

# Mediating Role of Organizational Identification in the Impact of Mindfulness on Job Performance: Evidence from Non-profit Organizations in China

The China Nonprofit Review  
2022, Vol.14  
© The Author(s) 2022

Qian Wang, Chien-Chung Huang & Guosheng Deng\*

## Abstract

A growing body of empirical evidence supports the positive impact of mindfulness on performance in the workplace. However, the specific mechanisms by which mindfulness affects contextual and task performances remain to be investigated. This study examines such effects in a dynamic context as well as the mediating role of organizational identification in this relation. The study tests the mediating effect using the bootstrap method based on survey data from 233 non-profit organizations (NPOs) employees in China. As hypothesized, mindfulness positively promotes contextual and task performances, while organizational identification mediates the effect of mindfulness on the performances. The theoretical implications of this study, its significance to management practice, and follow-up research are discussed.

## Keywords

mindfulness, contextual performance, task performance, organizational identification, non-profit organizations

## Introduction

Mindfulness is a state of immersion in the present moment during which one neither reacts to nor judges surrounding events.<sup>①</sup> At present, a growing body of studies has begun to focus

---

\* Qian Wang, School of Public Policy and Management, Tsinghua University; Chien-Chung Huang, Rutgers, The State University of New Jersey; Guosheng Deng, School of Public Policy and Management, Tsinghua University.

<sup>①</sup> Baer, & R., A. (2004). Assessment of mindfulness by self-report: the Kentucky inventory of mindfulness skills. *Assessment*, 11(3), 191 ;Kabat-Zinn, J. (2003). Mindfulness-based interventions in context: Past, present, and future. *Clinical Psychology: Science and Practice*, 10, 144-156; Brown, K. W., & Ryan, R. M. (2003). The benefits of being present: mindfulness and its role in psychological well-being. *J Pers Soc Psychol*, 84(4), 822-848; Shapiro, S., Wang, M. and Peltason, E. (2015) 'What is Mindfulness and Why Should Organizations Care about It', in K. Reb and P. Atkins (eds) *Mindfulness in Organizations*, pp. 17-41. Cambridge: Cambridge University Press; Yong, Meng, Kaixian, Mao, & Chaoping. (2019). Validation of a short-form five facet mindfulness questionnaire instrument in china. *Frontiers in psychology*, 10, 3031-3031.

on the impact of mindfulness on job performance in workplace.<sup>①</sup> Although many studies provide empirical evidence on the association between employee mindfulness and performance, there are two gaps in the research. First, there is less information on the mechanism between mindfulness and performance. Previous studies suggested that emotional exhaustion<sup>②</sup>, creativity,<sup>③</sup> self-regulation<sup>④</sup>, and engagement<sup>⑤</sup> could be the mediator, but whether there are other factors still needs to be further explored. Second, more work is needed to investigate the relationship between mindfulness and performance in different working environment to explore the theoretical boundary. As an emerging field, most studies have mainly investigated the for-profit factor, and non-profit factor has rarely been explored.

The relationship between mindfulness and performance may differ across workplaces and between dynamic and static environments. Dane<sup>⑥</sup> notes that it is vital to investigate the role of mindfulness in fast-changing, dynamic workplaces than in rigid or static ones. This study explores the relationship between mindfulness and performance and its underlying mechanism in a dynamic environment, taking Chinese nonprofit employees in workplace as an example. Dynamic workplace environment involve rapid change, intense competition and high interdependence<sup>⑦</sup>. NPOs present dynamic workplace environments for the following reasons:

---

<sup>①</sup> Dane, & E. (2011). Paying attention to mindfulness and its effects on task performance in the workplace. *Journal of Management*, 37(4), 997-1018; Dane, E., & Brummel, B. J. (2014). Examining workplace mindfulness and its relations to job performance and turnover intention. *Human Relations*, 67(1), 105–128; Van Gordon, W., Shonin, E., Zangeneh, M., & Griffiths, M. D. (2014). Work-related mental health and job performance: Can mindfulness help?. *International Journal of Mental Health and Addiction*, 12(2), 129-137; King, E., & Haar, J. M. (2017). Mindfulness and job performance: A study of Australian leaders. *Asia Pacific Journal of Human Resources*, 55(3), 298-319; Reb, J., & Atkins, P. W. B. (Eds.). (2015). *Mindfulness in organizations: Foundations, research, and applications*. Cambridge, UK: Cambridge University Press.

<sup>②</sup> Reb, J., & Atkins, P. W. B. (Eds.).

<sup>③</sup> Ngo, L. V., Nguyen, N. P., Lee, J., & Andonopoulos, V. (2020). Mindfulness and job performance: Does creativity matter?. *Australasian Marketing Journal (AMJ)*, 28(3), 117-123.

<sup>④</sup> Çatalsakal, S. (2016). *How trait mindfulness is related to job performance and job satisfaction: self-regulation as a potential mediator* (Master's thesis, Middle East Technical University).

<sup>⑤</sup> Kroon, B., Menting, C., & Van Woerkom, M. (2015). Why Mindfulness Sustains Performance: The Role of Personal and Job Resources. *Industrial and Organizational Psychology*, 8(4), 638-642. doi:10.1017/iop.2015.92

<sup>⑥</sup> Dane, & E., 997-1018.

<sup>⑦</sup> Eisenhardt, K.M. and Bourgeois, L.J. (1988) Politics of Strategic Decision Making in High-Velocity

First, since NPOs aim to solve social problems which are full of uncertainty, the work is highly changeable and often characterized by the immediacy of present-moment demands; Second, the work is highly interdependent, employees need to deal with complex relationships among external parties, including public donors, government, grantees etc; Third, employees in NPOs are knowledge labor as well as emotional labor, which provides more complexity. This context is a theoretically meaningful one in which to explore the relationship between mindfulness and performance.

The underlying mechanism between mindfulness and performance of employees in NPO workplace has the following features. First, performance of employees in NPO workplace has seldom been examined. The nonprofit industry of China has grown tremendously<sup>①</sup>, but whether nonprofit industry operates efficiently remains an urgent question.<sup>②</sup> The public perception of NPOs has shifted from the value of their existence to their effective management and professionalism.<sup>③</sup> As for NPOs, performance management is crucial for the improvement of

---

Environments: Toward a Midrange Theory. *Academy of Management Journal*, 31, 737-770.

<sup>①</sup> Lan, G. Z., & Galaskiewicz, J. (2012). Innovations in public and non-profit sector organizations in China. *Management and Organization Review*, 8(3), 491-506; Huang, C.-C., Deng, G., Wang, Z., & Edwards, R. L. (Eds.) (2014). *China's nonprofit sector: Progress and challenges*. Transaction Publisher; Yu, Z. (2016). The Effects of Resources, Political Opportunities and Organisational Ecology on the Growth Trajectories of AIDS NGOs in China. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 1-22. doi: 10.1007/s11266-016-9686-3; Lu, J., & Dong, Q. (2018). What influences the growth of the Chinese nonprofit sector: A prefecture-level study. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 29(6), 1347-1359; Bies, A., & Kennedy, S. (2019). The state and the state of the art on philanthropy in China. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 30(4), 619-633; Brandsen, T., & Simsa, R. (2016). Civil society, nonprofit organizations, and citizenship in China: An editorial introduction to the China Issue. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 27(5), 2011-2020.

<sup>②</sup> Foster, V. (Ed.). (2001). *The price of virtue: The economic value of the charitable sector*. Edward Elgar Publishing; Ni, N., Chen, Q., Ding, S., & Wu, Z. (2017). Professionalization and cost efficiency of fundraising in charitable organizations: The case of charitable foundations in China. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 28(2), 773-797; Yu, J., & Chen, K. (2018). Does nonprofit marketization facilitate or inhibit the development of civil society? A comparative study of China and the USA. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 29(5), 925-937.

