

**PROBLEM-ORIENTED DAYDREAMS AND PERFORMANCE: THE ROLE OF
SELF-REMINDING AND GOAL PURSUIT**

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MANAGEMENT

By

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CERTIFICATE

This is to certify that the thesis entitled “**Problem-oriented Daydreams and Performance: The Role of Self-reminding and Goal Pursuit**” submitted by **Trivedi Rushabh Lalit** bearing Reg. No. **18MBPH17** in partial fulfilment of requirements for the award of Doctor of Philosophy in Management is a bonafide work carried out by him under my supervision and guidance.

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DECLARATION

I, **TRIVEDI RUSHABH LALIT** hereby declare that the thesis entitled **Problem-oriented Daydreams and Performance: The Role of Self-reminding and Goal Pursuit**” submitted by me under the guidance and supervision of Dr. P. Murugan.

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LIST OF ABBREVIATIONS

Acronym	Full Form
AIC	Akaike information criterion
AR	Attention residue
AVE	Average variance extracted
CFA	Confirmatory factor analysis
CFI	Comparative fit index
CMIN/DF	Chi-square / Degrees of freedom
COR	Conservation of resources theory
CP	Contextual performance
CR	Composite reliability
EFA	Exploratory factor analysis
ESM	Experience sampling method
FGD	Focused group discussion
GFI	Goodness of fit index
GP	Goal pursuit
INWB	Innovative work behaviour
POD	Problem-oriented daydreams
PP	Performance pressure
RMSEA	Root mean square error of approximation
SD	Standard deviation
SEM	Structural equation modeling
SR	Self-reminding
SRMR	Standardized root mean square residual
TLI	Tucker-Lewis index
TP	Task performance

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ABSTRACT

Building upon the theory of conservation of resources and the daydreaming theory, the research advances stress and daydreaming (mind wandering) literature by examining a specific facet of daydreaming called problem-oriented daydreams and its relationship with innovative work behaviour, task performance, and contextual performance. The role of performance pressure as an antecedent and mediating role of self-reminding and goal pursuit has also been examined.

The research reported here follows a mixed-method approach. 3 studies were conducted to test the hypothesized relationship. Study 1 followed a cross-sectional design where an online questionnaire was circulated through convenience sampling procedure at a large Indian University. Data from 450 academicians was collected and analysed using structural equational modeling techniques. The results indicated that performance pressure acts as an antecedent to problem-oriented daydreams. Further, the findings also demonstrated the empirical linkages between problem-oriented daydreams, innovative work behaviour, and task performance. It was also observed that performance pressure exerted indirect effects on innovative work behaviour and task performance through problem-oriented daydreams.

Study 2 used an experience sampling technique (diary study) to comprehend within-person thought process on a daily basis. Participants from diverse backgrounds responded to daily questionnaires for 10 working days using a mobile phone application after being contacted via a general invitation. Multi-level structural equation modelling results demonstrate that self-reminding and goal pursuit mediate the relationship between problem-oriented daydreams and performance. The results also showed that problem-oriented daydreams on task and contextual performance through self-reminding and goal pursuit were found to be

stronger for task performance than for contextual performance. The study results hold while controlling for attention residue and demographic factors for the hypothesized relationships.

Study 3 was qualitative and consisted of a focused group discussion. The study was conducted to reinforce the findings of study 2 and examine the actual and generalized thought processes during problem-oriented daydreams. Participants from several domains were invited through convenience sampling procedure to contribute in the focused group discussion.

The research delineated as part of the thesis has numerous implications on theory and practice. The studies meaningfully advance the theory of conservation of resources and the theory of daydreaming. The thesis concludes by discussing limitations and future avenues for daydreaming research.

