

Mindfulness and sales job performance: The serial mediating roles of commitment to customers and commitment to profession

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Abstract

In high-pressure sales environments, understanding the psychological mechanisms through which mindfulness translates into superior performance is critical for both theory and practice. Grounded in Conservation of Resources (COR) Theory, this study develops and tests a dual commitment mediation model, proposing that mindfulness enhances sales job performance through sequential improvements in commitment to customers and commitment to profession. Data were collected from 260 sales professionals across banking and non-banking sectors in Andhra Pradesh, India, using a structured questionnaire. The hypothesised model was tested using Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings confirm that mindfulness significantly and directly improves sales job performance ($\beta = 0.445$, $p < 0.001$). Commitment to customers fully mediates the mindfulness–commitment to profession relationship, while serial mediation through both commitment types yields a strong indirect effect on performance ($\beta = 0.378$, $p < 0.001$). Notably, mindfulness does not directly influence commitment to profession, suggesting that professional identity resources are cultivated through relational experience rather than cognitive awareness alone. These results extend COR theory by empirically demonstrating a resource gain spiral, from intrapersonal to interpersonal to identity-based resources, in a sales context. The study offers actionable guidance for sales organisations to embed mindfulness as a strategic capability and design roles that foster purposeful customer engagement.

Keywords: Mindfulness, Sales Job Performance, Commitment to Customers, Commitment to Profession, Conservation of Resources Theory, Serial Mediation, PLS-SEM

JEL Classification: M31, M54, J24

1. Introduction

"In the 21st century, where workplace stress and digital exhaustion are at an all-time high, mindfulness has emerged as a superpower boosting productivity by up to 20%, enhancing employee performance, and improving well-being and high connectivity across industries" (Global Wellness Institute, 2025). Mindfulness is a component of Buddhist philosophy and meditation technique, a useful management strategy for productivity, well-being, and work performance. In recent decades, researchers, organisational leaders, and health professionals paid close attention to mindfulness. For instance, in challenging and demanding conditions, mindfulness can greatly improve salespeople's job performance (Charoensukmongkol & Pandey, 2021). These days, contextual change happens alongside the evolution of consumer demands, styles, fashions, tastes, needs, and wants, and technology is dynamic. Salespeople are ready to influence customers to purchase their brand when customer preferences change. In a workplace with strict deadlines, salespeople frequently experience high levels of stress and pressure, so it's critical to control emotions to meet regular job performance (Klein, 2020). Existing Research indicates that a salesperson's performance can rapidly diminish when psychosocial pressures, such as customer inspection and stress, are linked to social anxiety (Charoensukmongkol, 2024). An employee's emotional connection, intense devotion, and active participation with the company can serve as a magnifier. We investigate and contribute a novel solution for salespeople to examine the relationship between mindfulness and sales job performance through commitment towards customers and profession, serving as a mediator in achieving sales targets (Lomas et al., 2017; Van Gordon et al., 2016).

Mindfulness boosts sales performance and employee well-being in the workplace. Mindfulness-enriched activities help employees to manage the stress at work (Jennings & DeMauro, 2017; Wongtongkam et al., 2017; Burton et al., 2017; Feng et al., 2024), explore the scope and outcomes of mindfulness training in the workplace, and emphasise mental health, well-being, and performance. Earlier research discloses that commitment can act as emotional fuel when people care about the workplace (Lo et al., 2024). Mindfulness has been shown to improve work engagement (Malinowski & Lim, 2015) and also positively affects the relationship between people in the workplace (Chen et al., 2022). The author has recently shown that employee mindfulness positively impacts how well they perform their tasks, with a stronger effect in sales jobs (Zhang et al., 2024). Mindfulness is developed through interactions with customers and a strong commitment to their work. As a result, salespeople are encouraged to see themselves as trusted advisors, both to their customers and within their industry (Chen et al., 2022). Furthermore, a salesperson's commitment to diligent investigation, active engagement with potential customer relationships, and ethical selling practices is also crucial (Agyeiwaah et al., 2022; Schwepker, 2013; Lam, 2012; Yeo et al., 2019). The purpose of this paper is to investigate whether salespeople commitment towards customers and profession mediates the relationship between mindfulness and sales job performance. The mental and motivational processes that help explain how and why mindful

