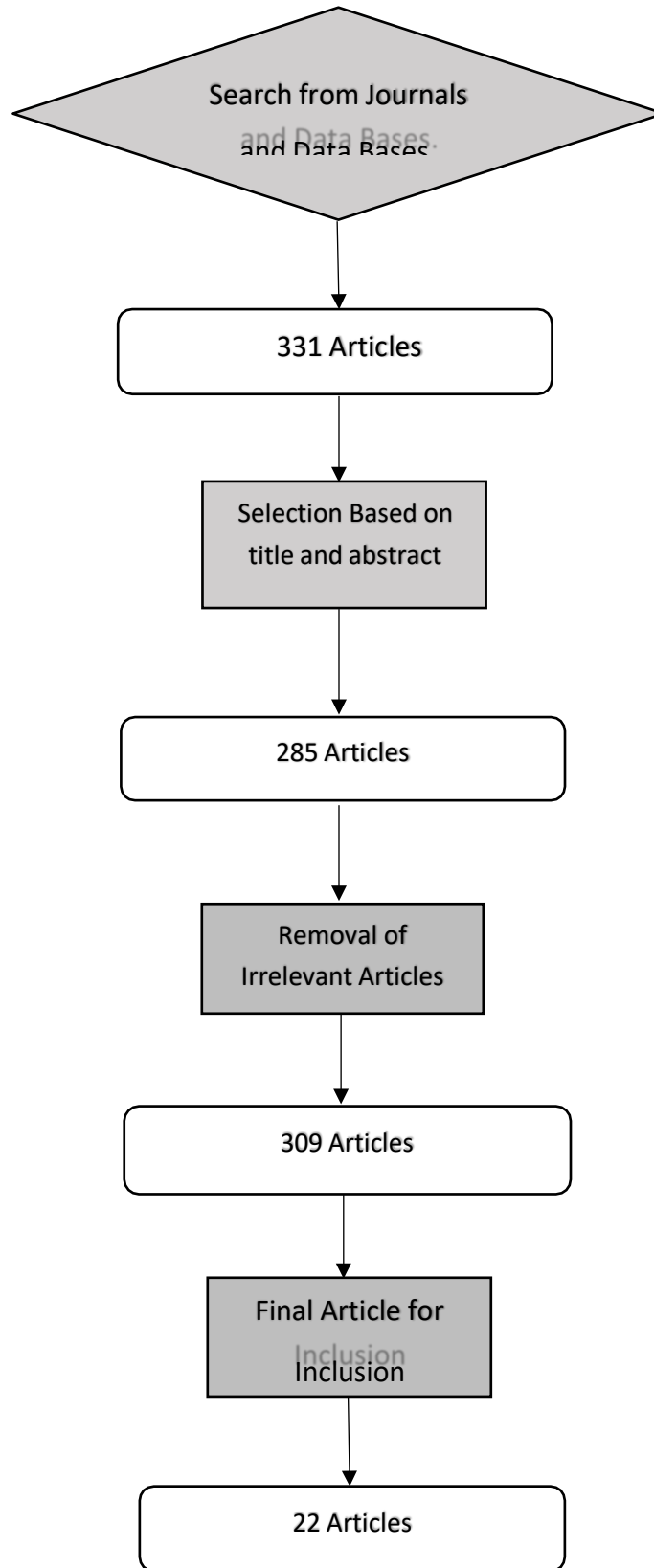
I searched articles using following variables: Wellbeing, stress, burnout, depression, job performance, and job satisfaction.

3.2 : Literature search:

To conduct this meta-Analysis, I managed to conduct a substantial large scale literature search. I have used proper channel of searching data for this topic. I used flow chart to explain and visualize literature review process. Shown in Diagram mentioned below. In which I have explained about

how I have gathered data thoroughly and in the form of diagram to clear understanding.