CHAPTER 1 – INTRODUCTION

“Stay focused.” “Pay attention.” “You are physically present but mentally absent.” The preceding prescriptions are part of a large pool of phrases that frequently pass for managerial wisdom. After all, to some extent, lucidity and reasonability suggest that for employees to work effectively, they must be engrossed and engaged in the tasks they are performing. Often, contemporary managers are certain of the opinion that employees who are not attentive towards the task at hand, might always falter at work and generate below-average outcomes (Dane, 2018; Killingsworth & Gilbert, 2010). To this extent, multiple studies accurately indicate and provide support for the proposition of people being attentive is important at work while performing numerous tasks (Smallwood & Schooler, 2015). For example, literature on employee engagement advocates that employees who are physically, mentally, and emotionally involved in work, perform better when compared with employees who are not equally involved (Kahn, 1990). Moreover, engagement has also been demonstrated as an important antecedent to customer loyalty, employee satisfaction, higher sales, and employee commitment (Harter, Schmidt, Asplund, Killham, & Agrawal, 2010).

Based on similar lines, employee mindfulness – commonly characterized as the tendency of individuals to be aware and attentive to the present environment, is also linked with positive employee consequences (Brown & Ryan, 2003). Employees rated high on mindfulness showcase higher performance and well-being (Lomas et al., 2017). Also, mindfulness has been linked with stress reduction, higher self-esteem, self-connection, and enhanced job resources which can help an individual to reach beneficial work outcomes (Grossman, Niemann, Schmidt, & Walach, 2004; Kroon, Menting, & van Woerkom, 2015; Randal, Pratt, & Bucci, 2015).

However, the human mind is not naturally stable. It tends to generate an infinite number of thoughts which can affect the way people concentrate during work. Research on a large pool of respondents demonstrates that a normal person daydreams up to 30-50% of waking hours (Killingsworth & Gilbert, 2010). Such propensity of the human mind, to generate a varied range of thoughts is called mind wandering. Extant research suggest that mind wandering has been coined and understood in varied forms such as daydreaming, task-unrelated thoughts, task-unrelated images, zone-outs, mind-pops, and stimulus-independent thoughts (Giambra, 1995; Smallwood & Schooler, 2015). In its simplest form, mind wandering / daydreaming can be defined as thoughts and attention moving away from the present task in hand and the external environment one belongs to (Dane, 2018; Smallwood & Schooler, 2006). Daydreaming being a ubiquitous scenario, the above-mentioned references then give rise to an important question i.e., how is one supposed to perform effectively when individuals are unable to attribute ample attention to the given task or be a part of the present environment?

Remarkably, daydreaming is understood as a phenomenon generating negative performance outcomes because it may lead to mistakes and mishaps (Reason, 1990). This also seems reasonable as constant daydreaming keeps one's attention away from the details which might be required to perform the task efficiently. Interestingly, however, some studies establish the fact that even though daydreaming would deviate from the current task and environment, it is possible that such daydreaming may also possess meritorious outcomes (Dane, 2018; Smallwood & Schooler, 2015). For example, one's thoughts generated during daydreaming may be related to temporal time zones such as the future or past (Dane, 2018). Moreover, one may generate wishful thoughts or images that are completely bizarre in nature (Baer, Dane, & Madrid, 2021). Further, in the realm of such infinite subconscious thoughts, one being innovative and creative is largely plausible (Benjamin Baird et al., 2012). Also, thoughts produced during daydreaming may help an individual to plan and prepare effectively and

perform better over time (Gollwitzer, 1999). Finally, daydreaming can serve an important function that may help people in self-reminding their pending work goals (Mason & Reinholtz, 2015).

The daydreaming theory's core propositions of daydreaming associated with creativity and self-reminding act as the fundamental grounds for the research reported here. The core purpose of this study is to test and advance the daydreaming/mind wandering theory and comprehend the impact of the same on organisational consequences. To do so, we emphasize a specific type of thought pattern generated during daydreaming known as problem-oriented daydreams (POD; Baer et al., 2021). In general, POD comprises thoughts that are directed toward solving existing problems. From the perspective of academic research, especially in the field of management studies, understanding such phenomenon is of paramount importance as it can serve as an important antecedent to employee performance (Baer et al., 2021; Dane, 2018). The fundamental logic of this is attributable to the theory of mind wandering (Dane, 2018).