salespeople perform better are not fully understood, especially regarding the mediating role of salespeople's commitment to their customers and profession, which hasn't been studied much. This study addresses this gap by suggesting that salespeople who are both mindful and highly engaged in their sales roles will show a greater level of commitment, adding to existing research by combining mindfulness with two different ways of understanding salespeople commitment to explain differences in sales job performance. The main contribution of this study is the development of a dual commitment mediation model, a concept that hasn't been explored in mindfulness or sales research before. Although prior research has confirmed that mindfulness improves employees' performance, existing research has predominantly considered this relationship as direct and unconditional, failing to examine the underlying relational and identity-related processes through which mindfulness converts into performance in high-pressure sales environments (Dane & Brummel, 2014). Specifically, little attention has been devoted to exploring how mindfulness activates unique forms of commitment, namely, commitment to customers (relational resource) and commitment to profession (identity resource), from the Conservation of Resources (COR) perspective. This research aims to fill this research gap by advancing a sequential resource gain mechanism through which mindfulness acts as an individual resource by building relational and professional commitments, thereby enhancing sales job performance. This research also extends the COR theory by empirically supporting how resource caravans transform from intrapersonal to interpersonal and identity-related resources in sales environments. Thus, it has the following research questions:

RQ1: How does mindfulness impact sales job performance?

RQ2: Does mindfulness and commitment towards customers and profession influence the sales job performance?

RQ3: What is the effect of mindfulness on commitment to customers and the profession?

This research article is followed by 2. Literature review with theoretical and hypothetical development, 3. Methodology, 4. Results 5. Discussions.

2. Literature Review and Hypotheses Development

2.1 Mindfulness and Sales Job Performance

Foundational studies of mindfulness have placed greater emphasis on the impact of mindfulness on job satisfaction, individual performance, and overall work effectiveness (Gün et al., 2021). Mindfulness techniques play a critical role in enhancing emotional regulation and handling situational demands in a high-stakes sales environment (Chen et al., 2022). Improved sales performance ultimately depends on better sales awareness, effective customer interaction, a commitment to both customers and the profession, and greater job satisfaction. Mindfulness, a psychological approach that focuses on the present moment and recognises thoughts and feelings, is a key cognitive skill in a demanding work environment (Brown & Ryan, 2003). It acts as an

emotional buffer, improving performance, especially in sales, which requires emotional effort, multitasking, and good interpersonal skills (Amalia et al., 2024). In addition, Spijkerman et al.(2016) suggest that adaptive functioning reduces stress reactivity and encourages attentional control. Sales job performance is a multifaceted action to improve performance, including customer interactions, task achievement, and goal attainment (Mulki et al., 2015). The author confirmed that trait mindfulness is positively associated with salespeople and improves sales performance (Charoensukmongkol, 2024). Conservation of Resource Theory emphasises how individuals cope with resources effectively in a stressful work environment and challenging demand situations (Hobfoll, 2012). According to COR, resources can be Personal (e.g., self-efficacy, mindfulness, knowledge, skills, and personalities), Material (e.g., income, tools), Social (e.g., support networks), Condition-based (e.g., job security, status), objects (e.g., tools and equipment), or work conditions (e.g., favourable climate or a supportive supervisor) that can help individuals to deal effectively with threatening situations (Charoensukmongkol, 2024). The theory suggests that individuals with more resources are more effective in dealing with threatening situations than those with fewer resources (Hobfoll, 2012). Regarding personal characteristics, the theory recommends that individuals are motivated to acquire and conserve personal strengths to help them overcome threats. Combining various resources can strengthen individuals' potential to deal successfully with threatening situations. For example, individuals with various skills can cope with job demands more effectively than those with only one skill (Charoensukmongkol & Pandey, 2021). As they relate to COR theory, mindfulness is a personal resource that helps salespeople deal effectively with marketing challenges, enabling achieve improved sales performance. Informed by the Conservation of Resource Theory (COR; Hobfoll, 1989, 2012), this research conceptualised mindfulness as a significant personal resource. This resource aids individuals in directing their attention, managing emotional stress, and navigating the resource-related pressures frequently encountered within the sales context. According to the theory, individuals are motivated to obtain, preserve, and protect valuable resources, with those who have a high level of resources showing the ability to create additional resource gains (Hobfoll, 2012; Hobfoll et al., 2018). In this study, mindfulness was shown to help preserve resources by reducing emotional exhaustion and to create additional resource gains by increasing awareness and adaptive functioning (Lyddy et al., 2021;Alabak et al., 2023).

H1: Mindfulness has a positive effect on sales job performance.