<sup>③</sup> Alexander, J. A., Weiner, B. (1998). "The adoption of the corporate governance model by nonprofit organizations". *Nonprofit Management & Leadership*, 8, 223-242; Baines, D. (2010). Neoliberal restructuring, activism/participation, and social unionism in the nonprofit social services. *Nonprofit and Voluntary Sector Quarterly*, 39, 10-28; Meyer, M., Buber, R., Aghamanoukjan, A. (2013). In search of legitimacy: Managerialism and legitimation in civil society organizations. *Voluntas*, 24, 167-193; Maier, F., Meyer, M., & Steinbereithner, M. (2016). Nonprofit organizations becoming business-like: A systematic review. *Nonprofit and Voluntary Sector Quarterly*, 45(1), 64-86.

employee's working ability as well as organizational effectiveness<sup>①</sup>. Second, it is necessary to examine the factors that influence contextual performance and task performance separately, and contextual performance can be more important in NPO workplace. The lack of direct connection between input and output, and the difficulties of describing the working goals by accounting number,<sup>②</sup> make it difficult to measure task performance directly<sup>③</sup>. Meanwhile, task performance measurement is not a comprehensive measure of employee performance and does not accurately address the core concerns of NPOs in terms of values, empathy, inclusiveness, and collaboration level, making contextual performance measurement more important. Third, organizational identification might be a mediating variable between mindfulness and performance in NPO workplace.

This study focuses on the impact of mindfulness on job performance in a dynamic environment and aims to investigate organizational identification as a link between individual-level mindfulness and organizational-level variables. The study hypothesizes that the mindfulness of employees positively affects contextual and task performances and that the organizational identification of employees mediates the relationship between mindfulness and the performances. This study investigates these mechanisms through a questionnaire survey administered to 233 employees who work in the NPOs of China. The results show that mindfulness positively affects task and contextual performances and that mindfulness influences the performances through organizational identification. Research gaps and future

---

<sup>①</sup> Ridder, H., Piening, E.P., & Baluch, A.M. (2012). The Third Way Reconfigured: How and Why Nonprofit Organizations are Shifting Their Human Resource Management. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 23, 605-635.; Brandl, J., & Güttel, W.H. (2007). Organizational Antecedents of Pay-for-Performance Systems in Nonprofit Organizations. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 18, 176-199.

<sup>②</sup> Speckbacher, G. (2003). The economics of performance management in nonprofit organizations. *Nonprofit management and leadership*, 13(3), 267-281.

<sup>③</sup> Herman, R.D., & Renz, D.O. (1999). Theses on Nonprofit Organizational Effectiveness. *Nonprofit and Voluntary Sector Quarterly*, 28, 107 - 126.; Brandl, J., & Güttel, W.H., 176-199.; Kanter, R.M. and Summers, D.V. (1987). Doing Well, While Doing Good: Dilemmas of Performance Measurement in Non-Profit Organizations and the Need for a Multi-Constituency Approach. *The Non-Profit Sector: A Research Handbook*. W. W. Powell. Yale, Yale University Press.164.

research directions are also discussed in this paper.

## Background

### *Mindfulness and its measurement*

Mindfulness can be studied from the perspective of a state or a personal trait. Similar to a series of previous studies,<sup>①</sup> this study treats mindfulness as a trait that can be measured by self-report. There are also controversies in the academic community regarding the measurement of mindfulness. Differences between scales are reflected in the researchers' understanding of mindfulness. Differences between scales are reflected in the researchers' understanding of mindfulness as either a trait (e.g., The Mindfulness Attention Awareness Scale, MAAS)<sup>②</sup> or a state (e.g., the Toronto Mindfulness Scale).<sup>③</sup> In addition, different scales have different views regarding the dimensions of mindfulness that should be included. Some researchers argue that the core dimension of mindfulness is non-judging,<sup>④</sup> while others contend that concentration is the key to mindfulness.<sup>⑤</sup> Certain scales (e.g., the cognitive and affective mindfulness scale and the mindful attention awareness scale) consider mindfulness as a single-dimensional overall concept (e.g. Cognitive and Affective Mindfulness Scale, CAMS; the Toronto Mindfulness Scale; MAAS),<sup>⑥</sup> while other scales focus on multiple dimensions of mindfulness.<sup>⑦</sup> Note that

---

<sup>①</sup> Reb, J., Narayanan, J., & Chaturvedi, S. (2014). Leading mindfully: two studies on the influence of supervisor trait mindfulness on employee well-being and performance. *Mindfulness*, 5(1), 36–45.

<sup>②</sup> Brown, K. W., & Ryan, R. M., 822-848.

<sup>③</sup> Lau, M. A., Bishop, S. R., Segal, Z. V., Buis, T., Anderson, N. D., Carlson, L., ... & Devins, G. (2006). The Toronto mindfulness scale: Development and validation. *Journal of clinical psychology*, 62(12), 1445-1467.

<sup>④</sup> Dreyfus, G. (2011). Is mindfulness present-centred and non-judgmental? A discussion of the cognitive dimensions of mindfulness. *Contemp. Buddhism*, 12,41–54.

<sup>⑤</sup> Kabat-Zinn, J. 1994. *Wherever you go, there you are*. 4. New York: Hyperion.

<sup>⑥</sup> Feldman, G., Hayes, A., Kumar, S., Greeson, J., & Laurenceau, J. P. (2007). Mindfulness and emotion regulation: The development and initial validation of the Cognitive and Affective Mindfulness Scale-Revised (CAMS-R). *Journal of Psychopathology and Behavioral Assessment*, 29(3), 177-190; Lau, M. A., Bishop, S. R., Segal, Z. V., Buis, T., Anderson, N. D., Carlson, L., ... & Devins, G., 1445-1467; Brown, K. W., & Ryan, R. M., 822-848.

<sup>⑦</sup> Choi, E., & Leroy, H. (2015). *Methods of mindfulness: How mindfulness is studied in the workplace*.

due to the lack of consensus on the definition of the mindfulness as well as the complexity and variety of measurement methods, in selecting a mindfulness scale, the researcher must carefully consider the research question, research group, and research background.

The scale used in this study (Chinese SF-FFMQ) <sup>①</sup> is adapted from the five-facet mindfulness questionnaire (FFMQ) of Baer et al. <sup>②</sup> This scale treats mindfulness as a personal trait that can be used as a self-report measure. The scale divides mindfulness into five dimensions: act with awareness, describe, observe, non-judging, and non-reactive. *Observe* measures the perception of emotions, sensations, and cognitions. *Describe* measures an individual's use of words to describe and confirm emotions, sensations, and cognitions. *Non-judging* measures the extent to which an individual judges his or her own experiences and thoughts. *Non-reactive* measures the degree to which an individual notices and reacts to his or her own experiences and thoughts. *Act with awareness* measures an individual's ability to pay attention to what he or she is doing in the present moment without being distracted. The positive role of mindfulness in the field of business management is getting more attention from the scholars. Research has confirmed that mindfulness has the following positive roles in the workplace: reducing work stress and emotional exhaustion, <sup>③</sup> improving interpersonal relationships, <sup>④</sup> enhancing personal well-being, <sup>⑤</sup> and improving employee performance.

<sup>①</sup> Yong, Meng, Kaixian, Mao, & Chaoping., 3031-3031.

<sup>②</sup> Baer, R. A., Smith, G. T., Hopkins, J., Krietemeyer, J., & Toney, L. (2006). Using self-report assessment methods to explore facets of mindfulness. *Assessment*, 13(1), 27-45.

<sup>③</sup> Butler, B. S., & Gray, P. H. (2006). Reliability, mindfulness, and information systems. *MIS quarterly*, 211-224; Shapiro, S. L., Astin, J. A., Bishop, S. R., & Cordova, M. (2005). Mindfulness-based stress reduction for health care professionals: results from a randomized trial. *International journal of stress management*, 12(2), 164; Galantino, M. L., Baime, M., Maguire, M., Szapary, P. O., & Farrar, J. T. (2005). Association of psychological and physiological measures of stress in health-care professionals during an 8-week mindfulness meditation program: Mindfulness in practice. *Stress and Health: Journal of the International Society for the Investigation of Stress*, 21(4), 255-261.

<sup>④</sup> Ucock, O. (2006). Transparency, communication and mindfulness. *Journal of Management Development*; Shapiro, S. L., Astin, J. A., Bishop, S. R., & Cordova, M., 164; Kanov, J. M., Maitlis, S., Worline, M. C., Dutton, J. E., Frost, P. J., & Lilius, J. M. (2004). Compassion in organizational life. *American Behavioral Scientist*, 47(6), 808-827.

<sup>⑤</sup> Cangemi, J., & Miller, R. (2007). Breaking-out-of-the-box in organizations: Structuring a positive climate for the development of creativity in the workplace. *Journal of Management Development*, 26(5): 401-410; Brown, K.

<sup>①</sup>However, the way and specific mechanisms by which individual level mindfulness affects organization remain to be explored. This study focuses on the relationship between mindfulness and employee performance and investigates the mechanisms that influence such a relationship. We also discuss what makes it different from for-profit organizations in NPOs.