The research conducted three separate studies to demonstrate how POD enhances performance-related consequences for individuals at work. Study 1, comprising cross-sectional data, establishes an association between POD and innovative work behaviour (INWB) where INWB can be understood as a form of behaviour considered essential in the organisation (Ma Prieto & Pilar Pérez-Santana, 2014). The present study also explores an antecedent to POD in the form of performance pressure (PP). Performance pressure is broadly considered as a stressor where employees feel the need to alleviate their performance or they may have to face undesirable consequences at work (Mitchell, Baer, Ambrose, Folger, & Palmer, 2018; Mitchell, Greenbaum, Vogel, Mawritz, & Keating, 2019). Finally, the study investigates POD's mediating effects between PP and task performance (TP) to examine how such linkage can lead to enhanced task performance. The study 1 relationships

are built upon the logic derived from the theory of conservation of resources (COR) and the daydreaming theory (Dane, 2018; Hobfoll, 1989).

Study 2 was quantitative in nature and followed an experience sampling design where POD levels of working professionals were measured consecutively for ten working days. The hypothesis tested how POD on a daily basis influenced TP and contextual performance (CP) through daily self-reminding (SR) and daily goal pursuit (GP). Contextual performance can be understood as an extra-role behaviour (a form of behaviour not a part of an employee's job description) that employees may showcase within the organisation (Demerouti, Bakker, & Gevers, 2015). The hypothesized serial mediations were tested with structural equation modeling technique. The study results suggest the connections between POD, SR, GP, TP, and CP on a daily basis.

Study 3 followed a qualitative approach which was conducted to confirm the quantitative findings of Study 2. Such mixed-method approach, known as explanatory-sequential design is a widely popular approach and is followed to confirm the findings and support the models used in quantitative studies (Leech & Onwuegbuzie, 2009). Study 3 was performed by conducting a focused group discussion (FGD) by inviting a group of working professionals (O.Nyumba, Wilson, Derrick, & Mukherjee, 2018). The insights generated in the FGD were corroborated with the results found in Study 2. Therefore, study 3 validated the conceptual model and provided additional rigor and evidence for the hypothesized relationships.

The work reported in this thesis makes five contributions to the daydreaming literature. First, prior research has concentrated more on the conceptualization of daydreaming as a phenomenon (Dane, 2018; Singer, 1975; Smallwood & Schooler, 2015). However, there is a dearth of studies focusing more on the possible thought content generated while daydreaming (Baer et al., 2021). In doing so, the present study explicitly considers a form of daydreaming

i.e., POD which might have beneficial performance outcomes. Second, prior research on daydreaming has been more inclined toward the fact that daydreaming may always carry detrimental outcomes (Mooneyham & Schooler, 2013). However, the present study articulated here proposes a different view altogether which is in synchronization with some of the contemporary research in the field of subconsciousness (Baer et al., 2021; Dane, 2018; Gable, Hopper, & Schooler, 2019; Smallwood & Schooler, 2015). The study findings provide a strong argument with empirical evidence about daydreaming not always being disadvantageous. Third, the present study integrates stress and daydreaming literature where PP is considered as an antecedent to daydreaming and performance. Deriving logic from the COR theory and integrating it with the theory of daydreaming, the research postulated here opens up new avenues for such theoretical advancements (Mayer & Sparrowe, 2013). Fourth, the study contributes to performance-related literature and provides important mechanisms through which enhanced individual performance outcomes such as INWB, TP, and CP can be achieved. Finally, the daydreaming theory lacks sufficient validation and therefore is undertheorized. The present study, therefore, makes important contributions to two of its major propositions (Dane, 2018), one concerning creativity and another one with self-reminding and goal pursuit, ultimately leading to enhanced performance outcomes.

In totality, the study reported here demonstrates important mechanisms and how they can help one achieve desired performance outcomes. The research may open vital paths that might challenge the performance-related norms correlated with the phenomenon of daydreaming.