2.2 Commitment to Customers and Profession as Mediators

The psychological attachment and commitment of salespeople are essential for creating high value, building trust, and maintaining long-term relationships (Perreira et al., 2018). Employee commitment is a significant predictor of customer attraction, satisfaction, and behavioural intentions of the product (He et al., 2011). In mindfulness situations, commitment is not simply behavioural; it is acutely rooted in emotional presence, empathetic engagement, and dedication

towards work (Liu et al., 2024). Mindfulness commitment is improved active listening, emotional control, and awareness of customer needs (J. S. Kim & Park, 2023; Wongtongkam et al., 2017). J. Kim et al., (2022) Performance commitment is strengthened by mindfulness, leading to indirect development of customer interactions and satisfaction. (Rusdi & Wibowo, 2022) “introduces a two-path model wherein performance commitment is strengthened through mindful presence, emotional control, and stress tolerance”. These results improve salespeople's performance to establish effective customer relationships and maintain customer loyalty. Sales professionals consistently demonstrate a strong dedication to their responsibilities, coupled with a significant degree of engagement. Within customer-oriented positions, the capacity for moral discernment and emotional compensation constitutes a crucial skill set. The Conservation of Resources (COR) Theory posits that self-awareness mitigates workplace stress and enhances work concentration. According to Lussier et al. (2020) study, salespeople who practice mindfulness show better skills in handling customer complaints, providing personalised service, and staying calm during stressful situations.

H2: Mindfulness positively influences commitment to customers.

H3: Commitment to customers positively influences sales job performance.

A salesperson's dedication shapes their approach to their work, how they interact with clients, and ultimately, their chances of success. Mindfulness enhances commitment by fostering self-awareness, self-motivation, and ethical behaviour (Brown & Ryan, 2003). Amiri et al., 2025 assert that individual commitment constitutes a psychological attachment essential for fulfilling a significant role in one's profession, preserving a unique identity, values, and enduring relationships. It demonstrates how well they relate to their professional role and ethical standards. When these three needs are met, a person shows full engagement, follows ethical standards, and commits to their profession for a long time. Mindfulness practices support two key aspects of professional commitment: competence and autonomy. Increased self-awareness helps salespeople build a stronger internal connection. This, in turn, reduces feelings of helplessness, lowers the risk of burnout, and decreases the likelihood of ethical conflicts. Mindfulness practices cultivate both autonomy and capability, which are fundamental to professional engagement. Professionals who engage in mindfulness demonstrate transformational qualities such as a clear vision, integrity, honesty, accountability, and a sense of responsibility; these attributes subsequently reinforce their dedication to their profession and the well-being of their peers. As a result, this commitment correlates with enhanced performance, ethical behaviour, and enduring professional viability. Exiting beyond that, the COR theory emphasises the importance of resource caravans, where resources are not accumulated in isolation but tend to build on one another. In that direction, mindfulness as a personal resource is expected to unleash relational resources such as commitment to customers by increasing empathy, attention, and customer-centric behaviours (Lussier et al.,

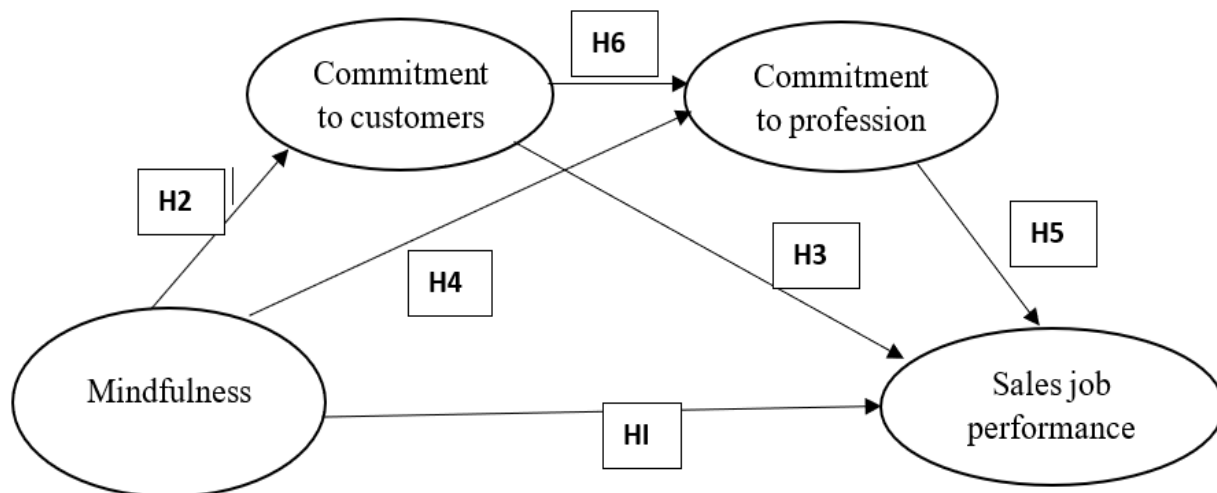
2020). These relational resources are expected to build on identity-based resources such as commitment to

