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Mindfully Behave to be a Digital Employee: Evidence from a Leading Telecommunication Firm in Sri Lanka

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Abstract

In any organization, digital mindfulness plays a significant role in boosting and sustaining self-control of employees, which ensures they behave as a digital employee in a digital firm. Although the direct effect of mindfulness awareness on self-control is well documented, Digital aspects of previous theoretical explanations and empirical findings are inconsistent in literature. As a response, the study was an attempt to investigate the impact of digital mindfulness (DM) on self-control (SC) of IT operational employees in a telecommunication firm, Sri Lanka. The study was quantitative, and a cross-sectional survey design was followed. Using convenience sampling technique, the sample was collected through a structured questionnaire, which consisted of 235 responders from a selected organization in logistic operation. The data was collected through an online survey and analyzed with the aid of SPSS. The study found that there is a 64.2% positive significant impact of digital mindfulness on self-control (Sig =0.000<0.05) with an 80.1% positive relationship among itself. Moreover, the present study concluded that by practicing mindful exercises, there is a direct and clear possibility to ensure digital well-being through self-control. Hence, Future research studies need to identify the impact between digital mindfulness and well-being with the mediating effect of self-control that would add more insight to the present study as well.

Keywords: *Digital employee, Mindfulness, Self-control, Well-being*

Introduction

In this technology driven era, as many employees work with digital tools and on platforms, behavioral interventions to enhance their awareness is more crucial than ever. On the other hand, transforming into a digital workplace even opens the doors for new approaches which claim unhealthier conditions in employee well-being factor, which means being a digital employee is still a challenge with following suboptimal behaviors such as distraction, addiction, overstimulation, procrastination, hoarding and technostress (Aggarwal, 2024). In return, organizations seek to foster self-control behaviors among the employees through digital mindfulness.

Junte in (2024) stated that digital mindfulness emerges in the digital age with the aim of digital well-being in the organizations. Further it consists of a lot of exercise to govern self-control behaviors to shape negative outcomes of digital burnout, social loafing, digital toxic, and etc. Also, which is proposed as a valuable behavioral intervention for positive outcomes in work and life of digital employees (Stephen, Sundari, Thayumanavar, Shakya, & Muthukumar., 2024). Moreover, a healthier workforce of an organization is highly dependent on the employees' behaviors towards work. In order to control their unproductive behaviors, self-awareness needs to rise. It is therefore, inevitable to build self-control behaviors via mindfulness in digital work atmosphere. As study shows, self-control is an individual ability to resist and distract from short term temptations and align actions in pursuit of desire conditions. So, it is a key outcome of mindfulness. The exercise of digital mindfulness includes mindful digital consumption (Chayko, 2017), screen time reflection journaling (Newport, 2019), digital detox

interval (Alter, 2017), and mindful scrolling breaks (Deursen, 2018) which cultivate the awareness of the present moment, enabling individuals to manipulate their thoughts and emotions against prompt response. Ostafin and Meier (2015) conclude that being aware is a strengthen of self-regulation and, which is a core aspect of self-control. Hereby, self-control in the sense, study about emotional regulation, impulse control, goal directed behavior, and cognitive control can be shown. Further, in the digital form of self-control failure indicates two unproductive behaviors: short-term gratifying impulse, and habitual behavior that distract and disturb them while pursuing their own goals (Baumeister, 2002). Therefore, mindfulness can be shown as an alleviation, which fosters digital self-control with these interventions: blocking/removing, self-tracking, goal advancement, and reward/punishment (Biedermann, Schneider, & Drachsler., 2021) Although mindfulness quite differs from its form of digital, both terms reflect the meaning of individual ability to regulate thoughts, feelings, and behaviors effectively even in unprecedent situations. However, in digital mindfulness, individual being intentional and aware of interaction with technology. So, they are full of awareness about technology, otherwise mindless states that may effect on attention and well-being of employees in digital environments. However, absence of the digital, the hyper-real and the algorithmic in digital mind that end up with unconscious forms of interaction and distraction from the present moment (Harley, 2022).
Beyond traditional well-being, digital well-being becomes a challenge, as it is expected to be achieved in an agile environment. Thus, digital mindfulness-based interventions (DMBI) should be practiced and are a promising approach to improve the range of health outcomes to be well-being. In the digital age, Mindfulness exercises are not like we had in years back. Referring to the Headspace app ('Meditation and Sleep Made Simple—Headspace', available from http:// www. heads pace. com/) offers a DMBI package for the same purpose. Not only that but also, which promotes self-control behavior among employees through present moment experiences in digital phases. Ultimately, being a key driver of employee well-being in digital settings.