CHAPTER 2 – LITERATURE REVIEW AND THEORETICAL BACKGROUND

2.1 Daydreaming – An Overview

Although, research on daydreaming and management-related practices has been in the limelight recently, the history of researchers trying to understand the thought-probing phenomenon dates long back (Dane, 2018; Singer, 1975; Smallwood & Schooler, 2006, 2015). The late 1960s were the initial phases where researchers tried to understand the ebb and flow of thoughts straying away from the present environment and task in hand (Antrobus, Singer, & Greenberg, 1966; R. L. McMillan, S. B. Kaufman, & J. L. Singer, 2013). However, only in the past two decades, daydreaming as a phenomenon has gained more focus. The shift in this focus is attributed to a myriad of reasons. One of the major factors in this has been the triangulation process where a combination of self-reports, neurocognitive, and behavioural measures have advanced the research on subconsciousness (Giambra, 1995; Mason & Reinholtz, 2015; Smallwood & Schooler, 2006, 2015). The inventions of eye-ball tracking devices and functional magnetic resonance imaging have largely expedited the process of understanding the human mind (Ogawa, Lee, Kay, & Tank, 1990). The discovery of the default mode network through functional magnetic resonance imaging acted as a starting point to understand various aspects of the subconscious realm.

Smallwood and Schooler (2006) first coined the term “mind wandering”. However, prior literature also studied similar phenomena under the headings such as mind pops or autobiographical thoughts (Kvavilashvili & Mandler, 2004), self-generated thoughts (Smallwood & Andrews-Hanna, 2013), thoughts that are task unrelated (Giambra, 1995), thoughts that are independent of stimulus (Antrobus et al., 1966; R. McMillan, S. Kaufman, & J. Singer, 2013) and zone outs (Baer et al., 2021). Research in the last 15 years has enabled science to understand the phenomenology of daydreaming and studies have been able to

capture not just the frequency of daydreams but also the thought content generated during daydreams. For example, evidence from the literature suggests that daydreaming may involve mental time travel where one may be able to generate thoughts of the present, also known as current concerns (Klinger, 2009), or delve into the past or generate thoughts of the forthcoming future (B. Baird, Smallwood, & Schooler, 2011; Tulving, 2002). Finally, daydreaming may lead an individual to produce thoughts that are rich in imagination and/or bizarre in nature (Baer et al., 2021; van der Voort & Valkenburg, 1994).

Regardless of whether a person's thoughts generated during daydreaming is part of the present, future, past, or imaginative in nature, one's thoughts may majorly be divided into two broad categories – problem-focused and emotion-focused (Dane, 2018; Epstein, 1998; Katz & Epstein, 1991). Problem-focused thoughts are usually directed towards interpreting problems as challenges instead of threats and stressing on positive sides of events instead of the negative sides. Also, problem-focused thoughts are the ones that will help an individual maintain a sense of composure and not let one become overly idealistic. Whereas, when the thoughts engendered during daydreaming are emotion-focused, the content of such thoughts may be about worrying unnecessarily or thinking about unhappy events.

Daydreaming has been associated with a variety of consequences across time. This led to an enhanced understanding of the costs and benefits associated with daydreaming. Daydreaming, supposedly taken a negative connotation most number of times, has outcomes such as unhappiness (Killingsworth & Gilbert, 2010), impaired reading (Dixon & Bortolussi, 2013), and low levels of performance in activities where participants are highly monitored (Ruby, Smallwood, Engen, & Singer, 2013; Smallwood & Schooler, 2015). However, not all forms or thoughts generated during daydreaming have detrimental outcomes. Some lines of research suggest that daydreaming carries beneficial outcomes such as prospection – planning for the future (Oettingen & Schwörer, 2013), innovativeness (Baer et al., 2021; Benjamin

Baird et al., 2012), creating a sense of meaning and well-being (Janoff-Bulman, 1992), mental breaks (Mooneyham & Schooler, 2013; Ruby et al., 2013), task performance (Baer et al., 2021), and self-reminding (Mason & Reinholtz, 2015).

Lastly, the field of consciousness was gradually slow and sceptical to delve into the inner experiences of individuals as the resources to understand the marvel were limited. Measuring a covert phenomenon such as daydreaming has always been challenging. The deficiency of unswerving experimental control and the covert nature made it difficult to understand self-generated thoughts. However, with the seminal work of Antrobus et al. (1966), a handful of researchers initially explored the possibility of thoughts straying from the present moments (Giambra, 1995; Teasdale et al., 1995). With the advent of time, more studies explored this phenomenon as there came better methods, measures, machines, technology, and equipment (Baer et al., 2021; Mason & Reinholtz, 2015; Ogawa et al., 1990; Smallwood & Schooler, 2015). The major advancement of tapping self-generated and task-unrelated thoughts is attributable to the experience sampling method (ESM; Beal, 2015; Kahneman, Krueger, Schkade, Schwarz, & Stone, 2004). With some variations in the ESM designs such as probe-caught method, self-caught method, retrospective method, and open-ended method. Researchers have been able to generate progress in the respective field using the above mentioned approaches (Smallwood & Schooler, 2015). The present study also employs such a design which gives us an enhanced sense of understanding. The next section discusses two major theories that form the foundation for hypothesis development.