### *Mindfulness and performance*

This study focuses on the association between mindfulness and the performance of employees in NPOs. Regarding the relationship between mindfulness and performance, it is necessary to consider its boundary conditions, including the characteristics of the profession and the degree of dynamic changes in the environment. Task performance measures performance indicators that are directly related to work output and are concerned with activities that contribute directly or indirectly to the technical core of the organization. In comparison, contextual performance is concerned with voluntary, interpersonal, and organization-oriented behaviors, which create a good organizational climate and social environment and thus benefit the organization. <sup>②</sup> In NPOs, the measurement of employee's performance has gradually drawn attentions. <sup>③</sup> At present, there are a number of studies that have provided empirical evidence for the relationship of mindfulness with contextual and task performances. <sup>④</sup> However, the

---

W., & Ryan, R. M., 822-848.

<sup>①</sup> Dane, & E., 997-1018.

<sup>②</sup> Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human performance*, 10(2), 99-109.

<sup>③</sup> Kim, M. Y., Oh, H. G., & Park, S. M. (2018). How to encourage employees' acceptance of performance appraisal systems in Korean nonprofit organizations? An empirical exploration of the influence of performance monitoring systems and organizational culture. *Nonprofit and Voluntary Sector Quarterly*, 47(5), 1007-1030; Speckbacher, G., 267-281; Englert, B., & Helmig, B. (2018). Volunteer performance in the light of organizational success: A systematic literature review. *Voluntas: international journal of voluntary and nonprofit organizations*, 29(1), 1-28; Willems, J., Boenigk, S., & Jegers, M. (2014). Seven trade-offs in measuring nonprofit performance and effectiveness. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 25, 1648-1670.

<sup>④</sup> Glomb, T. M., Duffy, M. K., Bono, J. E., & Yang, T. (2011). Mindfulness at work. In *Research in personnel and human resources management*. Emerald Group Publishing Limited; Hülsheger, U. R., Alberts, H. J. E. M., Feinholdt, A., & Lang, J. W. B. (2013). Benefits of mindfulness at work: the role of mindfulness in emotion regulation, emotional exhaustion, and job satisfaction. *Journal of Applied Psychology*, 98, 310-325; Reb, J. M., & Narayanan, J. (2012). Mindfulness enhances performance in distributive negotiations.

mechanisms by which mindfulness affects task performance or contextual performance are still controversial and yet not well explained.

Studies have shown that many mechanisms of mindfulness are related to the promotion of employees' contextual performance. Mindfulness can reduce emotional reactions<sup>①</sup> and stress<sup>②</sup> and promote empathy and foster interpersonal harmony,<sup>③</sup> which in turn create a work environment with a high level of trust and a high sense of cooperation. All these mechanisms are conducive to the improvement of contextual performance of employees.

In terms of task performance, in the first place, mindfulness may influence performance by affecting attention. Attention is a core dimension of mindfulness. Due to their higher ability to focus on specific tasks,<sup>④</sup> employees with the trait of mindfulness exhibit higher task performance.<sup>⑤</sup> Mindfulness also helps improve the ability of employees to allocate and manage their attention, thereby helping them achieve better coordination during multitasking. In addition to its positive effects on concentration and attention allocation management, breadth of attention also affects task performance, as argued by Dane.<sup>⑥</sup> Subsequently, mindfulness may influence performance by affecting the ability to buffer shocks. When facing internal or external experiences, individuals who are mindful tend not to make immediate positive or negative judgments. Thus, they experience less negative emotional impact when exposed to shocks.

---

<sup>①</sup> Shapiro, S. L., Carlson, L. E., Astin, J. A., & Freedman, B. (2006). Mechanisms of Mindfulness. *Journal of Clinical Psychology*, 62, 373-386.

<sup>②</sup> Quick, J. C. (1998). Introduction to the measurement of stress at work. *Journal of Occupational Health Psychology*, 3(4), 291-293.

<sup>③</sup> Kanov, J. M., Maitlis, S., Worline, M. C., Dutton, J. E., Frost, P. J., & Lilius, J. M., 808-827; Holt, S., & Marques, J. (2012). Empathy in leadership: Appropriate or misplaced? An empirical study on a topic that is asking for attention. *Journal of business ethics*, 105(1), 95-105.

<sup>④</sup> Kahn, W. A. (1992). To be fully there: Psychological presence at work. *Human relations*, 45(4), 321-349.

<sup>⑤</sup> King, E., & Haar, J. M., 298-319.

<sup>⑥</sup> Dane, & E., 997-1018.



<sup>①</sup>Kroon et al. <sup>②</sup>argue that mindfulness is an individual resource of employees in a dynamic environment, which enables them to adapt more quickly to a changing work environment, therefore, they tend to be less impacted by negative feedback. In addition, mindfulness can influence the performance of employees through mechanisms such as enhancing creativity<sup>③</sup> and facilitating interpersonal relationships.<sup>④</sup> However, most of the above discussions of the relationship between mindfulness and performance are based on empirical evidence from Western countries and the for-profit sector. Evidence is lacking regarding whether this is the case in the Chinese context and in the nonprofit sector. Based on the preceding analysis, the following hypotheses are proposed.

H1a: Mindfulness positively affects the contextual performance of NPO employees.

H1b: Mindfulness positively affects the task performance of NPO employees.

#### *Organizational identification*

To study mindfulness in the workplace, it is vital to comprehend the link between individuals and their organizations. We argue that organizational identification may be a mediating mechanism that links individual mindfulness with individual contribution to the organizations. Organizational identification expresses the idea that members of an organization are aligned with the organizations in behavioral and conceptual ways and that they relate their self-identity to the goals of organizations.<sup>⑤</sup> This concept elevates from the lever of self to group.

---

<sup>①</sup> Arch, J. J., & Craske, M. G. (2010). "Laboratory stressors in clinically anxious and non-anxious individuals: The moderating role of mindfulness". *Behaviour research and therapy*, 48(6), 495-505.; Reb, J., Narayanan, J., & Chaturvedi, S., 36-45.

<sup>②</sup> Kroon, B., Menting, C., & Van Woerkom, M., 638-642.

<sup>③</sup> Ngo, L. V., Nguyen, N. P., Lee, J., & Andonopoulos, V., 117-123.

<sup>④</sup> Shapiro, S. L., Schwartz, G. E., & Bonner, G. (1998). Effects of mindfulness-based stress reduction on medical and premedical students. *Journal of behavioral medicine*, 21(6), 581-599.

<sup>⑤</sup> Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of organizational Behavior*, 13(2), 103-123; Jones, I. (2006, November). Examining the characteristics of serious leisure from a social identity perspective. LSA Newsletter No. 75, pp. 57-

① Organizational identification, as a perceptual structure, defines the relationship between individuals and others in the organization, enabling individuals to position themselves in the organizational environment, regard themselves as a member of the organization, and take the mission of the organization as their own mission. Mindfulness include awareness and observe, which enable individual focus on their working environment and be aware of the interdependence between individuals. In the work environment, mindfulness provide them a sense of sharing responsibility and their connection with other employees, and understand the relevance of important tasks to the mission of organizations. ②

The process of organizational identity is related to individuals' self-identity process. According to relation frame theory (RFT;), ③ there are three aspects of self-identify, including self-as-story, self-as-process and self-as-perspective. ④ In organizational identification, self-as-story is personal-oriented, which includes self-categorization in terms of historical statement regarding the self. Self-as-process and self-as-perspective is relational-

---

62. Eastbourne: Leisure Studies Association; Grube, J., & Piliavin, J. (2000). Role identity, organizational experiences and volunteer performance. *Personality and Social Psychology Bulletin*, 26(9), 1108–1119; Van Dyne, L., & Farmer, S. M. (2005). It's who I am: Role identity and organizational citizenship behavior of volunteers. In D. L. Turnipseed (Ed.), *A handbook on organizational citizenship behavior: A review of 'good soldier' activity in organizations* (pp. 181–207). Hauppauge, NY: Nova Science Publishing; Grönlund, H. (2011). Identity and volunteering intertwined: Reflections on the values of young adults. *VOLUNTAS: International journal of voluntary and nonprofit organizations*, 22(4), 852-874; Studer, S., & Schnurbein, G. (2013). Organizational factors affecting volunteers: A literature review on volunteer coordination. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 24, 403–440; Tajfel, H., & Turner, J. C. (1986). The social identity theory of intergroup behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of intergroup relations* (pp. 7-24). Chicago: Nelson Hall.

① Brewer, M. B. (1979). In-group bias in the minimal intergroup situation: A cognitive-motivational analysis. *Psychological bulletin*, 86(2), 307.