To address this, the present study focuses on the impact of digital mindfulness on self-control at a digital firm. Further, the research highlights the significance of self-control for IT sector employees, as it impacts their well-being as well. The study is particularly relevant for the employees who often exhibit negative behavior patterns during their job hours. As literature reports, Digital detoxing in the sense individuals voluntarily away from the digital connectivity for a period of time. On the other hand, you keep away yourself from the digital world, regulate your behavior, emotions, and thoughts voluntarily. For that purpose, mindfully awareness should be grown through DMBI. The study done by Liebherr in (2024) Report that mindfulness interventions are being an effective in cognitive functions and naturing skills including self-control. Flourishing self-control has shown a great promise to support digital well-being (Roffarello, 2023). Further, physical and psychological safety in the world of digital technology is considered a fundamental element of digital employees, who are members of digital citizenship (ElAdl, 2023).

Previous research established a meaningful connection between mindfulness and employee self-control behaviors. However, the study underlying the nexus among the dependent and independent variables are inconsistent across many of the domains tested in existing literature. Hence, this attempt rises to answer the following research problem through its objectives.

Research Problem

The research study addresses a significant problem related to self-control and its impact on employee behavior in the context of human resource management. The operational IT employees working in the firm were selected for the current study and have been identified with the following observations. It

reported the symptoms of low self-control behaviors, leading to unproductive and inefficient outcomes. The identified issues encompass (Jarrahi, Blyth, & Goray., 2023).

Frequently switching between job tasks and roles by checking notifications and scrolling on social media during working hours (texting while working).

Avoiding prioritizing tasks and delaying actions on less enjoyable tasks (late to work, less engagement, and mindlessly committing).

Impulsive actions displayed during interactions with colleagues, managers, and clients (Impulsive messaging, verbal abusing).

Unhealthy habits such as excessive consumption of unhealthy food and fasting (inappropriate smoking, No hygiene)

Non-compliance with organization's policies and protocols.

The above observations clearly indicate low self-control behaviors and the essentiality of mindful awareness to manipulate it in the digital domain Harley, (2022). The research problem stems from the increasing number of employees exhibiting such unproductive behaviors, causing disruptions and challenges for the organization.

Despite existing research linking digital mindfulness and self-control positively, there's a need for further exploration, especially within this specific worker population. Although research around the world have started to look into how digital mindfulness techniques can improve workplace productivity and self-regulation (Spínola et al., 2020; Hadar et al., 2023), little is known about this topic in developing nations like Sri Lanka.

In the Sri Lankan context, there is a lack of research on the relationship between digital mindfulness and self-control among operational-level employees at digital firm. The research aims to address this gap and convert theoretical understanding into empirical evidence. By assessing the impact of DM on SC among operational employees in such firm, this study contributes to both the IT service industry in Sri Lanka and the broader aspects of human resource management largely.

Research Questions of the Study

I. What is the relationship between digital mindfulness and digital self-control among operational-level employees in digital firms in Sri Lanka.

II. What is the impact of digital mindfulness on digital self-control among operational-level employees in digital firms in Sri Lanka.

III. Which factor of digital mindfulness influences on digital self-control among operational-level employees in digital firms in Sri Lanka.

Objectives of the Study

The objectives of the current study are as follows,

General Objectives

To examine the relationship between digital mindfulness and digital self-control among operational-level employees in digital firms in Sri Lanka.

To examine the impact of digital mindfulness on digital self-control among operational-level employees in digital firms in Sri Lanka.

To examine the which factor of digital mindfulness influences on digital self-control among operational-level employees in digital firms in Sri Lanka.

Significance

This study holds significant theoretical value as it examines the influence of digital mindfulness on self-control of operational employees in a selected digital firm. Not only that but also it contributes to a deeper understanding of the concepts of mindfulness and self-control in digital domain. The research would equip organizational decision-makers, trainers, future researchers, and academicians with insights to aid in designing and practicing mindfulness training initiatives as human resources stand out as the active drivers of production and service processes. Further, Employee behavior patterns, especially in IT service sector organizations, can determine the success or failure of an organization.

The research looks into assess the degree of level of digital mindfulness how effective to manipulate employee's self-control, particularly in the context of implementing mindfulness-based interventions by the management. Mindfulness practices demand individuals to be fully aware and engaged in the present moment, as highlighted by (Bishop et al, 2004). The findings of this study hold potential benefits for operational employees by aiding them in managing unproductive behaviors at work atmosphere. Mund, Chauhan, Tarush, and Joshi (2024) conclude that digital mindfulness is a key factor in nurturing self-control in digital firms for quality services.

Moreover, the study is instrumental in proposing data-driven recommendations for implementing mindfulness training and offers substantial value to organization by guiding the training and development of HRM, which expects to mitigate hazards, unproductive and undisciplined conducts at the work setting.