The literature review process visualizes by Flow Chart: 1.1:



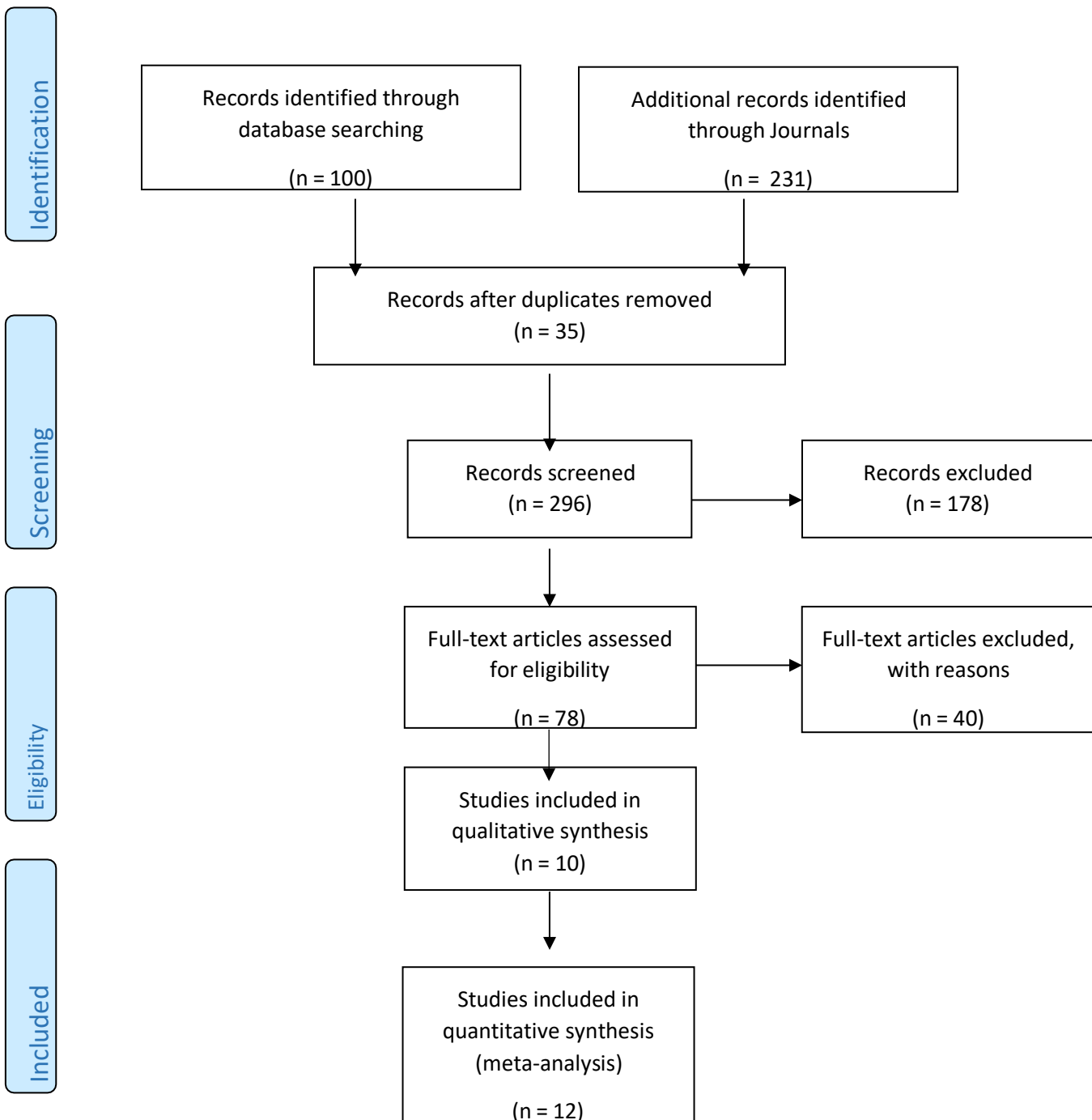
Explicitly, I put high effort of collecting relevant articles related to “meditation and its effects on employee outcome” from following journals: Journal of Applied Psychology, Academy of management, Springer link, Taylor & Francis, Sage, PubMed, Emerald, Elsevier, PsycNet. Medical database was included because of its relevancy to Variables such as depression, stress, and burnout. I performed searches for relevant articles since 2000. I believe that articles prior to this date would be less focused on the objective. I search articles by using different Key words with or without comas. I have selected articles till page 15 from every Journal or data base. Shownin Table 1.1:

Journals	Result with Comas	Result without Comas
Journal of Applied Psychology	20	15
Academy of Management	30	35
Springer Link	8	16
Taylor & Francis	15	10
Sage	13	19
PubMed	9	25
Emerald	33	19
Elsevier	11	17
PsycNet	14	22