2.2 Theory and Background

2.2.1 Conservation of Resources Theory

Conservation of resources theory is primarily built upon the tenet that individuals have an innate tendency to protect already existing resources and strive for new possessions (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014; Hobfoll, 1989). Hobfoll (1989) defined resources as “those objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attainment of these objectives, personal characteristics, conditions, or energies.” Situations that possess threat to one’s valued resources may instigate individuals to be more protective about them, failing to do so might induce stress.

Given its generalizability and applicability, the COR theory has been a medium of explanation for several mechanisms over time, however, the basic tenet of conservation and acquisition of resources has been integral. Moreover, studies suggest that loss of resources is more problematic for individuals than acquisition of resources (Lee & Ashforth, 1996). Additionally, individuals need to invest resources to acquire more resources and protect them further (Halbesleben, Harvey, & Bolino, 2009). The present research integrates the conservation of resources with daydreaming theory which is explained below to explain certain important linkages and mechanisms for the study’s conceptual model.

2.2.2 The Theory of Daydreaming

Daydreaming has been defined by Dane (2018, p.180) as “the psychological state in which one’s thoughts have departed from the task at hand as well as the stimulus environment more generally”. The recent inductive work on daydreaming has deliberated some important thought content/categories that form the basis for the theory of daydreaming. First, the theory categorizes the thought engendered during daydreaming as problem and emotion-focused

where problem-focused thoughts can be interpreted as thoughts leading to positive outcomes such as self-reminding, goal-pursuit, creativity, problem finding, planning and preparation, and positive performance. This form of daydreaming include content that helps maintain an individual a sense of composure and appraise events as challenges rather than threats. Contradictory to this, content of emotion-focused daydreams comprises of thoughts directed towards unnecessary worrying and preoccupation with unproductive thoughts. Emotion-focused thoughts may lead to outcomes such as goal digressiveness, rumination, avoidance behaviour, depressive moods, emotional exhaustion and negative performance over time. The theory of daydreaming describes thoughts generated during daydreaming as important mechanism that can enhance or diminish one's performance over time, subject to an individual's daydreams being either problem-focused or emotion-focused in nature.

In totality, two important theoretical propositions fundamentally explain our research questions of how POD can influence performance-related outcomes at work. The studies reported here integrates the daydreaming theory and COR theory which also helps us understand how stress induces POD and how it can further enhance important work behaviours (Dane, 2018). The next chapters of the thesis study-wise examine the theory and hypothesis. The thesis concludes by outlining general discussion, theory and practice contributions, limitations and future research scope.

CHAPTER 3 – PERFORMANCE PRESSURE AND INNOVATIVE WORK BEHAVIOUR: THE ROLE OF PROBLEM-ORIENTED DAYDREAMS (STUDY 1)

3.1 Hypothesis Development

3.1.1 Performance pressure and problem-oriented daydreams (POD)

Organisations in today's knowledge economy expect higher human intellect and superior results from their workforce. Usually, the outcomes produced by employees are always linked with appraisals, benefits, and raises. To meet the constant demands of organisations, employees consistently need to put in more effort and this might result in one experiencing performance pressure. In its simplest form, performance pressure may be understood as an employee feeling constant work demands to perform well in an organisation and in a stipulated time period or they might face some detrimental consequences (Mitchell et al., 2018; Mitchell et al., 2019). This may turn out to be a significant source of stress at work as it creates urgency for task completion. However, some lines of research suggest that performance pressure as a stressor might not always be negative and may behave like a “double-edged sword” (Mitchell et al., 2019). The current research studies the tendency and influence of performance pressure on positive work-related consequences. We build these arguments by combining the COR theory with the theory of daydreaming.