Literature Review

Mindfulness

Mindfulness is known as "Just a moment of silence". It is defined as a state of cognitive that brings one's own mind to the present moment in a non-judgmental and accepting way. In Buddhist psychology, it denotes with the Pali word of sati and further emphasis that Sati connotes awareness, attention, and remembering (Germer, 2004). In contrast, it is about acting with awareness, focusing with attention on the task at hand. Being mindful focuses on the present beyond being entangled in the past or future. Mindfulness, derived from "mindful" and "awareness," emphasizes complete awareness of the present reality, focusing on current conditions (Zinn, 2012). Moreover, it is a skill that anyone can cultivate

(Germer, 2004), as it has been employed in various settings, However, in the digital space mindfulness is often overlooked since it damages the digital citizenship of employees (Senel, 2022).
When it comes to digital mindfulness, Mrazek and Alissa (2019) described it as an experience of positive psychological situations that is supposed to be practiced in digital world. It involves being active, aware, and present while engaging with digital devices and tools. In simply, it studies about the "How technology can influence our perceptions, behaviors, and decision-making". However, Khan and Knijnenburg (2021) Reported that people are being more mindless in the digital platforms by misbalancing attention and awareness. But applying mindfulness-based techniques [MBT], which fosters harmony among mind, body, and surroundings.
As today's business world is reshaping business activities with new technologies, every human capital is being utilized by them. Not only that but also pandemic enriches the practices of work from home causing the approach of digital firm (Okuyan, & Begen, 2022). Moreover, emerging technologies like AI and VR also flourish digital connectivity in the business world. Due to this connectivity and interaction, that has led the more discomfort in physical and mental health, as well. As Lora, Purba, Hossain, Oriana, and Seum reported, Failure to being a mindful state is a vulnerable state and causes to take heuristic decision (Khan, Iqbal, Humaira, Hubig, & Knijnenburg, 2021). Stephen, Sundari, Thayumanavar, Shakya, and Muthukumar, (2024) reported, when employees are being exposed to digital unfavourability, which outcomes are quietly costly to the organization in all ways. In order to exercise digital dependency in employees, organizations seeking to apply MBT With the aim of fostering the mindfulness of digitality.

Digital mindfulness can result in psychological, physical and behavioral consequences for individuals. Khan, Singh, Kaur, and Arumugam (2020) implies that which encloses the outcomes of HRM. Such as employee engagement, perceived stress, self-regulation, and well-being, etc.

Five facets of mindfulness include Acting with Awareness, Describing, Non-Judging of Inner Experience, Non-Reactivity to Inner Experience, and Observing (Baer et al., 2006). Acting with Awareness involves being present in activities without undue concern. Describing entails articulating internal experiences with words. Non-Judging of Inner Experience is about accepting internal experiences without criticism. Non-Reactivity to Inner Experience allows thoughts and emotions to come and go without extra attention. Observing enhances sensitivity to affective cues guiding self-control processes (Brown et al., 2018).

Mindfulness training exercises such as Acceptance-Breath Awareness, Trust-Body Detection Training, Beginners' Mind-Sensation Awareness, Non-Striving & Non-Judgment-Starting Awareness Training, and Patient & Letting Go-Letting Go Desire Training enhance self-control by improving attention regulation and present-moment awareness (Wimmer, Bellingrath, & Lohaus., 2020). Mindfulness also fosters self-regulation, aiding goal-oriented behavior and appropriate reactions (Glomb et al., 2011). MT leads to cognitive, emotional, and somatic effects. These include enhanced attention and concentration, problem-solving, emotional awareness, happiness, relaxation, and improved sleep quality (Langer et al., 2020). The practice of MBT directs energy, openness, and happiness towards the present moment (Germer, 2004).
The model of mindfulness training involves three interconnected components: intention, attention, and attitude. Intention serves as the basis for the practice, directing one's focus. Attention refers to the practice of being fully present and observing inner and outer experiences. Attitude shapes the quality of attention, emphasizing conscious awareness (Shapiro et al., 2006).
Mindfulness training's ability to enhance self-control stems from its emphasis on intention, attention, and attitude. By fostering present-moment awareness and focused attention, MT empowers individuals

to navigate their thoughts, emotions, and behaviors effectively. This understanding underscores the potential of DMT to improve SC in various contexts, particularly within the service sector.

Digital Employee

An employee is in a digital firm also known as digital employee. He is a digital citizenship profile who follows ethical, responsible, and productive online behavior when interacting with technology. In an organizational context, a key quality of digital employees is to experience well-being while using digital tools (Gheidar & ShamiZanjani., 2020). Digital well-being does not occur by chance; it is cultivated and maintained through the self-discipline of the employee. In this regard, mindful behavior plays a significant role in helping employees stay present and aware.

Moreover, Digital employee fostering the quality of "mind at work" which ensure psychological ergonomics of the job (Singleton, 1989). As we are aware, employees are hard to control and now it has been more severe when they wear digital hats. Therefore, although it seems better, achieving it is no better.

Self – Control

The importance of self-control among worker human resources is a prominent aspect of modern human behavior and is particularly crucial in the service sector. Defined informally as willpower and formally as cognitive control, self-control significantly influences daily life and performance (Brown et al., 2018). The effectiveness of self-control in the service sector is elevated through the practice of mindfulness-based training interventions, which foster mindfulness awareness and develop self-control behavior. Mindfulness, when effectively cultivated, leads to increased self-awareness among employees. The concept of self-control is broad, encompassing the suppression of immediate desires and cravings (Henden, 2008). Employees in the service sector require self-control due to its impact on their behavior patterns, contributing to organizational success or failure (Gufron & Risnawati, 2011). Age and emotional maturity play roles in internal factors affecting self-control, while external factors encompass environmental influences (Hurlock, 2012).