Table of Databases: 1.1

At this Level, Articles I got 153 with comas and 178 without comas. Total Amount of articles were 331 at this initial stage these articles based on both qualitative and quantitative articles. The very next step was to decide critically that which of the articles have the required relation between meditation and variables and capable of Analysis. If an article investigated relationship or effect of meditation on employee depression or stress or any construct related

in any organization. That article will be included. One of the purposes of this research is to gather all quantitative researches and conduct a Meta-Analysis. Shown in the PRISMA (Preferred reporting items of systematic reviews and meta-analysis) Flow Diagram 1.2:



So, further articles based on their methodology, I thoroughly judge methodology of 331 articles. And come up with 38 articles from Springer Link, Taylor & Francis, PubMed and Sage. After getting these articles based on quantitative methodology, I further reviewed articles judging each variable whether to be capable of being coded for further Analysis or not codable. Also, basic purpose of Meta-Analysis is the subjectivity of a study and conclusion in meta-analytic determinations. (e.g., Wanous, Sullivon, & Malinak, 1989). Total of 22 articles were eventually selected for further Analysis, (Meta Analytical Method). Shown in Figure 1.2:

Author	Data Base	Publication Year	Type of Research	Population	Sample
Dawn Bazarko	Taylor & Francis	2013	Qualitative	41	36
Jochen Reb	Springer Link	2018	Qualitative	88	76
Laurel A. McNall	Springer Link	2019	Qualitative	150	117
Jochen Reb	Springer Link	2012	Qualitative	115	96
Patricia P. Schultz	Springer Link	2014	Qualitative	300	259
Charles Elder	PubMed	2014	Qualitative	40	36
Maryanna D. Klatt, PhD	Taylor & Francis	2008	Quantitative	22	20
Warhel Asim Mohammed	Taylor & Francis	2018	Quantitative	45	29
Joanne Brooker	Springer Link	2012	Quantitative	34	19
Esther I. de Bruin	Springer Link	2018	Qualitative	179	150
Sheryl Leary	Sage	2017	Quantitative	25	16
Kate M. Montanari	Sage	2018	Quantitative	52	33
Ruth Q. Woelever	PubMed	2015	Qualitative	239	239
Julie A. Hevezi	Sage	2015	Qualitative	17	17
Larissa Bartlett	Springer Link	2016	Quantitative	100	63
Esther I. de Bruin	Springer Link	2016	Quantitative	26	26
Simon Gregoire	Springer Link	2014	Quantitative	38	38
Audrey de Jong	Sage	2013	Quantitative	43	43
Cara Geary	PubMed	2011	Quantitative	59	59
Jill R. Johnson	PubMed	2015	Quantitative	40	40
Diane Ceravolo	Sage	2018	Qualitative	12	12
Charles N. Alexander	Taylor & Francis	2007	Quantitative	100	100

Table of Articles: 1.2 (These articles were selected because the researches were performed on workplace and to analyze employee outcomes)

3.3: Random effect meta-analysis:

Meta- analysis used to gather and explain all relevant studies and explain it or summarize it in one point. Researchers use meta-analytical technique to combine all articles and they use different meta-analytical procedures. Random effect modeling basically predicts that all the valuation might be differ from each other and the reason behind is the sampling techniques in each study. Every study uses different sample and have different methods to justify it. There are common values occur in these 12 articles for “stress”, Where Transcendental, Mindfulness and Mindfulness based stress reduction practices helps employees in work place reducing their stress and make their work performance better. Articles and the pre- and post-values of stress have been shown in Table 1.3:

Author	Mpre	Sepre	Mpost	Sepost	Npre	Npost	TE	SeTE
Charles N. Alexander (2007)	28.09	1.19	25	0.96	100	100	-2.858111	1.0811337
Warhel Asim Mohammed (2018)	24.75	7.5	15.33	1.15	10	10	-1.7557325	5.3652819
Joanne Brooker (2012)	12	6.75	14.5	7	34	34	0.3635763	6.8761363
Jill R.Johnson (2015)	1.94	0.43	1.9	0.49	19	20	-0.0867722	0.4609772
Cara Geary (2011)	22.05	6.9	17.37	7.3	49	59	-0.6588936	7.1028163
Sheryl Leary (2017)	1.51	0.12	1.19	0.12	39	39	-2.6666667	0.12
Kate M. Montanari (2018)	21.45	2.41	21.63	3.41	51	32	0.0609623	2.9526429
Audrey de Jong (2013)	38.75	9.85	33.35	5.21	20	20	-0.6853404	7.8792957
Simon Gregoire (2015)	2.66	0.67	2.02	0.67	18	18	-0.9552239	0.67
Esther I. de Bruin (2016)	20.96	5.02	16.17	4.78	26	26	-0.977258	4.9014692
Maryanna D. Klatt (2008)	28.09	1.19	25	0.96	22	22	-2.858111	1.0811337
Larissa Bartlett (2016)	39.35	8.34	38.05	7.52	20	100	-0.1637158	7.9405919