② Holt, S., & Marques, J., 95-105; Mohammed, S., Ferzandi, L., & Hamilton, K. (2010). Metaphor no more: A 15-year review of the team mental model construct. *Journal of management*, 36(4), 876-910; Lim, B. C., & Klein, K. J. (2006). Team mental models and team performance: A field study of the effects of team mental model similarity and accuracy. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(4), 403-418.

③ Hayes, S.C., Barnes-Holmes, D. and Roche, B. (Eds.) (2001) *Relational Frame Theory: A Post-Skinnerian Account of Human Language and Cognition*. Plenum Press, New York.

④ Atkins, P. W., & Styles, R. (2015). Mindfulness, identity and work: Mindfulness training creates a more flexible sense of self.

oriented, self-as-process focus on the experience in this present moment about individual and the organization, and self-as-perspective refers to the perspective from which this experience is being observed. Atkins and Styles examined the effects of mindfulness on self-identity and found that mindfulness decreased the frequency of self-as-rigid-story statements and increased the frequency of self-as-process and self-as-perspective statements. In a dynamically changing workplace, identification with the organization requires less self-as-story identity (i.e., identification with the organization based on one's existing traits, experiences, preferences, or abilities) but more self-as-process and self-as-perspective perception (i.e., identification with the organization as a result of the specific self-experience of the present moment and from the perspective of the observed experience). Because mindfulness involves not making direct judgments of experience, employees with a higher level of mindfulness are able to maintain a more stable organizational identification in a dynamic work environment. Employees with a high level of mindfulness are more likely to pay attention to the current relationship between organizations and individuals, and immediately adjust the positioning of the relationship between individuals and organizations, so as to form a more stable organizational identity.

In addition, a number of empirical studies have demonstrated the positive effect of organizational identification on job performance.<sup>①</sup> Although there is evidence that mindfulness positively affects organizational identification and that organizational identification positively increases task and contextual performances, recent studies have not measured the mediating role of organizational identification. The individual traits of employee mindfulness promote organizational identity through both the mechanism of individual identity and the enhancement of team interdependence. The higher the degree of identity of the employees with the

---

<sup>①</sup> Voss, Z. G., Cable, D. M., & Voss, G. B. (2006). Organizational identity and firm performance: What happens when leaders disagree about "who we are?". *Organization Science*, 17(6), 741-755; Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of management*, 34(3), 325-374; Riketta, M. (2005). Organizational identification: A meta-analysis. *Journal of vocational behavior*, 66(2), 358-384.

organization is, the more likely the employees are to put more effort into their work, which in turn may result in better job performance. Based on this analysis, we propose the following hypotheses.

H2a: The mindfulness of employees of NPOs improves contextual performance through organizational identification.

H2b: The mindfulness of employees of NPOs improves task performance through organizational identification.

## **METHODS**

### **Sample and Procedures**

The data for this study comes from a questionnaire survey conducted by the Social Innovation and Rural Revitalization Research Center (SIRRRRC) at the School of Public Policy and Management, Tsinghua University. SIRRRRC cooperated with Guoqiang Foundation and China Foundation Development Forum in March of 2021 to provide training programs for 270 employees worked in NPOs of China. The questionnaire sample of employees come from the above-mentioned 270 NPOs and 12 national NPOs randomly selected by SIRRRRC (n=282). In this survey, we distributed the questionnaire to the respondents by Wechat. The survey was conducted on 20 May of 2021. We received a total of 233 responses, for a response rate of 82.6%, which formed the basis of data analysis in this paper. Participation was compensated with a random draw of red envelopes, ranging from 0 to 18 RMB, with an average of 5 RMB (around 1 USD). The study was conducted in accordance with the research review committee at one of the co-author's universities in China.

The final sample consisted of 233 employees of NPOs in China, of which 66.09% were

women and 33.91% were men. Ages ranged from 20 to 57 among the men ( $M=35.42$ ;  $SD=8.26$ ), and from 23 to 55 for the women ( $M=34.65$ ;  $SD=7.43$ ). About 30.04% ( $n=91$ ) were front-line employees, 30.90% ( $n=72$ ) were middle managers, and 30.04% ( $n=70$ ) were senior managers. The participants were selected from four economic regions of China: 59.23% ( $n=138$ ) in the eastern region, 15.88% ( $n=37$ ) in the central region, 21.89% ( $n=51$ ) in the western region, and 3% ( $n=7$ ) in the northeastern region, as shown in Table 1.

## Measures

### *Mindfulness*

We used 20-item SF-FFMQ to measure the mindfulness of employees<sup>①</sup>. The scale was translated and validated by Meng et al.<sup>②</sup> in China. The SF-FFMQ of China consists of five dimensions of mindfulness, act with awareness, description, observation, non-judgment of inner experience, and non-reaction of inner experience. Participants were asked to rate whether each item based on Likert's 5-point scale, from 1 (never) to 5 (always), whether each item reflects the facts of their work and life. An example item was "Usually when I have distressing thoughts or images, I 'step back' and am aware of the thought or image without getting taken over by it". The Cronbach's alpha value of this scale was 0.85.

### *Task Performance and Contextual Performance*

Performance evaluation uses a 16-item scale adapted from a study by Goodman & Svyantek.<sup>③</sup> The performance measurement includes task performance and contextual performance. Task performance refers to the effectiveness with which job incumbents perform

---

<sup>①</sup> Baer, R. A., Smith, G. T., Hopkins, J., Krietemeyer, J., & Toney, L., 27-45; Yong, Meng, Kaixian, Mao, & Chaoping., 3031-3031.

<sup>②</sup> Yong, Meng, Kaixian, Mao, & Chaoping., 3031-3031.

<sup>③</sup> Goodman, S. A., & Svyantek, D. J. (1999). Person-organization fit and contextual performance: Do shared values matter. *Journal of vocational behavior*, 55(2), 254-275.

activities that contribute to the technical core of organization either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services<sup>①</sup>. This dimension is assessed with a nine-item scale by Goodman & Svyantek (1999).<sup>②</sup> The Cronbach's alpha of their study was 0.93. Example of items include "Achieve the objectives of the job." "Meet criteria for performance." and "Demonstrate expertise in all job-related tasks." Contextual performance is the discretionary extra-role behaviors that move beyond formal job responsibilities, such as coaching coworkers, mentorship, and remaining organized.<sup>③</sup> The dimension is measured with 7 items adopted from the study of Goodman & Svyantek.<sup>④</sup> We selected the items based on the nature of work of NPOs in China. Example items are "Help other employees complete their work when they are absent" and "Willing to participate in activities not required by the organization, but contribute to overall image of the organization". The Likert score of all items is 6 points, from 0 (completely non-conforming) to 6 (completely conforming). The Cronbach's alpha value of this study is 0.91.

### *Organizational Identification*

Organizational identification is defined as a perceived identity with an organization, and the success and failure of the organization are like its own success and failure.<sup>⑤</sup> Mael and Ashforth used a 6-item scale to evaluate organization identification, ranging from "never" =1 to "always" =7 (1992). Example items include "When someone praises this organization, it feels like a personal praises" and "If a story in the media criticize the organization, I will feel

---

<sup>①</sup> Borman, W. C., & Motowidlo, S. J., 99-109.

<sup>②</sup> Goodman, S. A., & Svyantek, D. J., 254-275.

<sup>③</sup> Borman, W. C., & Motowidlo, S. J., 99-109; Koopmans, L., Bernaards, C.M., Hildebrandt, V.H., Schaufeli, W.B., De Vet, Henrica, C.W., Van der Beek, A.J. (2011). Conceptual frameworks of individual work performance - A systematic review. *Journal of Occupational and Environmental Medicine*. 53, 8, 856-66.

<sup>④</sup> Goodman, S. A., & Svyantek, D. J., 254-275.

<sup>⑤</sup> Mael, F., & Ashforth, B. E., 103-123.

embarrassed.”. The Cronbach’s alpha value of the study was 0.87.

### *Control Variables*

In order to eliminate potential confounding effects, we took demographic information of the respondents, including age, gender (male=0, female=1), and the position of employees (front-line employee=1, mid-level managers=2, senior managers=3) as control variables. We executed all analyses with and without the control variables.<sup>①</sup> The result without the control variables is consistent with the result with control variables.