The dimensions, types, and methods of self-control have distinct significance. Self-discipline, non-impulsiveness, good habits, work ethics, and consistency contribute to effective self-control (Tangney, 2004). Delaying gratification, executive functioning, and questionnaires are methods used to assess self-control levels (Santiago Amaya, 2020). The strength model, ego depletion, dual process model, and minimalist and maximalist models offer insights into the mechanisms and dynamics of self-control (Baumeister et al., 2007). In the context of the service sector, self-control directly affects the quality of service provided. Behaviors aligned with ethical standards are crucial for creating value through quality service (Kerns, 2013). Mindfulness-based training interventions facilitate various aspects of self-control, such as impulse regulation, emotional regulation, emotional episodes, movement regulation, and more (Suárez-García et al., 2020). The interplay of internal and external factors shapes the self-control efforts of individuals (Dellen, 2008).

Ultimately, the relationship between MT and SC provides valuable insights into enhancing employee's behavior and performance in the service sector. The practice of MT can effectively contribute to improved SC and decision-making, promoting better workplace environments and overall organizational success.

Although well-being is a primary goal of HRM in every organization, pursuing it requires some subsequential outcomes including self-regulation and control. However, by exercising all of these together that ultimately enlightens the well-being of employees. Hence, self-control is identified as the key driver of well-being, mitigating the unfavourability of digital outcomes: infinite scrolling, impaired memory, digital detoxes, distraction and techno stress.

Relationship between Digital Mindfulness and Self – Control

As per previous research, a substantial connection exists between DM and employee SC. DM cultivates heightened attention and acceptance toward thoughts and emotions, enabling meditators to approach experiences with a non-judgmental and non-elaborative mindset, indicative of the need for self-control (Teper & Inzlicht, 2013). Further research by Wrede, Esch, and Michaelsen, (2023) highlights that digital mindfulness has been shown to enhance SC in digital workplace by providing guidance for shaping mindful digital workplaces and mindful work cultures. In the year 2023 study found that digitally assisted mindfulness training is caused to improve self-regulation skills for sustainable mental health (Mitsea, 2023). Brown (2018) proposes that two facets of mindfulness, interceptive awareness and nonjudgmental acceptance enhance self-control by amplifying attention to conflict-related emotions, acting as an alarm that prompts deliberate control.

An increasing body of evidence links mindfulness training and mindful personality traits to improved self-control in various settings. However, some studies have reported contradictory outcomes. Afandi (2012) discovered that short-term mindfulness-based relaxation techniques did not effect on self-control in students at Trunojoyo High School due to the brevity of the training. Contrarily, a more structured and targeted training process implemented among boat crew members at company X demonstrated the need for interventions concerning emotional regulation and internal factors of self-control (Swadharma et al., 2020). Further, a study done by Liu and Feng (2022) claims that effectiveness of digital mindfulness training yields self-control behaviour of the students who had problematic smartphone use.

As all organization's expectations focus on employee well-being, this research also can be considered as a support study to identify how digital mindfulness practices make an impact on ensuring employee digital well-being through self-control. As per past research, we can identify that mindfulness training enhances employee well-being (Jerry, 2018) via self-control (Nathaniel, 2017). However, there are lack of evidence in the past research were done with these two variables: Digital Mindfulness (IV) and Self-Control (DV) to identify the relationship, impact and develop a theoretical framework in Sri Lankan context and also nobody has tested with above five variables [five-factor model of mindfulness (Baer et al. 2006)]. Future researchers are expected to test that moderating variable (MV) effect of self-control (Yangon, 2016) on impact between digital mindfulness and employee well-being.