Table (1.3) for 12 Articles chose for random effect analysis, in this value stands for: M: (Mean pre-experiment), N: (Sample size of pre-experiment), Se: (standard error pre-experiment), TE: (Total of effect), SeTE: (Standard error of total effect).

Here, I have use random effect modeling to justify all studies. From total data base consist on 22 articles, Stress is the variable which utmost common and “meditation” have positive results on stress. I have gathered data from 12 articles where we found data regarding stress. These articles based on pre- and post-studies. I Use “R” software in order to investigate all the values of stress. Also, random effect modeling use to analyze the data. In graph below, 69% of change in investigation effect is because of difference in articles (heterogeneity) and 32% is because of chance. Summary findings of random effect modeling shows that -2.47 (90% confidence interval -3.45- 0.09) shows a regular treatment effect, confidence interval basically presents the level of un-certainty around variables. And as shown there is no zero in confidence interval, which marks that treatment effect is positive. Shown in Figure 2.1:

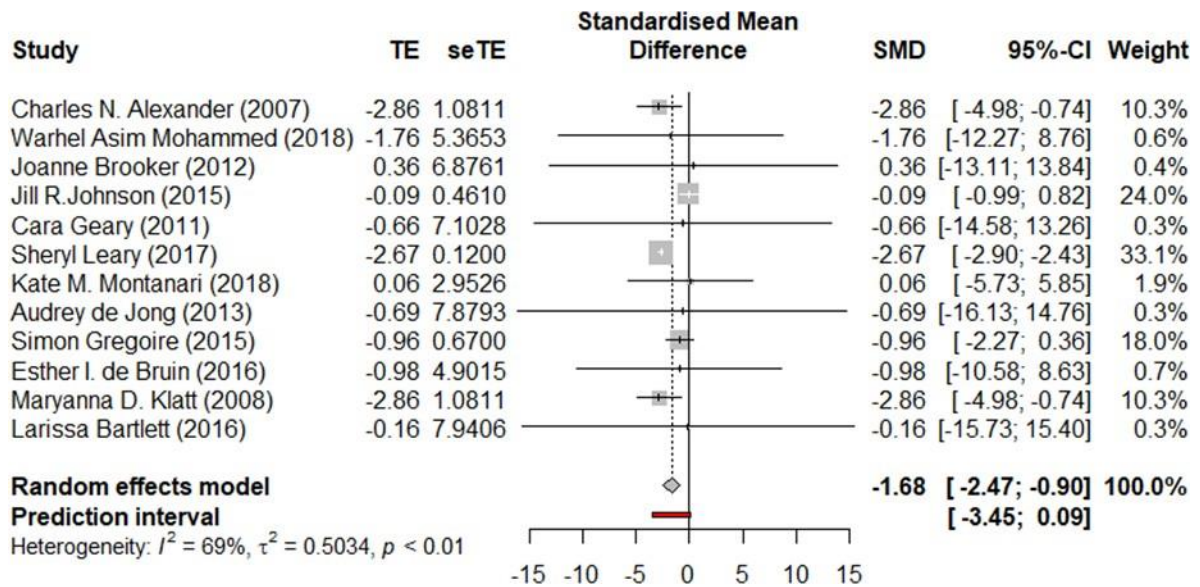


Figure 2.1

3.4: Theoretical explanation of remaining articles:

After Meta Analytical analysis of 12 articles where stress variables were common, the other remaining articles left were 10 (shown in table 1.4) and have different variable and did not have any common variables. So, I have decided to discuss effects of meditation practice on those variables on employees in work place separately.