the profession, where continuous meaningful interactions with customers are expected to enhance professional identification, internalisation, and value congruence(John P. Meyer, 2002).This step-wise development of resources demonstrates the concept of the gain spiral, whereby the initial resources of the person, such as mindfulness, trigger the development of resources such as relational resources and identity resources, which in turn boost performance. Therefore, performance in sales is not just the result of the person being mindful; instead, performance is the result of the development of resources that are interconnected and cumulative in nature. By combining mindfulness with the Conservation of Resources (COR) theory, this study broadens the current discussion by moving the focus from individual resources to those found in relationships and professional settings.

H4: Mindfulness has a positive effect on commitment to the profession

H5: Commitment to the profession has a positive effect on sales job performance.

Figure 1. Conceptual Model



3. Methodology

3.1 Sample and Data Collection

Sales people working in Andhra Pradesh, both in the banking and non-banking sectors, are considered a population. Sales job performance depends on the sales organizational context and other individual personality traits. In total, 260 samples were collected, with 130 participants from the banking sector and 130 representing the non-banking sector. A purposive sampling strategy was followed to ensure that salespeople on the front lines, operating in both banking and non-banking sectors, were targeted. The reason why this is appropriate is that this study is dealing with

individuals who are directly involved in sales, customer interactions, emotional labour, and performance-driven tasks, thereby making them highly relevant to this study on mindfulness and commitment constructs. Since it is difficult to procure a complete sampling frame of sales professionals across various organisations, this sampling strategy is appropriate as it allows access to individuals with domain-specific experience and knowledge (Etikan, 2016). In sales research, purposive sampling is a common method, especially when the goal isn't to make broad statistical conclusions, but to gather specific information from professional groups. Salespeople are mainly adapting to changing market conditions and customer rejections, which has created an incredible challenge for these sales professionals dealing with novel sales situations (Rangarajan et al., 2021). These changes may make mindfulness, commitment towards the profession, and commitment towards customers that empower the salespeople to effectively manage the difficulties in their sales journey.

3.1.1 Data Collection

This research used a structured online questionnaire that was distributed through Google Form for data collection. That tool was created to collect data on sales job performance, mindfulness, commitment towards profession, commitment towards customers item-wise, and other demographic traits. A total of 320 questionnaires were distributed to sales professionals in various selected organisations. Out of these, 260 were found to be usable, thus achieving a response rate of 81.25%. After checking for missing or inconsistent information, the final dataset included 260 valid questionnaires, which were then used for data analysis. The achieved response rate is considered satisfactory for behavioural studies, thus addressing the non-response bias issue. To ensure reliability and validity of the items, after a small group of respondents, the questionnaire was pilot tested. Before the survey was conducted, we approached respective branch managers and informed main aim of the research, how it was to benefit salespeople. We received email IDs for employees for selected branches and previously informed them. After that, we sent the link to access the online questionnaire to the email addresses of these 250 salespeople directly.

3.2 Measures

In total, we considered 21 questions (4 items for demographic, 5 items for mindfulness, 3 items for commitment to customers, 3 items for commitment to profession, and 6 items for sales job performance). The measure of mindfulness with 5 items was revised from a five-item scale developed by (Kumar et al., 2005). Question examples are: It is easy for me to concentrate on what I am doing, I am open to the experience of the present moment. A five-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree) was used for the valuation. The Mindfulness Attention and Awareness Scale (MAAS), developed by Brown and Ryan (2003), indicates that a low score represents low mindfulness, and a high score represents highly focused attention towards one's sales job performance. Measured commitment and obtained 6 questions using the five-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly

agree) questions like I really care about the satisfaction of my organisation's customers, I am proud to say this is my profession, questionnaire developed by (Morin et al., 2009). For assessing sales job performance, this research used the scale developed by Pandey and Charoensukmongkol (2019), which has been used in many studies that measured sales job performance. The Individual Work Performance Questionnaire (Koopmans, 2015) is a 4-item scale developed in the Netherlands to measure the three main dimensions of job performance: task performance and contextual performance. We considered 6 items, questions like "I managed to plan my work so that I finished it on time, " and " I was able to set priorities."