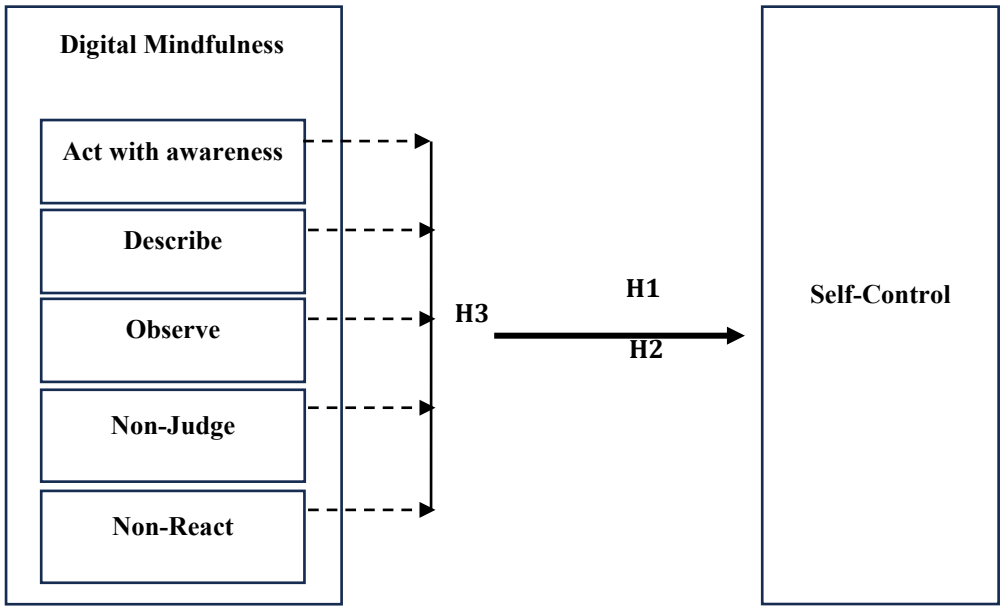
Research Hypothesis

H1: There is a significance correlation between digital mindfulness on self – control of operational-employees in digital firms in Sri Lanka.

H2: There is a significant impact of digital mindfulness and self – control of operational-employees in digital firms in Sri Lanka.

H3: There is a factor of digital mindfulness significantly influences digital self-control among operational-level employees in digital firms in Sri Lanka.

Figure 01: Conceptual Framework



Source: Author, 2024

Methodology

Description of Research Onion

In order to achieve the defined study objectives, the first thing is to investigate the impact of DM on SC with the selected sample. Therefore, Prior literature and knowledge-based research questions have been identified and utilized in this study context. According to the research philosophy paradigm, this study falls into positivism under the deductive approach as this is testing existing theory where the hypotheses were developed based on the evidence in extant literature. Additionally, the study can be identified as a descriptive study where it focuses on collecting data on human characteristics, circumstances, and events. As the minimal level of researcher interference to the current study, this can be identified as a cross-sectional and with the limited time frame it used a quantitative approach since current research is based on quantifiable numerical data which the purpose of examining the impact (R2) and correlation (R) between two variables on a scientific platform. Moreover, the current study strategy collects the features of a case study approach as this study and its problem are related to the ongoing business situation, which is gaining knowledge through real-life situations and in a real-time investigation by applying several data collection techniques.

Operationalization

Measurement tool for digital mindfulness training was digital mindfulness scale [Modified for digital setting] developed by (Spinola, 2020) and had been adjusted according to the five-facet mindfulness questionnaire presented by (Baer, 2006). The mindfulness training program was designed for a 4-week program with guided meditation and digital mindfulness activities. Which includes guided meditation, digital mindfulness tasks, and group discussions on distraction and focusing on digital working environments.

When it comes to digital self-control, it conceptualizes the individual ability to manage and regulate his/her digital behavior to avoid distraction. By using the measurement tool of self-control report scale, the variable was measured, and which addresses on resisting digital distractions and focus during tasks.

Sample Selection

The sample for the study was considered from the trainees who had participate 4-week mindfulness program. It aims on IT operational employees' digital awareness and its impact on their digital behaviors (self-control) at the telecommunication service. The selection of an appropriate sample size is crucial to ensure the accuracy and reliability of the study's findings. Following the guidelines provided by Krejci and Morgan's table, the researcher determined that a sample size of two hundred twenty-six (226) worker employees would be necessary for this study. The selection of this specific sample size was influenced by Gaskin's (2010) assertion that a sample size exceeding 100 is effective for quantitative data analysis. It's important to acknowledge that this research recognizes certain limitations, such as situational and time constraints.

Data Collection Methods

The primary data collection involved the utilization of an online questionnaire to measure all variables under investigation. The questionnaire was designed and constructed using Google Docs, structured according to established measurement scales. The questionnaire was adopted and modified by the researcher to explore digital mindfulness awareness of the IT workers as a result of participated in mindfulness training and also questionnaire was consisted with 12 items and measurement items were respond ended on the 5-point Likert scale ranging from 1= never or very rarely true to 5 = very often or always true while and also to capture the self-control behavior patterns of operational IT employees who had digital mindfulness training at selected firm the standard measurement scale developed by (Tangney, 2004) was adopted and modified to use by the researcher as per the purpose of the study. It has 13 items which were anchored on 5 – point Likert scale would measure the self-control of employees Secondary data, collected from diverse sources including books, periodicals, government publications, central bank reports, and the internet, also played a significant role in the data analysis process. For the analysis of the collected data, specific descriptive and inferential statistical techniques were employed, notably SPSS Package Version 25.0 and MS Excel. Multiple regression analysis was employed to ascertain the logical relationship between the variables.

The process began with the assessment of the research instrument's validity and reliability. The data analysis involved frequency distribution analysis with mean and standard deviation, as well as regression analysis to achieve the research objectives.

Reliability was validated through the Cronbach's Alpha Coefficient of internal consistency. Furthermore, construct validity was ensured using the KMO test and factor analysis. The descriptive statistics generated using SPSS were aimed at exploring the individual behavior of variables.