Author	Data Base	Publishing Year
Dawn Bazarko	Taylor & Francis	2013
Jochen Reb	Springer Link	2018
Laurel A. McNall	Springer Link	2019
Jochen Reb	Springer Link	2012
Patricia P. Schultz	Springer Link	2014
Charles Elder	PubMed	2014
Esther I. de Bruin	Springer Link	2018
Ruth Q. Woelever	PubMed	2015
Julie A. Hevezi	Sage	2015
Diane Ceravolo	Sage	2018

Table: 1.4

First article is written by “Dawn Bazarko” in 2013 where author wanted to investigate the Impact of an Innovative Mindfulness-Based Stress Reduction Program on the Health and Well- Being of Nurses Employed in a Corporate Setting, Results demonstrate that previous studies of health care professionals (Shapiro et al., 2005) specifies average amongst women in the United States on the Perceived Stress Scale of 13.7 in this study demonstrating the mean base score for women were experiencing high levels of stress. As shown in study nurses showed significant improvement on perceived stress with the help of mindfulness techniques and practice. On the other hand, second variables was work burnout and this variable was compared with the previous study provided by

(Bourbonnais et al., 2006). The score of burnout was very high in Bourbonnais et al. (2006) study ($M = 36.1$) compared to this sample ($M = 19.49$). Nurses were continuously showing positive outcomes in areas related to burnout including personal, work, and client. On work burnout, the nurses continued to improve and showing a significant decrease in burnout.

Second article on the list is by author “Jochen Reb” in 2018, where effects of mindfulness techniques on employee performance being inspected or examined. This research determines that history proves that mindfulness played a very vital role for leaders of organizations and others over recent year, practitioner also write that mindfulness does increase the ability to encounter the challenging jobs (e.g., Boyatzis and McKee 2005; Carroll 2008). This research also signifies that mindful leaders are more capable of doing better and have high well-being, job satisfaction and performance (Reb et al. 2014). Empirical results of this study displays, that shows that when leaders are effective that will automatically shows resulting from high-quality relationships between leaders and employees that are described by respect and consideration. This study also propose that leader mindfulness have effective strength to reduce employee stress level and leads to high quality relationship. These high-quality relations, in turn, lead to greater employee performance (Dulebohn et al. 2012). To validate and test the hypothesis, author collect data from leader employee- peer and leader–employee dyads. Values of employee job performance are Mean=5.83, SD=0.75, $r=0.81$. which is showing significant relationship. Sticking and consistent to the result, it was also got to know that the more the leader mindful, the better the relationship are between leader and employee, and more employee perform better. Third article by “Laurel A. McNall” in 2019, this study was quantitative based. In this article, author wants to investigate the effect of Mindfulness on work outcomes like job satisfaction and emotional exhaustion. Mindfulness meditation and its practices are positively related to job satisfaction and has negative

effect or correlated with emotional exhaustion. Also, mentions that mindfulness based trainings lead towards work-life enrichment and with the support of effectiveness of this practice employee can have effective work-life management. The fourth article by Jochen Reb publishes in 2012 *Leading Mindfully: Two Studies on the Influence of Supervisor Trait Mindfulness on Employee Well-Being and Performance*. Jochen Reb have his expertise in investing meditation in different fields. So, author try to grab our attention in this article by telling us about major findings and gives extensive explanation about how mindfulness meditation can positively impact employee performance at work place. The relevant variables are emotional exhaustion and job performance in work place. Results: emotional exhaustion (mean=3.56, SD= 1.07, $r= 3.97$), job performance (mean= 3.97, SD=0.52, $r=0.19$). Which demonstrates that mindfulness was positively related to job performance and negatively related to emotional exhaustion.

Fifth article written by Patricia P. Schultz in 2015, *There is evidence, which this article represents that mindfulness increases one's capability to endure painful emotions by keeping a healthy space from distressing feelings* (Coffey and Hartman 2008; Follette et al. 2006). Results showed that work environment related negatively to employee ill-being and psychological frustration, which in turn was positively associated with employee ill-being. The relationship between work environment and basic psychological need frustration was qualified by mindfulness, such that at higher levels of mindfulness, this relation was weaker. Last, mindfulness related negatively to employee's work ill-being even after controlling for work climate and need frustration, specifying that it plays a powerful, direct role in protecting against work ill-being. Sixth Article "Effect of Transcendental Meditation on Employee Stress, Depression, and Burnout: A Randomized Controlled Study" by Charles elder written in 2014. The results of this randomized controlled study indicate that the TM program was effective at four-month follow-up in reducing

psychological distress and burnout in employees working in a therapeutic school for students with behavioral problems. Important decrease was found out in the main outcome variables: perceived stress, depressive symptoms, and teacher burnout because of usage of TM trainings and practices. Large effect was observed of TM on perceived stress. Studies indicate that practice of TM reduces psychological and physiologic response to stress factors.