3.3 Common Method Bias (CMB)

Considering the data was collected from a single source using a self-reported questionnaire, the possibility of common method bias was carefully addressed, both procedurally and statistically. Procedurally, the respondents were assured of anonymity and confidentiality, which helped in reducing CMB in the form of evaluation apprehension. In addition, psychological separation of the constructs was achieved by separating the questionnaire into different sections, with the formats of the scales varying as well. To check the possibility of common method variance, statistical analysis was performed by applying Harman's Single-Factor Test. The results indicated that the possibility of common method variance is low, as the first factor did not explain the majority of the variance, and the variance explained by the first factor was lower than the 50% threshold, as recommended in behavioural studies. Procedural and statistical remedies were applied to minimise common method bias (Podsakoff et al., 2003). While the current study's methodology is based on a single source of self-reported data, which may be subject to certain limitations in terms of common method variance, this is consistent with previous sales and organisational behaviour studies where perceptual, behavioural, and attitudinal constructs are inherently subjective in nature (Podsakoff et al., 2003). In other words, mindfulness, commitment, and job performance are most accurately measured on the basis of self-reported data, as these are subjective and internal psychological and evaluative constructs that cannot be directly observed and measured by anyone other than the individual concerned. Moreover, certain procedural and statistical controls were also implemented in the current study to reduce the possibility of common method bias. These include ensuring anonymity, reducing evaluation apprehension, implementing psychological separation of constructs, and carrying out Harman's single-factor test.

4. Results and Discussion

Results starting from the frequency distribution of the sample's demographic details to the structural equation model with hypothesised paths decision through the measurement model, validity and reliability thresholds are presented below in Table 1.

Table 1. Demographic Profile of the Sample

Demographics		Frequency	Percentage
Gender	Male	201	77.3
	Female	59	22.7
Education	Graduation	94	36.2
	Post Graduation	166	63.8
Experience	Less than a year	22	8.5
	1-5 Years	67	25.8
	5-10 Years	96	36.9
	More than 10 Years	75	28.8
Marital status	Married	184	70.8
	Unmarried	76	29.2
Dependents	One	118	45.4
	Two	70	26.9
	Three	50	19.2
	More than 4	22	8.5

Table 1 shows the demographic information about the sample respondents in the survey. The sample is mostly men (77.3%), which means that there are more men than women in the study. Most of the people who answered the survey (63.8%) are postgraduates, which means that the sample is made up of well-educated professionals who are smart enough to understand and respond to ideas like mindfulness and commitment. Most of the people who answered the survey have a lot of work experience. For example, 36.9% have 5–10 years of experience, and 28.8% have more than 10 years of experience. This shows that the people who answered are experienced professionals. Many the people in the sample are married (70.8%), and most of the people who answered have one or two dependents. This shows that their personal and professional lives are stable.