Data Analysis and Results

Reliability

The research study's reliability measurement statistic serves to demonstrate the absence of bias, thereby guaranteeing consistent measurement over time and across different items within the tool. The researcher in this study employed internal consistency statistics to verify the reliability of the measurement scales. Additionally, the Cronbach's alpha coefficient was utilized to evaluate dimension reliability and composite reliability. The reliability statistics are illustrated in Table 4.1.

Table 4.1: Reliability Statistics

Variable	Dimension	No. of Items	Cronbach alpha
SC **[Cronbach alpha = 0.957]**	Self-discipline	04	0.877
	Healthy habits	02	0.697
	Work ethics	03	0.781
	Non-impulsiveness	02	0.772
	Consistency	02	0.877
DM **[Cronbach alpha = 0.921]**	Act with Awareness	03	0.589
	Observe	02	0.844
	Describe	03	0.806
	Non-Judge	02	0.865
	Non-React	02	0.868

Source: Author, 2024

As shown in Table 4.1, Cronbach's alpha coefficients for internal consistency of all variable dimensions surpass the reliability threshold of 0.7. Even though the Cronbach's alpha value for the "act with awareness" dimension of the independent variable is 0.589, which is above the minimum value of 0.5, it is still considered reliable for this study. This suggests that the multi-item measurement scales are dependable and free from bias, with each item playing a significant role in defining the respective constructs. Notably, these measurement scales were adopted from previous studies that employed established measurement standards, ensuring their inherent reliability. Additionally, within this study, reliability analysis was conducted to enhance the credibility and trustworthiness of the collected primary dataset.

Descriptive Analysis

Descriptive analysis was conducted to provide insights into the individual behavior of variables through central tendency measures, constituting a form of univariate analysis. Commonly employed in social science research, measures such as the mean and standard deviation were utilized for descriptive statistics. The outcomes of this analysis are presented in Table 4.2.

Table 4.2: Descriptive Statistics

Descriptive Statistics	DM	SC
Mean	3.2527	3.4124
Standard Deviation [SD]	1.03738	0.89775
Max	4.69	4.92
Min	1.00	1.33
Range	3.69	3.58
Variance	1.076	0.806
Skewness	-0.275	-0.182
Kurtosis	-1.241	-1.256

Source: Author, 2024

As depicted in Table 4.2, the mean value for mindfulness is 3.3, while the mean value for self-control is 3.4, signifying a relatively average level of digital mindfulness and self-control among the surveyed respondents. Furthermore, the standard deviation (SD) falls within the range of +2 and -2, validating the statistical acceptability of the mean value for subsequent statistical analyses (Lu et al., 2007). Moore and Playford (2020) show that in order to experience sustainable health outcomes, MBT should be an effective containing standard size, duration, frequency, etc.

Correlation Analysis

Expanding upon the identified linear relationship between DM and SC among operational IT employees, the study employed the Pearson Correlation Coefficient to gauge the degree of connection between these two constructs. Additionally, the Sig. (2-tailed) test was utilized to determine the statistical significance of the correlation coefficient, as the research hypothesis was formulated without a specific direction. The findings from the correlation analysis can be observed in Table 4.3.

Table 4.3: Correlation Matrix

		DM	**SC**
DM	Pearson Correlation	1	**.801****
	Sig. (2-tailed)		**.000**
	Observations (N)	235	235
SC	Pearson Correlation	**.801****	1
	Sig. (2-tailed)	**.000**	
	Observations (N)	235	235

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Author, 2024

As displayed in Table 4.3, a substantial and positive correlation of 80.1% was identified between DM and SC of operational IT employees at the workplace (r=0.801). This correlation was found to be statistically significant, with a 2-tailed significance value (Sig. 2-tailed) of 0.002, which is below the predetermined significance level of 0.01. Therefore, H1a is supported, confirming a significant correlation between digital mindfulness (DM) and self-control (SC).

Regression Analysis

Table 4.4: Linear Regression Statistics

Multiple R	0.801[a]
R Square	0.642 (64.2%)
Adjusted R Square	0.641
Standard Error	0.62196
Observations (N)	235
F	417.989
Sig.	.000[b]
Regression	Linear
Method	Enter

Note: (a) Dependent Variable: Self- Control; (b) Predictors: (Constant), Digital Mindfulness

Source: Analyzed data, 2024

Table 4.5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	161.691	1	161.691	**417.989**	**.000[b]**
	Residual	90.131	233	.387		

	Total	251.822	234			
a. Dependent Variable: Self-Control						
b. Predictors: (Constant), Digital Mindfulness						

Source: Analyzed data, 2024

Table 4.6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.093	.160		0.582	.561
	Digital Mindfulness	.926	.045	.801	20.445	.000

a. Dependent Variable: Self Control Mean

Source: Analyzed data, 2024

The results, presented in Table 4.4, indicate that 64.2% (R Square = 0.642) of the variance in employee self-control can be significantly explained by the independent construct in the research model – digital mindfulness. The model summary of the linear regression analysis, as shown in Table 4.4, reveals that the single independent variable in the conceptual framework exerts an impact of 64.2% (Adjusted R Square = 0.642) on the determination of the dependent variable, Self-Control. The F value, also known as the model fitness (417.989) in Table 4.5 – ANOVA, surpasses 100, signifying that the F value remains statistically significant due to the sig. value being 0.000, which is less than 0.05. This ensures the robust model strength between the independent and dependent variables, as confirmed by the ANOVA table.