### *Data Analysis*

At the first stage, we conducted analyses of descriptive statistics, correlations, and Cronbach’s alpha analysis using in IBM SPSS26. Next, since the data of this study were self-reported, we evaluated the common method variance of this study by conducting a Harman’s one-factor test. The stage three was to conduct a confirmatory factor analysis to test the fitness indicators of the measurement model, such as  $\chi^2$ , SRMR, RMSEA, and CFI<sup>②</sup>. We also calculated the combined reliability and the extracted average variance to test the reliability and validity of the structure. Then, we performed regression analysis to estimate the relationship between mindfulness and performance. Finally, through the SPSS program of Process macro version 3.4.1<sup>③</sup>, we used the bootstrap method to examine the mediating effect of organizational identification on the effect of mindfulness on task and contextual performance. The number of bootstrap samples was set to 5,000. The mediational triangle of Baron and Kenny’s (1986)<sup>④</sup> was

---

<sup>①</sup> Becker, T. E. (2005). Potential problems in the statistical control of variables in organizational research: A qualitative analysis with recommendations. *Organizational research methods*, 8(3), 274-289.

<sup>②</sup> Hu, L. T., & Bentler, P. M. (1999). Cutoff Criteria for Fit Indexes in Covariance Structure Analysis: Conventional Criteria versus New Alternatives. *Structural Equation Modeling*, 6, 1-55. <http://dx.doi.org/10.1080/10705519909540118>

<sup>③</sup> Hayes, A.F. (2017) *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*. Guilford Press, New York.

<sup>④</sup> Baron, R.M. and Kenny, D. (1986) The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51,

also used to visually demonstrate mediation effects. The general significance adopted was  $p \leq 0.05$ .

## RESULTS

### *Common Method Bias*

Since we collected data from a single source, common method bias (CMB) could be an issue. We performed the Harman's single-factor test<sup>①</sup> to evaluate whether there was a potentially serious common method variance. Harman's single-factor test indicated that the total variance was explained by the first factor (27.79%). This proportion is less than 30% and the inter correlation between variables was less than 0.90, the results suggest that the common method variance is not an issue in this data.

### *Reliability and Validity*

In order to evaluate the validity and reliability of this construct, we adopted the method used by Fornell and Larcker.<sup>②</sup> Table 1 shows the factor loadings above 0.5. Cronbach  $\alpha$  is mostly above 0.70 (except Describe and Non-judging). The average variance extracted values is mostly greater than 0.50, which verifies the convergent validity. It can be seen from the Table 2 that the square root value of AVE is higher than the inter-correlation coefficients of each component, and it has better discriminant validity. The  $X^2/df$  value is 2.074, which is less than 5. The root mean square error (RMSEA) value is 0.068, which is less than 0.08. The comparative fit index (CFI) is 0.852, and the Tucker-Lewis index (TLI) is 0.837, which is above 0.8. Thus, the overall fitness of the model is acceptable, and provides evidence for strong

---

1173-1182.

<sup>①</sup> Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, 63, 539-569.

<sup>②</sup> Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.



structural validity.

### *Results of Descriptive Statistics and Correlations*

Table 1 shows the descriptive statistics of each variable, including means and standard deviations. The average score of mindfulness in our study is 2.86 (SD=0.51). The five dimensions of mindfulness for employees in NPOs and the mindfulness of employees in the for-profit sectors present a different pattern. The awareness score of the respondents was the highest, (mean=3.82, SD=0.82), followed by describe score (mean=3.24, SD=0.62), while the observe score was the lowest (mean=2.84, SD=0.82). In previous studies on for-profit sectors, the awareness score of employees was the highest similar as non-profit sectors, but the describe score rather than the observe score was the lowest (Meng et al., 2020).<sup>①</sup>The average score of task performance in our sample is 5.42 (SD=0.88), and the average organizational identification score is 5.59 (SD=1.10).

As expected, contextual performance ( $r=0.45$ ,  $p<0.001$ ) and task performance ( $r=0.44$ ,  $p<0.001$ ) are positively correlated with mindfulness, but the five facets of mindfulness show different patterns. The describe ( $r=0.39$ ,  $p<0.001$ ), non-judging ( $r=0.46$ ,  $p<0.001$ ) and non-reactivity ( $r=0.24$ ,  $p<0.001$ ) are positively correlated with contextual performance. In addition, the describe ( $r=0.37$ ,  $p<0.001$ ), observe ( $r=0.23$ ,  $p<0.001$ ) and non-judging ( $r=0.45$ ,  $p<0.001$ ) are positively correlated with task performance, while awareness is negatively correlated with the other four facets. Most of the five dimensions of mindfulness are positively correlated with contextual performance and task performance, except the correlation between contextual performance and awareness and the correlation between task performance and non-reactive. All five dimensions are positively related to organizational identification.

---

<sup>①</sup> Yong, Meng, Kaixian, Mao, & Chaoping., 3031-3031.

### *Hypotheses Testing*

To examine H1a and H1b, we conducted linear regression analysis. In model 1 and model 8, we first tested the models that only included demographic and socioeconomic characteristics of the employees. Then we added mindfulness to model 2 and model 9. The r-squared of model 2 and model 9 is higher than model 1 and model 8, indicating the importance of mindfulness. The results show that mindfulness has a positively and significantly effect on contextual performance ( $\beta=0.18$ ,  $p<0.001$ ), supporting H1a. Similarly, mindfulness also has a positively and significantly impact on task performance ( $\beta=0.18$ ,  $p<0.001$ ), and hence, H1b is supported.

We also examined the effects of the five facets of mindfulness. The regression results of Model 3-7 indicated that describe ( $\beta=0.49$ ,  $p<0.001$ ), observe ( $\beta=0.15$ ,  $p<0.05$ ), non-judging ( $\beta=0.58$ ,  $p<0.001$ ) and non-reactive ( $\beta=0.28$ ,  $p<0.001$ ) significantly affect contextual performance. However, awareness has not significantly affect the contextual performance. In terms of task performance, awareness ( $\beta=0.16$ ,  $p<0.001$ ), describe ( $\beta=0.49$ ,  $p<0.001$ ), observe ( $\beta=0.24$ ,  $p<0.001$ ) and non-judging ( $\beta=0.60$ ,  $p<0.001$ ) are positively and significantly related to task performance. Non-reactive does not affect task performance.

In this study, the bootstrap method was used to analyze 5,000 sub-samples to further examine the main and intermediate effects. Bootstrapping analysis confirmed that mindfulness has a significant effect on contextual and task performances via organizational identification. The total effect of mindfulness on contextual performance is significant ( $\beta=0.177$   $p<0.001$ ). Mindfulness has an effect on organizational identification ( $\beta=0.194$ ,  $p<0.001$ , 95%CI [0.1278, 0.2608]). For task performance, the coefficient model of the mediation analysis remains relatively unchanged: the total effect of mindfulness on task performance is slightly higher than that of contextual performance ( $\beta=0.184$ ,  $p<0.001$ , 95%CI[0.1312, 0.2373]), and when the organizational identification was controlled for, the direct effect of mindfulness on contextual performance is still significant ( $\beta=0.153$ ,  $p<0.001$ , 95%CI[0.0976, 0.2091]). The mediating

effect of the model accounts for 18.95%, confirming that organizational identification plays a partially mediating role in the positive relationship between mindfulness and task performance, supporting H2b. When controlling organizational identification, the direct effect of mindfulness on contextual performance is still significant ( $\beta=0.137$ ,  $p<0.001$ , 95%CI[0.0857, 0.1878]), indicating that organizational identification plays a partially mediating role in the positive relationship between mindfulness and contextual performance. The finding support H2a. The mediating effect of the model accounts for 27.49%.

### **Discussion**

The OLS regression results of this study confirm the positive association of mindfulness with contextual and task performances. In work environment of NPOs, the mindfulness of employees not only help them improve their task performance closely related to the technical core of the organization, but also promote communication within the organization, contribute to create a mutually helpful working atmosphere, and encourage developing shared values within teams. In terms of the different dimensions of mindfulness, *non-judging* and *describe* are the main dimensions that positively promote contextual performance, while *non-judging* and *awareness* are the main dimensions that positively promote task performance. It is worth noting that *non-judging* has a high correlation with both contextual performance and task performance, which indicates that in the NPOs work context, not-judging not only enhance work performance but also contribute to a good organizational climate. Although *awareness* is highly correlated with task performance, it is not correlated with contextual performance, possibly because maintaining a high degree of focus on specific goals is more mutually consistent with the intrinsic requirements of improving task performance.