Figure 2. Structural Model Result

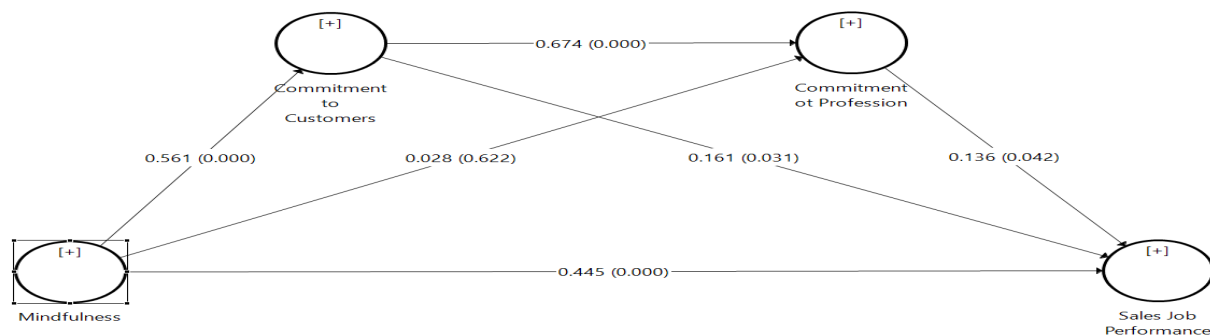


Table 2 reports the results of the reliability and convergent validity assessment for all constructs. The Cronbach's alpha values for all constructs are higher than the recommended level of 0.70, which means that they are very consistent with each other (Tomass MHultt, n.d.). Composite reliability (CR) values are also well above 0.70, which shows that the construct is reliable. The factor loadings for all measurement items are above 0.70, demonstrating that each item significantly contributes to its respective construct. Furthermore, the Average Variance Extracted (AVE) values for all constructs surpassed the 0.50 threshold, thereby confirming sufficient convergent validity. These findings corroborate the measurement model's reliability and validity, indicating that the constructs effectively encapsulate the core theoretical underpinnings of mindfulness, commitment, and sales job performance.

Table 2. Reliability and Convergent Validity

Construct	Items	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Mindfulness	M1	0.848	0.821	0.921	0.700
	M2	0.862			
	M3	0.875			
	M4	0.794			
	M5	0.802			
Commitment to Customers	CC1	0.849	0.789	0.868	0.686
	CC2	0.807			
	CC3	0.829			
Commitment to Profession	CP1	0.812	0.802	0.895	0.740
	CP2	0.874			
	CP3	0.893			
Sales Job Performance	SJP1	0.816	0.833	0.932	0.733
	SJP2	0.875			
	SJP3	0.828			
	SJP4	0.888			
	SJP5	0.872			

Table 3 presents the discriminant validity results using the Fornell–Larcker criterion. The square root of the AVE (diagonal values) for each construct is greater than the corresponding inter-construct correlations. This indicates that each construct is empirically distinct and measures a unique concept. Hence, discriminant validity is successfully established, confirming that mindfulness, commitment to customers, commitment to profession, and sales job performance are conceptually and statistically different constructs in the model.

Table 3. Discriminant Validity

	Mindfulness	Commitment to Customers	Commitment to Profession	Sales Job Performance
Mindfulness	0.813			
Commitment to Customers	0.690	0.830		
Commitment to Profession	0.406	0.561	0.837	
Sales Job Performance	0.428	0.504	0.591	0.856

Table 4 reports the results of the structural model assessing direct relationships among constructs. Hypothesis H1 posits that Mindfulness → Sales Job Performance are causal ($\beta = 0.445$, $p < 0.001$) confirms that mindfulness directly enhances sales job performance. (2) Hypothesis H2 Mindfulness → Commitment to Customers (H2) ($\beta = 0.561$, $p < 0.001$) indicates that mindful employees are more customer focused. Hypothesis H3, which posits a relationship between Commitment to Customers and Sales Job Performance ($\beta = 0.161$, $p < 0.05$), indicates that a commitment to customers directly correlates with improved sales outcomes. In contrast, Hypothesis H4, which examined the relationship between Mindfulness and Commitment to Profession, showed no statistically significant result ($\beta = 0.028$, $p > 0.05$). This suggests that mindfulness doesn't directly affect professional commitment. Furthermore, Hypothesis H5, which explores the connection between Commitment to Profession and Sales Job Performance, demonstrates a significant positive effect ($\beta = 0.136$, $p < 0.05$), thereby suggesting that greater professional commitment leads to enhanced sales performance. Finally, Hypothesis H6, which investigates the relationship between Commitment to Customers and Commitment to Profession ($\beta = 0.674$, $p < 0.001$), reveals a strong relationship, indicating that customer-oriented employees.

Table 4. Direct Relationships

Direct Path	β	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P- Values	Decision
1.Mindfulness -SJP	0.445	0.051	8.693	0.000	Supported
2.Mindfulness-CC	0.561	0.048	11.664	0.000	Supported
3.CC-SJP	0.161	0.075	2.158	0.031	Supported
4.Mindfulness-CP	0.028	0.057	0.493	0.622	Not Supported
5.CP-SJP	0.136	0.067	2.035	0.042	Supported
6.CC-CP	0.674	0.051	13.097	0.000	Supported

Note: CC: Commitment to Customers; CP: Commitment to Profession; SJP: Sales Job Performance

Table 5 presents the mediation analysis results (see figure no 1) between (1) Mindfulness → Commitment to Customers → Sales Job Performance shows a significant indirect effect, indicating that commitment to customers partially mediates the relationship between mindfulness and performance (2) Mindfulness → Commitment to Customers → Commitment to Profession → Sales Job Performance demonstrates a strong and significant serial mediation, highlighting that mindfulness improves customer commitment, which enhances professional commitment, ultimately improving performance, and (3) The significant indirect effect confirms the presence of partial mediation, suggesting that both direct and indirect pathways contribute to improved sales job performance.