The standardized Coefficients Beta value, representing R, signifies the strength of association between the independent and dependent variables. As presented in Table 4.6, the marginal contribution of DM (0.926) in determining the impact on self-control among the sample employees is statistically significant (Sig. = 0.00 < 0.05) in the regression equation.

Equation 01: Regression – Digital Mindfulness and Self-Control

$$Y = m_1X_1 + C \text{ ---------- } 01$$

$$SC = 0.926 \text{ (DM)}$$

Source: Analyzed data, 2024

The regression equation 4.1 indicates that the intercept [C] and the marginal contribution of DM [m1] are statistically significant and should be included in the equation. However, as the constant value is not significant (Sig: 0.097 > 0.05), it is excluded from the final equation. Consequently, based on the results of the linear regression analysis, H2 is statistically accepted, affirming a significant impact of digital mindfulness on the self-control of operational level IT employees at the selected digital firm.

Multiple linear Regression Analysis

Multiple linear regression analysis was done to test the hypothesis, further [H3] advanced for the factorial impact of digital mindfulness on self – control. Results of the test are given in Tables 07 and 08 and 09 below.

Table 4.07: Multiple Linear Regression Statistics

Multiple R	0.820[a]

R Square	0.672 (67.2%)
Adjusted R Square	0.664
Standard Error	0.60088
Observations (N)	235
F	93.692
Sig.	.000[b]
Regression	Linear
Method	Enter

Note: (a) Dependent Variable: Stress at work; (b) Predictors: (Constant), Traffic congestion

Source: Analyzed data, 2024

Table 4.08: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	169.140	5	33.828	**93.692**	**.000[b]**
	Residual	82.682	229	.361		
	Total	251.822	234			
a. Dependent Variable: Self-Control						
b. Predictors: (Constant), Non-React, Act with awareness, Non-Judge, Observe, Describe						

Source: Analyzed data, 2024

Table 4.09: Coefficients

Un. stand. Coeff			Stand. Coeff.			Collinearity Statistics	
B		Std. Err	Beta	t	Sig.	Tolerance	VIF
(Const)	.29	.18		1.67	.08		
Act with awareness	.06	.05	.06	1.31	.19	.81	1.25
Describe	.22	.09	.22	2.44	.015	.18	5.72
Observe	**.28**	**.07**	**.32**	**3.88**	**.00**	.22	4.60
Non-Judge	.02	.07	.03	.280	.78	.22	4.61
Non-React	.15	.03	.30	4.80	.00	.37	2.72

a. Dependent Variable: Self Control Mean

Source: Analyzed data, 2024

According to the model summary of multiple regression analysis depicts in Table 4.07, the five dimensions of independent variable in the conceptual framework have a combined effect of 66.4% (as Adjusted R Square = 0.664) on the determination of the dependent variable; Self-Control. Statistically

show that variation of dependent variable could be statistically explained through these five dimensions of IV while other factors remain constant, amounting to 66.4%. Though the F value or called as model fitness (93.692) as given in table 4.08 – ANOVA, is less 100 but when it is calculated at around near value, it is more reached to 100 therefor with that researcher can say F value is still statistically significant as the sig. value is 0.000 > 0.05. Hence, the model strength between IV and DV could be statistically ensured via ANOVA table.

The standardized Coefficients Beta value represents the R, it's a mean that how strong association between independent and dependent variable. According to Table 4.09, Observe dimension as a prominent factor of independent variable of digital mindfulness shows a stronger correlation between dependent variables of self-control while non-judge dimension and act with awareness dimensions showing low level correlation between dependent variables. Finally, researchers can say IV dimension of observe is very powerful in the sample.

Having considered the statistics in Table 4.09, Constant, Act with awareness and non-judge are insignificant and not to be included in the regression equation. However, observation plays a vital role in determining operational IT employee's self - control in the study population via independent variable as the standardized coefficient of Beta (0.315) is comparatively higher than other four dimensions of IV.

According to the tolerance [which is less than 01] and the VIF [which is less than 10] values given in collinearity statistics no multicollinearity issues are found.