An important premise of COR theory is that an individual “strives to retain, protect, and build resources and what is threatening to them is the potential or actual loss of these valued resources” (Hobfoll, 1989, p. 516). Several empirical findings have proved these propositions over the years for different resources such as autonomy, job security, creativity, and organisational policies (Chen, Westman, & Eden, 2009).

Constant pressure exerted by the organisation may lead an individual to feel pressurized and threatened towards the security of one's job (Selenko, Mäkikangas, & Stride, 2017). Such

feelings can be evaluated by an individual as a direct threat to valued resources in the form of job loss. This fear of job loss or losing work and finance-related resources is stressful and to avoid that, people tend to engage in loss aversion activities (Halbesleben et al., 2014; Hobfoll, 1989). One of the ways to do it is by engaging in POD – a mode of daydreaming consisting of problem-solving thoughts about one's current circumstances (Baer et al., 2021; Dane, 2018). For example, a manager who has a deadline to submit the monthly plan of action by the end of the day may constantly think about its content even when one is engaged in some other work activity or belongs in a different environment.

Integrating the COR and daydreaming theory, the present study, therefore, contends that the human mind is engaged in POD when an individual feels the potential loss due to PP. As a consequence of this, PP can be considered as a stimulant to POD. In sum, using the above-mentioned logic, hypothesis 1 states that:

Hypothesis 1: Performance pressure is positively associated with Problem-oriented daydreams.

3.1.2 Problem-oriented daydreams and innovative work behaviour

Innovative work behaviour is “intentional creation, introduction, and application of new ideas within a work role, group, or organisation, in order to benefit role performance, the group, or the organisation” (Janssen, 2000, p. 288). INWB can be characterized by the components of generation, promotion, and realization of ideas (Scott & Bruce, 1994a). One important element for this study is characteristic of idea generation which is essential for creative thinking and is directly linked with daydreaming (Benjamin Baird et al., 2012).

Recent daydreaming literature indicates how POD can lead to creativity and innovativeness (Baer et al., 2021; Dane, 2018). This can happen in two ways. First, mind wandering can lead to creative incubation – the unconscious tendency of the mind to solve problems or generate

creative solutions at a later point in time by processing the information that was once collected by being conscious (Benjamin Baird et al., 2012). Second, and directly connected to the present study, POD generates thoughts that are more playful in nature as it can stimulate divergent thinking – a fundamental process underlying innovativeness (Runco, 2008).

Hence, keeping in view the theoretical and deductive work on daydreaming, the present study conceptualizes that POD is an essential precursor to INWB – a creative and problem-solving behaviour highly valued by organisations (Madrid, Patterson, Birdi, Leiva, & Kausel, 2014). Therefore, the second hypothesis for the study is:

Hypothesis 2: Problem-oriented daydreaming is positively related with innovative work behaviour.

Integrating hypothesis 1 and 2, the study contends that performance pressure stimulates POD, further enabling INWB. The logic for this is attributable to the fact that when an individual is pressurized for enhanced work-related outcomes, one may counter pressure by delving into POD to combat the consistent work demands. An essential outcome of this will also be INWB. This is likely to happen more often when one feels threatened with the potential loss of resources and wants to safeguard or build them further. The study, therefore, contends that POD will act as a mediator and performance pressure will exert indirect effects on INWB. Consequently, hypothesis 3 for the study is:

Hypothesis 3: Problem-oriented daydreams mediate the relationship between performance pressure and innovative work behaviour.

3.1.3 Problem-oriented daydreams and task performance

An important component of an individual's job is the quantity and quality of task performance. Task performance is defined as “the behaviours that contribute to the

production of a good or a provision of a service” (Rotundo & Sackett, 2002, p. 67). TP involves actions that directly contribute towards the accomplishment of organisational goals. Although some lines of research suggest that daydreaming may carry negative associations with higher levels of performance (Mooneyham & Schooler, 2013), there are also pieces of evidence that daydreaming might carry underappreciated benefits (Baer et al., 2021; Dane, 2018). Also, much of the impact of daydreaming with respect to performance at work is largely unknown (Baer et al., 2021). Thus, the existing study examines the association between POD and task performance.