4.1 Discussion

This study also contributes to the mindfulness and sales performance literature by moving beyond direct effect models to explicate the processes by which mindfulness affects performance outcomes. While past studies have primarily defined mindfulness as a cognitive resource that can positively affect task performance (Dane & Brummel, 2014). The current findings indicate that the processes are more complex and involve relationship and identity factors. As such, this study provides a more differentiated understanding of the role of mindfulness in high-pressure sales contexts.

The finding that mindfulness has a substantial positive impact on sales job performance supports previous research (Dane & Brummel, 2014; Good et al., 2016). However, it also importantly extends previous research. Rather than being simply an individual-cognitive performance enhancer, mindfulness is more of an essential resource that allows individuals to effectively navigate complex interpersonal interactions and manage the emotional elements of their role as a sales professional. Hence, it is argued that mindfulness should be viewed not simply as an attentional ability, but as a resource-generating ability that has implications for more general behavioural and interpersonal performance. From the perspective of Conservation of Resources Theory, the experience of mindfulness initiates a resource-gain process that has both direct and indirect performance-enhancing effects.

The mediating role of commitment to customers offers significant support for the relational route by which mindfulness leads to performance outcomes. As suggested by previous studies that highlighted the importance of customer-centred behaviours as determinants of sales performance (Schwepker, 2013; Lussier et al., 2020), the current study found that mindful employees are more likely to effectively manage their emotions, empathise with customers, and respond to customers' needs in adaptive ways. The current study extends the previous literature by demonstrating that commitment to customers not only depends on positive behaviours but also plays a key role as a mediator between psychological resources and performance outcomes. This finding is consistent with the COR theory, which suggests that relational resources are essential in boosting work performance.

A non-significant direct relationship was noted between mindfulness and commitment to the profession. This finding disputes the presumptions that mindfulness is likely to boost every type of work-related commitment. The possible reason is that professional commitment is a deeper level of construct that is built on the basis of the accumulation of experiences at the workplace, as opposed to the immediate cognitive states that are evoked by mindfulness. Therefore, even though mindfulness is likely to boost situational awareness, it may not necessarily boost professional identification unless complemented by meaningful interactions, especially with the client.

The significant serial mediation effect strongly supports the resource transformation process. This process shows how mindfulness, as an individual resource, improves customer commitment, which then strengthens professionals' commitment as an identity resource, ultimately leading to better performance. This finding strongly supports the idea of resource caravans, as proposed by COR theory (Hobfoll et al., 2018). This shows that resources are interconnected and accumulate over time. This study extends COR theory by providing an empirical validation of this sequential process through which intrapersonal resources transform into interpersonal and identity-based resources.

5. Conclusion, Implications, Limitations, and Future Research Directions

This study set out to examine the mechanisms through which mindfulness influences sales job performance, proposing and testing a dual commitment mediation model grounded in Conservation of Resources (COR) Theory. Using data from 260 sales professionals across banking and non-banking sectors in Andhra Pradesh, India, and employing PLS-SEM analysis, the findings provide both confirmatory and nuanced insights into the mindfulness–performance relationship in high-pressure sales environments. The results confirm that mindfulness is a significant and direct predictor of sales job performance, reinforcing the growing body of evidence that present-moment awareness is not merely a wellness construct but a functional cognitive resource with tangible performance implications. Mindful salespeople are better equipped to regulate their emotions, manage stress under demanding conditions, stay attentive during customer interactions, and respond adaptively to rejection and uncertainty, all of which are central to sustained sales effectiveness.

Beyond the direct effect, this study's primary contribution lies in uncovering the relational and identity-based pathways through which mindfulness operates. Commitment to customers emerged as a significant mediator, demonstrating that mindfulness first translates into heightened relational engagement, greater empathy, attentiveness, and customer-centric orientation, before producing performance gains. This finding repositions commitment to customers not merely as a behavioural outcome of good salesmanship, but as an active psychological mechanism through which personal resources are converted into professional results.

The serial mediation pathway — mindfulness → commitment to customers → commitment to profession → sales job performance — represents the study's most theoretically significant

finding. This sequential resource gain process empirically validates the COR theory's concept of resource caravans, demonstrating that intrapersonal resources such as mindfulness do not operate in isolation but instead trigger a cascading development of relational and identity-based resources. Importantly, the non-significant direct path from mindfulness to commitment to profession suggests that professional identity and dedication are not immediately activated by mindfulness alone, but are instead cultivated gradually through accumulated meaningful interactions with customers. This is a theoretically important distinction that prior research had not explicitly examined.