Equation 4.2: Regression – Digital Mindfulness and Self-Control

$$Y = m_1X_1 + m_2X_2 + + m_3X_3 + + m_4X_4 + + m_5X_5 + C \text{ ---------- } 02$$

$$SC = 0.015 \text{ (Describe)} + 0.000 \text{ (Observe)} + 0.000 \text{ (Non-React)}$$

Source: Analyzed data, 2024

Accordingly, regression equation 4.2. Could be reported in which the intercept [C] and the marginal contribution of describe [m_1] the marginal contribution of observe [m_2] and the marginal contribution of non - judge [m_2] are statistically significant to be included in the equation. Act with awareness, and non-judge are excluded from the final equation. And also, as the constant is not constant (Sig: 0.097 > 0.05), it is not included in regression equation.

Discussion of the Findings

Several previous research findings showed that mindfulness is a relaxation to the mediation with therapy, Kabat-Zinn (2005) that is used in training programs to enhance employee well-being. The current study hypotheses were accepted by justifying that DM can create a significant impact on SC of employees who received mindfulness training in the form of digital with a strong positive correlation between those two also.

In aligning **hypothesis H1** of the present study, the previous studies claim that mindfulness and self-control are positively correlated, particularly in digital settings. Being mindful aids in attention regulation, which is essential for avoiding digital distractions and sustaining behavior that is goal oriented. Spinola et al. (2020) reported that digital mindfulness interventions improved digital self-control by reducing tech-related stress and distraction at the workplace.

Beyond correlation, supporting **hypothesis H2**, several studies report an impactful relationship between mindfulness and improvements in self-regulation, focus, and tech-related decision-making (Glomb et al., 2011; Tang et al., 2015).

Contradictory with **hypothesis H3**, the previous studies found that acting with awareness and non-reactivity significantly predicted higher self-regulation (Baer et al. 2006) while Choi et al. (2022) highlighted that attention regulation, a component of digital mindfulness, plays a critical role in enhancing self-control and reducing digital distraction in work settings. However, the present study adds new insights into five factors model showing observe dominant over others.

The current study findings supported the previous research findings in relation to those variables in the Sri Lankan context. The previous research reported similar results, that digital mindfulness is stated to increase self-control, self-regulation, and finally employee well-being as well. According to Du, Kerkhof, and Koningsbruggen, (2021) figured out that the effectiveness of mindfulness training was demonstrated to improve healthy beahviour of particpants. While Allemand and Stieger (2020), reported that digital mindfulness promotes self-control by keeping people in sustainable health. Further, if an individual has low self-control, he is not able to control himself in doing something and is not concerned about long-term consequences. The discussion concludes that as per the current study, findings are aligned with the theory and findings from experts and references to previous research, This DM was an effective relaxation exercise that could provide provisions for subjects to improve self-control.

Conclusion

The current preliminary study investigates the impact of DM on the SC of selected operational IT employees at the digital firm. Objectives were tested by analyzing data collected from 235 employees who had digital mindfulness training for a couple of weeks. The researcher expected to find that DM makes a significant impact on employees' SC to drive productive behaviors for business operations. As expected, the analyzed result showed that DM makes a significant strong impact on SC by accepting hypothesis H2 while H1 figured out that there is a strong positive relationship between those variables. Finally, it concludes that having practices of DM exercises yields well-being fruitful to employees in the organization.

Implication

Human capital constitutes a crucial and analytical resource within every organization, instrumental in achieving both short-term and long-term goals (Opatha, 2003). Given that employee behavior significantly influences both individual and organizational performance, organizations are increasingly directing their attention towards implementing behavioral interventions. The impact of digital mindfulness on self-control, as evidenced by this study, presents a practical scenario for training managers to consider. This study establishes a positive and significant correlation between DM and SC among operational IT employees at the selected digital firm. Based on these findings, the study provides recommendations that hold potential for enhancing IT operational level employees' self-control in Sri Lankan IT industry.

These findings are particularly pertinent to organizational management and corporate trainers, offering insights to plan and execute digital mindfulness programs aimed at augmenting employee self-control and comprehending its ramifications. Given the high-risk nature of service firms in the IT industry, fostering employee self-control concerning safety and health practices assumes paramount importance. The study underscores the need for organizations to identify mindfulness-based interventions or exercises that can boost employee well-being in the digital world. Moreover, the study's results prompt organizations to consider integrating digital mindfulness exercises into their training programs, either

as standalone initiatives or by enhancing existing training modules. The study underscores the value of mindfulness skills as an essential competency in personal development, suggesting that training managers can influence mindfulness-based exercises into training regimens to enhance concentration, attention span, and overall training program quality. Additionally, during the onboarding process, organizations could incorporate selection tests evaluating candidates' ability to maintain awareness and act with mindfulness in various digital scenarios.

The study posits that cultivating and practicing digital mindfulness could serve as an alternative approach to nurturing employee self-control. Existing literature substantiates the efficacy of mindfulness training in enhancing self-control, mental health, and overall well-being. This assertion extends to the academic context, where digital mindfulness has been shown to improve students' academic performance.

This study's insights shed light on the relationship between DM and SC among IT operational employees, suggesting potential avenues for expanding digital mindfulness exercises within this demographic. Consequently, this research contributes to the development and advancement of mindfulness interventions for the IT industry and its populations.

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