The analysis of the mediating effect confirms that organizational identification is the mediator between mindfulness and performance. The trait of mindfulness is of great significance to the dynamically changing work environment of NPOs. In a dynamic workplace, self-cognition tends to occur in terms of identity as self-as-process or self-as-perspective. Hence,

employees with a high level of mindfulness are more likely to develop a relatively stable identity with a stronger resistance to shocks. As NPOs operate in complex and changing environments with diverse stakeholders and clients, mindful employees are better able to observe the flow of experience and develop a relatively stable organizational identification in the dynamic environment as opposed to rigidly understanding the relationship between experience and self from the perspective of the self-as-story.

In terms of its theoretical implications, first, this study examines organizational identification as a mediating variable between mindfulness and performance in NPOs. The mediating mechanisms considered in previous studies have focused on individual trait factors, such as emotional exhaustion<sup>①</sup> and self-regulation<sup>②</sup>. This study proposes organizational identification as a mediating mechanism for the effect of mindfulness on performance and innovatively interprets this issue from the perspective of the individual-organization relationship. This finding is particularly important for NPOs due to the nature of their work context (i.e., identity with organizational goals and core values). Second, this study focuses separately on task performance and contextual performance in the NPOs field. Due to its broad and complex connotations, contextual performance has rarely been considered as an overall concept in mindfulness research, with most studies defining it as the exploration of “non-task performance factors”,<sup>③</sup> such as interpersonal relationship and corporate citizenship behavior.<sup>④</sup> Due to the characteristics of NPOs (e.g., the emphasis on influence, the emphasis on organizational core values, and the relative ambiguity of task performance measurement), task performance occasionally faces difficulty accurately reflecting the value of employee work. Therefore, it is necessary to examine the factors influencing contextual performance. In this study, task performance and contextual performance are compared, and the impacts of

---

<sup>①</sup> Reb, J., Narayanan, J., & Chaturvedi, S., 36–45.

<sup>②</sup> Çatalsakal, S..

<sup>③</sup> Dane, & E., 997-1018.

<sup>④</sup> Shapiro, S. L., Carlson, L. E., Astin, J. A., & Freedman, B., 373-386.

mindfulness on them are investigated separately. In terms of practical implications, this study provides insights for improving the work performance of employees in NPOs. Although this study focuses on the effect of mindfulness as trait on job performance, a mindfulness training intervention could enhance employee mindfulness, improve employee mental health, promote a good working atmosphere, and thus improve job performance. Especially, the NGOs workplace is a typical dynamic working environment. Mindfulness should play an important role in empathy ability, emotional regulation, cooperation ability, and resilience, all of which help the employees of NGOs improve their job performance.

The main limitations of this study are as follows. First, although the study provides empirical evidence for organizational identification as the mediating mechanism between mindfulness and performance, it is still not possible to determine the specific mechanisms by which mindfulness affect organizational identification. Two possible explanatory mechanisms — individual identity and enhanced team interdependence — are suggested in this study. Experiments may be designed in future research to further explore the specific mechanisms of mindfulness and organizational identification. Due to the emphasis on emotional value in the working content and the highly dynamic working environment, the influence of mindfulness on organizational performance may be different from that of for-profit organizations, but this still remains to be empirically supported by further studies. Additionally, whether organizational identification as a mediating mechanism is a characteristic of NPOs and whether the same phenomenon can be found in the for-profit industry sector requires empirical evidence from follow-up studies. Second, this study uses cross-sectional data, which can not explain the causal relationship between variables. In future research, multistage questionnaire surveys could be employed. Third, the study only focuses on the dynamic context of the NPOs workplace. The relationship between mindfulness and performance as well as whether the mediating role of organizational identification is affected by the work context, e.g., whether there are different mechanisms of action between dynamic and static contexts, remains to be empirically supported by subsequent studies.

**Conclusion**

This study used 233 non-profit employees in China to examine the effects of mindfulness on task and contextual performances and whether above relation mediated by organizational identification. The results found that mindfulness improves task and contextual performances, and organizational identification partially mediates the effects between mindfulness and the performances. The findings suggest mindfulness is a good predictor of employee's performance, and call for mindfulness intervention and services to non-profit employees in China.

**Table 1: Variable means, standard deviations, correlations, reliabilities and collection schedule**

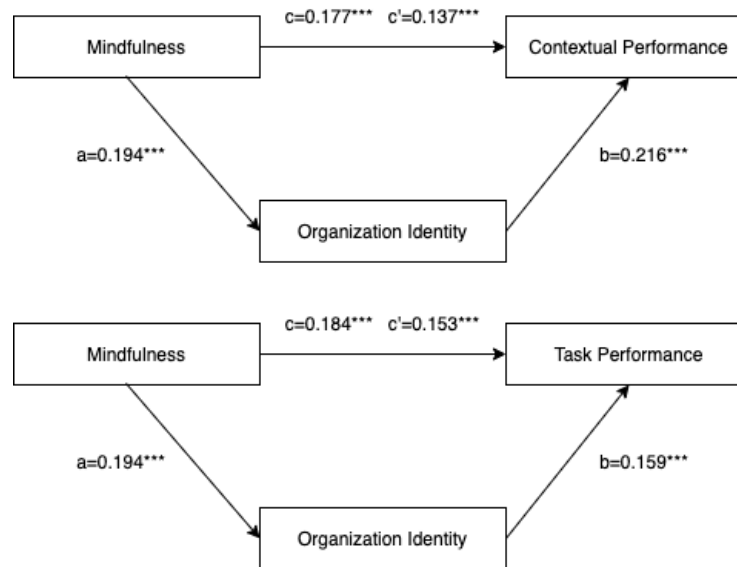
	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1Gender	0.66	0.47												
2Age	34.91	7.71	-0.05											
3Education	3.06	0.70	0.01	-0.08										
4Organization Identification	5.59	1.10	-0.01	0.18**	0.00	<i>(0.886)</i>								
5Mindfulness	2.86	0.51	-0.17	0.01	-0.07	0.39***	<i>(0.868)</i>							
6Awareness	3.82	0.80	-0.15	-0.14*	-0.13*	0.13**	-0.01	<i>(0.826)</i>						
7Describe	3.24	0.62	-0.11	0.09	0.02	0.29***	0.84***	-0.18**	<i>(0.67)</i>					
8Observe	2.84	0.82	-0.08	-0.04	0.01	0.15**	0.74***	-0.32***	0.59***	<i>(0.759)</i>				
9Non-judging	3.18	0.62	-0.14	0.17*	0.03	0.33***	0.79***	-0.12*	0.75***	0.45***	<i>(0.688)</i>			
10Non-reactivity	2.87	0.72	-0.12	0.03	-0.15*	0.22***	0.49***	-0.52***	0.33***	0.35***	0.28***	<i>(0.751)</i>		
11Contextual Performance	5.55	0.85	-0.01	0.21**	0.02	0.45***	0.45***	0.10	0.39***	0.15**	0.46***	0.24***	<i>(0.908)</i>	
12Task Performance	5.42	0.88	-0.06	0.15	0.04	0.36***	0.44***	0.18**	0.37***	0.23***	0.45***	0.04	0.62***	<i>(0.938)</i>

n= 233. For gender, 0=male, 1=female. For education, 1=primary and secondary school degree, 2=high school and vocational school degree, 3=junior college degree, 4=undergraduate degree, 5=graduate degree. Cronbach's alpha values for the variables are shown in Italics along the diagonal in the brackets. \*p<0.05, \*\*p<0.01, \*\*\*p<0.001