The seventh article named Mindful2Work: Effects of Combined Physical Exercise, Yoga, and Mindfulness Meditations for Stress Relieve in Employees. A Proof of Concept Study by Esther I. de Bruin written in 2018. This proof concept study measured viability and suitability of the newly developed Mindful2Work training, as well as preliminary effects on workability, anxiety, depression, stress, sleep, and affect in employees suffering from (work related) stress. In addition, investigation being done whether the practices of mindfulness training worked out in outcomes or not. The participants of this study, who get training of mindfull2work gives grade of 8.1 out of ten. Participants gives clear explanation about the results of the training they felt since they Mindful2Work training i.e., sleep better, more optimistic, more aware of physical tension and therefore better able to let go of it, more insight and understanding of themselves during depression/burnout, better able to cope in stressful situations, more positive attention towards themselves. The Mindful2Work training had a very large positive effect on the workability. The risk for long-term dropout from work decreased by nearly 60 %, the mental and physical workability increased, and participants left for work immediately after break, which proves that large and long term effects being happened in participants work life. Inspecting the overall mental and physical workability grade, which went from a low of 4.88 and 6.08, respectively, to a high of 7.04 and 7.65, respectively, also indicated substantial improvements after training.

Eighth article Effective and Viable Mind-Body Stress Reduction in the Workplace: A Randomized Controlled Trial by Ruth Q. Wolever. This study demonstrates not only the effectiveness, but also the viability of integrating mind-body stress management programs into the workplace. This article gives confirmations about statistically significant reductions in perceived stress and sleep difficulties for participants of each mind-body intervention. In addition, both the mindfulness and yoga interventions demonstrated marginal improvements in breathing rate, and significant improvements in heart rhythm coherence, a measure of autonomic balance. Directionally favorable improvements in mood (measured by CES-D) and work productivity (measured by WLQ index) were not statistically significant. Our findings are consistent with other mind-body worksite stress management programs in showing promise as health programs reductions in stress symptoms, as well as the findings in improvements in mood, resilience, and psychological well-being.

Ninth Article by Julie A. Hevezi written in 2015, shows Positive results in this small pilot project demonstrate the effectiveness of meditation practices on the well-being of the nurse participants by reducing stress and enlightening self-compassion. This study wants to find out and help workers who suffer from daily occupation stress through different meditation techniques. This study also demonstrate that in order to keep working with compassionate care is essential. The main cause of not working well was burnout and as the study mentions meditation helped a lot to cope up with burnout and leads to high and quality productivity. Burnout seems to have positively effect of meditation as pre=26.4, post=22.2, results were positive. Results shown significant improvement in productivity and less burnout. Tenth Article is The Impact of a Mindfulness Intervention for Nurse Managers by Diane Ceravolo. This study was investigated by using pretest-posttest. Where related variable was Burnout, results were pre (mean=17.6, SD=2.44), post= (mean=18.2, SD=2.5). Prior work has demonstrated that workplace interventions on the practice

of mindfulness are effective for health care workers. This project was focused on the impact of a mindfulness intervention specifically for nurse managers and if it affected their professional quality of life, burnout, and perceived wellness.

CHAPTER 4: RESULTS

Results are addressing all the research questions and objectives of the study. Results shows that out of all the meditation practices Transcendental, Mindfulness and Mindfulness Based Stress Reduction Practices are the common and most used practices in workplace or organization due to their effective result on employee and their outcomes. To set effective and extensive findings about effects of meditation and its practices and to conduct effective meta-analysis all vast literature research has been done. Meta-Analytical techniques used in this academic study were random effect modeling and theoretical explanation of articles. Which gives a detailed and requisite criterion for conducting meta-analysis.