5.1 Implications of the Study

The present research study contributes the Conservation of Resources (COR) theory (Hobfoll, 1989, 2012) to propose substantial theoretical contributions to the literature about mindfulness and sales performance. Building on the Conservation of Resources (COR) theory, this study shows that consciousness is a crucial personal resource that helps people acquire resources in sales. The results indicate that mindfulness improves relational resources by increasing customer commitment. This, in turn, leads to identity-based resources like professional dedication, which ultimately leads to better performance in sales jobs. This sequential approach empirically illustrates the conversion of intrapersonal resources into interpersonal and professional resources, thus augmenting the resource gain perspective of COR theory (Hobfoll et al., 2018). Second, based on the fundamental core idea of the COR theory concerning how resources play an important role in helping individuals handle effectively in threatening situations (Gong et al., 2023), our research proved that mindfulness is a personal resource that benefits salespeople to manage demanding market conditions effectively. Previous studies have proven the advantages of mindfulness on performance (Dane & Brummel, 2014; Good et al., 2016). This study supports new ideas that see mindfulness as a skill that helps people get along better at work (Hülshager et al., 2013). Third, our research offers valuable benefits and insights of mindfulness and commitment to customers and profession not only as an outcome but also as a crucial explanatory mechanism linking personal resources to professional identity and performance (Saxe & Weitz, 1982; Verbeke et al., 2011). The results confirm the COR theory's notion of resource caravans, in which interconnected resources together enable salespeople to efficiently negotiate tough work settings.

The results of this study provide useful information for sales organisations that work in high-pressure, customer rejections. The results show that mindfulness is beneficial for managing difficult situations and improving job performance. It helps salespeople deal with stress, stay focused, and respond thoughtfully to customer needs. So, businesses should see mindfulness as a strategic skill instead of just a personal quality. And being committed to customers is a big part of making sales better. Finally, professional commitment boosts performance mostly when it grows through meaningful interactions with customers. This shows how important it is to design sales roles that focus on purpose and customer value. Our research investigation results are more helpful

to HR managers in various organisations. Companies should pay more attention to mindfulness and mindfulness-based training, and practice daily, to help salespeople stay focused, maintain emotional control, and manage stress and pressure. Finally, giving salespeople clear roles, freedom, and chances to interact with customers in meaningful ways can help them feel more connected to their jobs, which can lead to better performance and less burnout.

5.2 Limitations and Future Research Directions

This research study has several limitations that provide directions for future research. Self-assessment questionnaire survey and some measurement biases are major limitations. The self-reported sales performance may not accurately measure sales job performance, which may not always match the actual performance. First, Future research studies can enhance this by conducting different data sources, including manager and supervisor assessments, customer feedback, or actual records. Second, this study used a cross-sectional design; data were collected at one point in time, so difficult to confirm the cause-and-effect relationship. Future research suggests that longitudinal or experimental designs are better to understand how mindfulness and commitment develop and influence sales job performance over time.

Third, data were collected from a specific sales context, and the generalizability of findings and results. Future research needs to evaluate various industries, cultures, and digital sales to test the reliability of results. The fourth recommendation suggests that we investigate other important factors like emotional labour strategies, leadership styles, workload, and technology utilisation to estimate the mindfulness impact on sales job performance. Fourth, this research concentrated solely on commitment-related mechanisms. Other significant factors, including emotional labour strategies, leadership style, workload, and technology utilisation, were excluded. Subsequent research may investigate these variables to enhance comprehension of the impact of mindfulness on sales performance. Finally, future research may examine individual variances, such as age, experience, or personality traits, to determine how mindfulness is most effective. The study recognises that the following limitations exist: The study is based on a single source of data, which may lead to common method bias, as the data is self-reported and cross-sectional in nature. However, as a precaution, several procedural and statistical techniques were applied as recommended by Podsakoff et al. (2003) to minimise the effect of common method bias. Interestingly, the study is not alone in using self-report data, as this method is appropriate when the study is focused on psychological constructs, as is the case with mindfulness and commitment, as these constructs are subjective in nature, and perceptions of individuals are the best measure of these constructs. Future studies may consider using multiple sources of data, as this may help in establishing the robustness of the findings of the study.

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