**Table 2: Regression Analysis of Mindfulness and the Five Facets on Performance.**

	Contextual Performance							Task Performance						
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14
Mindfulness	-	0.18*** [0.03]	-	-	-	-	-	-	0.18*** [0.03]	-	-	-	-	-
Awareness	-	-	0.04 [0.07]	-	-	-	-	-	-	0.16** [0.07]	-	-	-	-
Describe	-	-	-	0.49*** [0.08]	-	-	-	-	-	-	0.49*** [0.09]	-	-	-
Observe	-	-	-	-	0.15** [0.06]	-	-	-	-	-	-	0.24*** [0.07]	-	-
Non-judging	-	-	-	-	-	0.58*** [0.08]	-	-	-	-	-	-	0.60*** [0.09]	-
Non-reactive	-	-	-	-	-	-	0.28*** [0.07]	-	-	-	-	-	-	0.05 [0.08]
age	0.01 [0.01]	0.01 [0.01]	0.01 [0.01]	0.01 [0.01]	0.01* [0.01]	0.01 [0.01]	0.01 [0.01]	0.01 [0.01]	0 [0.01]	0.01 [0.01]	0.01 [0.01]	0.01 [0.01]	0 [0.01]	0.01 [0.01]
gender	0.04 [0.11]	0.09 [0.10]	0.03 [0.12]	0.1 [0.11]	0.06 [0.11]	0.13 [0.10]	0.09 [0.11]	-0.07 [0.12]	-0.01 [0.11]	-0.11 [0.12]	0 [0.11]	-0.03 [0.12]	0.03 [0.11]	-0.06 [0.12]
level	0.27*** [0.07]	0.20*** [0.07]	0.26*** [0.07]	0.24*** [0.07]	0.26*** [0.07]	0.23*** [0.06]	0.28*** [0.07]	0.21*** [0.08]	0.14** [0.07]	0.18** [0.08]	0.18** [0.07]	0.20*** [0.07]	0.16** [0.07]	0.21*** [0.08]
Constant	4.57*** [0.32]	1.85*** [0.48]	4.46*** [0.37]	2.99*** [0.39]	4.09*** [0.38]	2.86*** [0.38]	3.69*** [0.39]	4.85*** [0.34]	2.05*** [0.51]	4.42*** [0.39]	3.27*** [0.42]	4.08*** [0.40]	3.08*** [0.40]	4.70*** [0.42]
Observations	233	233	233	233	233	233	233	233	233	233	233	233	233	233
R-squared	0.1	0.26	0.1	0.23	0.12	0.27	0.16	0.06	0.22	0.08	0.18	0.11	0.22	0.06





**Figure 1: Mediate Effect Analysis: the coefficients for the paths a, b, c, and c'.**

## References

- Alexander, J. A., Weiner, B. (1998). "The adoption of the corporate governance model by nonprofit organizations". *Nonprofit Management & Leadership*, 8, 223-242.
- Arch, J. J., & Craske, M. G. (2010). "Laboratory stressors in clinically anxious and non-anxious individuals: The moderating role of mindfulness". *Behaviour research and therapy*, 48(6), 495-505.
- Atkins, P. W., & Styles, R. (2015). Mindfulness, identity and work: Mindfulness training creates a more flexible sense of self.
- Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of management*, 34(3), 325-374.
- Baron, R.M. and Kenny, D. (1986) The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- Baer, & R., A. (2004). Assessment of mindfulness by self-report: the Kentucky inventory of mindfulness skills. *Assessment*, 11(3), 191.
- Baer, R. A., Smith, G. T., Hopkins, J., Krietemeyer, J., & Toney, L. (2006). Using self-report assessment methods to explore facets of mindfulness. *Assessment*, 13(1), 27-45.
- Baines, D. (2010). Neoliberal restructuring, activism/participation, and social unionism in the nonprofit social services. *Nonprofit and Voluntary Sector Quarterly*, 39, 10-28.
- Barton, D. L. (1992). Core capabilities and core rigidities: a paradox in managing new product development. *Strategic Management Journal*, 13(13), 115-125.
- Becker, T. E. (2005). Potential problems in the statistical control of variables in organizational research: A qualitative analysis with recommendations. *Organizational research methods*, 8(3), 274-289.
- Bies, A., & Kennedy, S. (2019). The state and the state of the art on philanthropy in China. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 30(4), 619-633.
- Branden, T., & Simsa, R. (2016). Civil society, nonprofit organizations, and citizenship in China: An editorial introduction to the China Issue. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 27(5), 2011-2020.

- 
- Brewer, M. B. (1979). In-group bias in the minimal intergroup situation: A cognitive-motivational analysis. *Psychological bulletin*, 86(2), 307.
- Brown, K. W., & Ryan, R. M. (2003). The benefits of being present: mindfulness and its role in psychological well-being. *J Pers Soc Psychol*, 84(4), 822-848.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human performance*, 10(2), 99-109.
- Brandl, J., & Güttel, W.H. (2007). Organizational Antecedents of Pay-for-Performance Systems in Nonprofit Organizations. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 18, 176-199.
- Butler, B. S., & Gray, P. H. (2006). Reliability, mindfulness, and information systems. *MIS quarterly*, 211-224.
- Cangemi, J., & Miller, R. (2007). Breaking-out-of-the-box in organizations: Structuring a positive climate for the development of creativity in the workplace. *Journal of Management Development*, 26(5): 401-410.
- Çatalsakal, S. (2016). *How trait mindfulness is related to job performance and job satisfaction: self-regulation as a potential mediator* (Master's thesis).
- Choi, E., & Leroy, H. (2015). Methods of mindfulness: How mindfulness is studied in the workplace.
- Dane, E., & Brummel, B. J. (2014). Examining workplace mindfulness and its relations to job performance and turnover intention. *Human Relations*, 67(1), 105–128.
- Dane, & E. (2011). Paying attention to mindfulness and its effects on task performance in the workplace. *Journal of Management*, 37(4), 997-1018.
- Dreyfus, G. (2011). Is mindfulness present-centred and non-judgmental? A discussion of the cognitive dimensions of mindfulness. *Contemp. Buddhism*, 12,41–54.
- Eisenhardt, K.M. and Bourgeois, L.J. (1988) Politics of Strategic Decision Making in High-Velocity Environments: Toward a Midrange Theory. *Academy of Management Journal*, 31, 737-770.
- Englert, B., & Helmig, B. (2018). Volunteer performance in the light of organizational success: A systematic literature review. *Voluntas: international journal of voluntary and nonprofit organizations*, 29(1), 1-28.

- Feldman, G., Hayes, A., Kumar, S., Greeson, J., & Laurenceau, J. P. (2007). Mindfulness and emotion regulation: The development and initial validation of the Cognitive and Affective Mindfulness Scale-Revised (CAMS-R). *Journal of Psychopathology and Behavioral Assessment*, 29(3), 177-190.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Foster, V. (Ed.). (2001). *The price of virtue: The economic value of the charitable sector*. Edward Elgar Publishing.
- Galantino, M. L., Baime, M., Maguire, M., Szapary, P. O., & Farrar, J. T. (2005). Association of psychological and physiological measures of stress in health-care professionals during an 8-week mindfulness meditation program: Mindfulness in practice. *Stress and Health: Journal of the International Society for the Investigation of Stress*, 21(4), 255-261.
- Glomb, T. M., Duffy, M. K., Bono, J. E., & Yang, T. (2011). Mindfulness at work. In *Research in personnel and human resources management*. Emerald Group Publishing Limited.
- Goodman, S. A., & Svyantek, D. J. (1999). Person-organization fit and contextual performance: Do shared values matter. *Journal of vocational behavior*, 55(2), 254-275.
- Griffin, M., Neal, A., & Neale, M. (2000). The contribution of task performance and contextual performance to effectiveness: Investigating the role of situational constraints. *Applied Psychology*, 49(3), 517-533.
- Grube, J., & Piliavin, J. (2000). Role identity, organizational experiences and volunteer performance. *Personality and Social Psychology Bulletin*, 26(9), 1108-1119.
- Grönlund, H. (2011). Identity and volunteering intertwined: Reflections on the values of young adults. *VOLUNTAS: International journal of voluntary and nonprofit organizations*, 22(4), 852-874.
- Herman, R.D., & Renz, D.O. (1999). Theses on Nonprofit Organizational Effectiveness. *Nonprofit and Voluntary Sector Quarterly*, 28, 107 - 126.
- Hayes, S.C., Barnes-Holmes, D. and Roche, B. (Eds.) (2001) *Relational Frame Theory: A Post-Skinnerian Account of Human Language and Cognition*. Plenum Press, New York.
- Huang, C.-C., Deng, G., Wang, Z., & Edwards, R. L. (Eds.) (2014). *China's nonprofit sector: Progress and challenges*. Transaction Publisher.