R software used in order to check or investigate the effect of meditation on employee outcomes. According to figure: 2.1 above, 69% of change in investigation effect is because of difference in articles (heterogeneity) and 32% is because of chance. Summary findings of random effect modeling shows that -2.47 (90% confidence interval -3.45- 0.09) shows a regular treatment effect, confidence interval basically presents the level of un-certainty around variables. And as shown there is no zero in confidence interval, which marks that treatment effect is positive. I have explained all articles which cannot be measured in random effect modeling, results of all articles demonstrate that meditation practices are effective way of narrowing stressors in employees and increase the productivity or employee outcomes.

CHAPTER 5: CONCLUSIONS AND IMPLICATIONS

Importance of practice of “Meditation” can be realized by all the west companies who allow their workers to calm their mind through “meditation”. “Meditation” and its various categories like “transcendental and mindfulness” use world widely and it has been shown in relevant studies that in management department and management growth, organization use meditation extensively. Results also shown that these practices, helps employee to lessen their anxiety, depression and helps them to avoid all negative emotions. In return, they will also be pessimist and shown more self-kindness and positive behavior to humanity. Through data, different qualitative results, and quantitative results of variables, it has also been seen that practices of “meditation” helps employee becomes more active, positive and productive towards their work and helps organization to meet the standards.

Meditations has become a cultural phenomenon and recent has been exploded on this topic. This research, theoretically explains the effects of meditation specifically transcendental and mindfulness meditation have on employee outcomes and history of meditation. Clearly states from where meditation originates its types and effects which probably provides advantage to the businesses in future about which meditation type will be best suited for their employees and organization environment. This research also aids the workplace by executing practical implications of meditation types. Practically Meditation and its types heals the mental state of employees, reduce their stress, increase in job performance and intensified their well-being.

CHAPTER 6: LIMITATIONS AND FUTURE RESEARCH

RECOMMENDATIONS

There are very less meta-analysis available about this topic in different psychological and medical journals. So, it was utmost need of conducting a meta-analysis on employee outcomes in workplace. Limitations I encounter in this research was un-availability of meta-analysis software. Software which I am talking here is Comprehensive Meta-Analysis computer program or software through which fast and easy meta-analysis of study, research synthesis, systematic review for finding effect size, creating forest plots and any other desired graphs can be performed. Which could be much more helpful in finding and conducting quality results for this research. My supervisor and I have tried our best to arrange that software but couldn't do so but software was costly and due to some other hurdles, R software was used as an alternative software. I hope in future this academic and research software available for students. This research was made on small scale and that's why it is possible that some literature might skip so in future more or further focused should be on searching out for more literature, scholarly articles and reports in order to find exclusive relations based on "meditation" on employee or human beings. Further literature or practical evidence can be searched about meditation types for advance research. This will help to reach out in more depth. Also, I have conducted this research on workplace, in future students can perform meta-analysis on other topics as well related to meditation for example; meta-analysis on drawbacks of meditation and meta-analysis on long term effects of meditation in employees etc.

CHAPTER 7: DISCUSSION

Quality in the workforce is essential for organizational competitiveness, requiring human resource executives to develop programs in pursuit of business success: one such possibility is meditation. Present extensive academic research about meditation provides its readers wide spread and significant definitions of meditations and its types at a one point. History of meditation and its types and the effects meditation have on employees has been explained. Psychological stressors like anxiety, depression and burnout are explained thoroughly. Extensive literature review collected from data bases and journals related to meditation and workplace mentioned. Practical and Theoretical explanation through meta-analytical techniques have been mentioned. Basically, this research has been clearly explained meditation and its effects on employee outcomes which have not been gathered, elucidated and enlightened before in any psychological journal academically. In empirical studies which have been finalized after detailed screening shows that meditation helps employees to overcome their stress and increase their productivity at workplace and that have been explained through tables and graphs. In contrast, theoretical explanation of articles shows that meditation helps to in reducing anxiety, promote emotional health and makes a person emotionally strong and stable. The main goal of the study was to gather all the data most related to the topic and provide a full picture or systematic review of the articles which has not been done yet. It was an effort to start and complete this study so that in future there will be a guide line for the students, scholars and researchers who want to pursue their research studies in the same domain as I have done. I hope it helps others. So, basically this research is a trend setter for the future students, readers and academic researchers who wished to conduct meta-analysis on this topic.

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