- Holt, S., & Marques, J. (2012). Empathy in leadership: Appropriate or misplaced? An empirical study on a topic that is asking for attention. *Journal of business ethics*, 105(1), 95-105.
- Hu, L. T., Bentler, P. M., & Kano, Y. (1992). Can test statistics in covariance structure analysis be trusted?. *Psychological bulletin*, 112(2), 351.
- Hayes, A.F. (2017) Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach. Guilford Press, New York.
- Hülshager, U. R., Alberts, H. J. E. M., Feinholdt, A., & Lang, J. W. B. (2013). Benefits of mindfulness at work: the role of mindfulness in emotion regulation, emotional exhaustion, and job satisfaction. *Journal of Applied Psychology*, 98, 310–325.
- Jochen, R. E. B., Narayanan, J., Chaturvedi, S., & Ekkirala, S. (2017). The mediating role of emotional exhaustion in the relationship of mindfulness with turnover intentions and job performance. *Mindfulness*, 8(3), 707.
- Jones, I. (2006, November). Examining the characteristics of serious leisure from a social identity perspective. *LSA Newsletter No. 75*, pp. 57–62. Eastbourne: Leisure Studies Association.
- Kabat-Zinn, J. 1994. Wherever you go, there you are. 4. New York: Hyperion.
- Kabat-Zinn, J. (2003). Mindfulness-based interventions in context: Past, present, and future. *Clinical Psychology: Science and Practice*, 10, 144-156.
- Kahn, W. A. (1992). To be fully there: Psychological presence at work. *Human relations*, 45(4), 321-349.
- Kanov, J. M., Maitlis, S., Worline, M. C., Dutton, J. E., Frost, P. J., & Lilius, J. M. (2004). Compassion in organizational life. *American Behavioral Scientist*, 47(6), 808-827.
- King, E., & Haar, J. M. (2017). Mindfulness and job performance: A study of Australian leaders. *Asia Pacific Journal of Human Resources*, 55(3), 298-319.
- Kim, M. Y., Oh, H. G., & Park, S. M. (2018). How to encourage employees' acceptance of performance appraisal systems in Korean nonprofit organizations? An empirical exploration of the influence of performance monitoring systems and organizational culture. *Nonprofit and Voluntary Sector Quarterly*, 47(5), 1007-1030.
- Koopmans, L., Bernaards, C.M., Hildebrandt, V.H., Schaufeli, W.B., De Vet, Henrica, C.W., Van der Beek, A.J. (2011). Conceptual frameworks of individual work

- performance - A systematic review. *Journal of Occupational and Environmental Medicine*. 53, 8, 856-66.
- Kroon, B., Menting, C., & Van Woerkom, M. (2015). Why Mindfulness Sustains Performance: The Role of Personal and Job Resources. *Industrial and Organizational Psychology*, 8(4), 638-642.
- Kanter, R.M. and Summers, D.V. (1987). Doing Well, While Doing Good: Dilemmas of Performance Measurement in Non-Profit Organizations and the Need for a Multi-Constituency Approach. *The Non-Profit Sector: A Research Handbook*. W. W. Powell. Yale, Yale University Press.164.
- Lan, G. Z., & Galaskiewicz, J. (2012). Innovations in public and non-profit sector organizations in China. *Management and Organization Review*, 8(3), 491–506.
- Langer, E. J. (1989). Minding matters: The consequences of mindlessness–mindfulness. In *Advances in experimental social psychology* (Vol. 22, pp. 137-173). Academic Press.
- Lau, M. A., Bishop, S. R., Segal, Z. V., Buis, T., Anderson, N. D., Carlson, L., ... & Devins, G. (2006). The Toronto mindfulness scale: Development and validation. *Journal of clinical psychology*, 62(12), 1445-1467.
- Lim, B. C., & Klein, K. J. (2006). Team mental models and team performance: A field study of the effects of team mental model similarity and accuracy. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(4), 403-418.
- Lu, J., & Dong, Q. (2018). What influences the growth of the Chinese nonprofit sector: A prefecture-level study. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 29(6), 1347-1359.
- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of organizational Behavior*, 13(2), 103-123.
- Maier, F., Meyer, M., & Steinbereithner, M. (2016). Nonprofit organizations becoming business-like a systematic review. *Nonprofit and Voluntary Sector Quarterly*, 45(1), 64–86.
- Meyer, M., Buber, R., Aghamanoukjan, A. (2013). In search of legitimacy: Managerialism and legitimation in civil society organizations. *Voluntas*, 24, 167-193.

- 
- Mohammed, S., Ferzandi, L., & Hamilton, K. (2010). Metaphor no more: A 15-year review of the team mental model construct. *Journal of management*, 36(4), 876-910.
- Ni, N., Chen, Q., Ding, S., & Wu, Z. (2017). Professionalization and cost efficiency of fundraising in charitable organizations: The case of charitable foundations in China. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 28(2), 773-797.
- Ngo, L. V., Nguyen, N. P., Lee, J., & Andonopoulos, V. (2020). Mindfulness and job performance: Does creativity matter?. *Australasian Marketing Journal (AMJ)*, 28(3), 117-123.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, 63, 539-569.
- Quick, J. C. (1998). Introduction to the measurement of stress at work. *Journal of Occupational Health Psychology*, 3(4), 291-293.
- Reb, J., & Atkins, P. W. B. (Eds.). (2015). *Mindfulness in organizations: Foundations, research, and applications*. Cambridge, UK: Cambridge University Press.
- Reb, J., Narayanan, J., & Chaturvedi, S. (2014). Leading mindfully: two studies on the influence of supervisor trait mindfulness on employee well-being and performance. *Mindfulness*, 5(1), 36-45.
- Reb, J. M., & Narayanan, J. (2012). Mindfulness enhances performance in distributive negotiations.
- Ridder, H., Piening, E.P., & Baluch, A.M. (2012). The Third Way Reconfigured: How and Why Nonprofit Organizations are Shifting Their Human Resource Management. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 23, 605-635.
- Riketta, M. (2005). Organizational identification: A meta-analysis. *Journal of vocational behavior*, 66(2), 358-384.
- Shapiro, S., Wang, M. and Peltason, E. (2015) 'What is Mindfulness and Why Should Organizations Care about It', in K. Reb and P. Atkins (eds) *Mindfulness in Organizations*, pp. 17-41. Cambridge: Cambridge University Press.
- Shapiro, S. L., Carlson, L. E., Astin, J. A., & Freedman, B. (2006). Mechanisms of mindfulness.

*Journal of clinical psychology*, 62(3), 373-386.

Shapiro, S. L., Astin, J. A., Bishop, S. R., & Cordova, M. (2005). Mindfulness-based stress reduction for health care professionals: results from a randomized trial. *International journal of stress management*, 12(2), 164.

Shapiro, S. L., Schwartz, G. E., & Bonner, G. (1998). Effects of mindfulness-based stress reduction on medical and premedical students. *Journal of behavioral medicine*, 21(6), 581-599.

Speckbacher, G. (2003). The economics of performance management in nonprofit organizations. *Nonprofit management and leadership*, 13(3), 267-281.

Studer, S., & Schnurbein, G. (2013). Organizational factors affecting volunteers: A literature review on volunteer coordination. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 24, 403-440.

Tajfel, H., & Turner, J. C. (1986). The social identity theory of intergroup behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of intergroup relations* (pp. 7-24). Chicago: Nelson Hall.

Theuvsen, L. (2004). Doing better while doing good: Motivational aspects of pay-for-performance effectiveness in nonprofit organizations. *Voluntas*, 15(2), 117-136

Ucok, O. (2006). Transparency, communication and mindfulness. *Journal of Management Development*.

Van Dyne, L., & Farmer, S. M. (2005). It's who I am: Role identity and organizational citizenship behavior of volunteers. In D. L. Turnipseed (Ed.), *A handbook on organizational citizenship behavior: A review of 'good soldier' activity in organizations* (pp. 181-207). Hauppauge, NY: Nova Science Publishing.

Van Gordon, W., Shonin, E., Zangeneh, M., & Griffiths, M. D. (2014). Work-related mental health and job performance: Can mindfulness help?. *International Journal of Mental Health and Addiction*, 12(2), 129-137.

Voss, Z. G., Cable, D. M., & Voss, G. B. (2006). Organizational identity and firm performance: What happens when leaders disagree about "who we are?". *Organization Science*, 17(6), 741-755.

Weick, K. E., & Quinn, R. E. (1999). Organizational change and development. *Annual review of psychology*, 50(1), 361-386.



- Willems, J., Boenigk, S., & Jegers, M. (2014). Seven trade-offs in measuring nonprofit performance and effectiveness. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 25, 1648–1670.
- Yong, Meng, Kaixian, Mao, & Chaoping. (2019). Validation of a short-form five facet mindfulness questionnaire instrument in china. *Frontiers in psychology*, 10, 3031-3031.
- Yu, J., & Chen, K. (2018). Does nonprofit marketization facilitate or inhibit the development of civil society? A comparative study of China and the USA. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 29(5), 925-937.
- Yu, Z. (2016). The Effects of Resources, Political Opportunities and Organisational Ecology on the Growth Trajectories of AIDS NGOs in China. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 1-22. doi: 10.1007/s11266-016-9686-3.