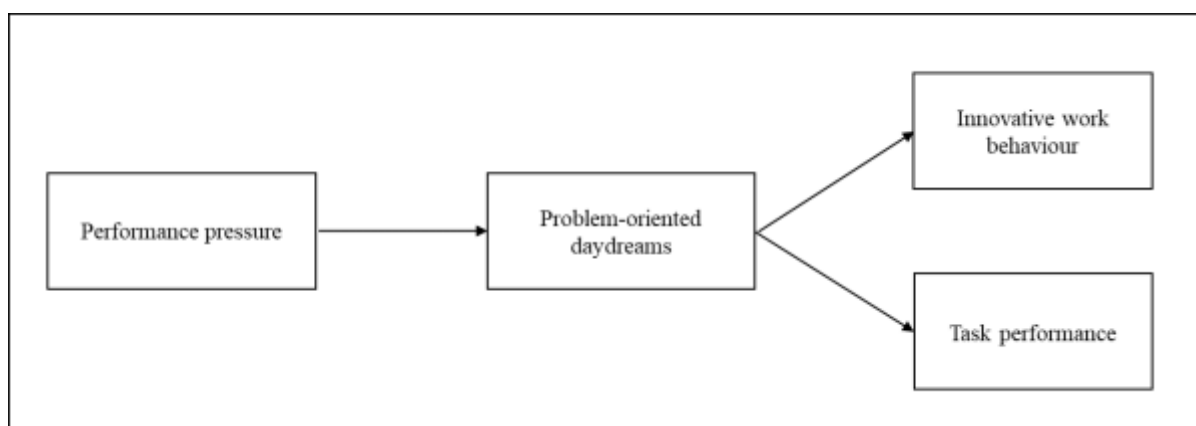
The fundamental logic for linking POD and task performance lies in the nature of POD. As previously mentioned, POD consists of thoughts that are more work-related and goal-directed where the central idea is to solve problems associated with one's work. Providing such solutions may have a direct relationship with task performance in organisations (Baer et al., 2021). Further, research has empirically established linkages between performance pressure and task performance. However, the influence of performance pressure on task performance is less clear as the literature reveals positive as well as negative associations with task performance, and therefore PP is considered a "double-edged sword" (Gardner, 2012; Mitchell et al., 2019). To this regard, the present study contends and provides a mechanism through which the influence of performance pressure on task performance might be well understood. The mechanism is POD. When the consistent demands imposed by organisations on employees to perform better might lead to stress, there is a high possibility that one may indulge in POD to reduce stress (performance pressure) and enhance performance. Based on similar lines, recent literature exhibits how a similar stressor cognitively demanding work might influence POD and performance at work (Baer et al., 2021). With respect to the above logic of how POD influences performance at work and how performance pressure might

exert an indirect influence on task performance via POD, the study formulates hypothesis 4 and 5:

Hypothesis 4: Problem-oriented daydreams are positively associated with task performance.

Hypothesis 5: Problem-oriented daydreams mediate the relationship between performance pressure and task performance.

Figure 1 exhibits the conceptual model for study 1.



3.2 Methods

3.2.1 Participants and procedures

Study 1 comprised cross-sectional data and the hypothesis were tested using quantitative analysis. All studies conducted for this research received approval from the Institutional Ethics Committee (IEC; Application number - UH/IEC/2022/382) as it is necessary considering the presence of human elements as participants. Respondents who were part of a research methodology course at an Indian University were invited for participating in the study. All respondents were academicians in higher educational institutions and were selected following a purposive sampling design. Academicians were selected as past research findings

suggest that the profession is subjected to high work stress and performance pressures (Kinman, 2001).

Online questionnaires articulating the study purpose were circulated with participants. Respondents provided their consent and they were also informed that they can stop filling out the questionnaire whenever they want and the data will only be used for academic research to publish aggregate results. Further, participant anonymity was also ensured.

450 responses were collected for the final analysis after deleting 14 responses as they accounted for more than 20% of missing values. Missing values which were fewer than 20% were imputed by using the series mean imputation technique. The final analysis comprised 436 data points.

Out of 436 responses, 51.8% (226) were male academicians and the respondent's average age of the sample was around 39.87 years (S.D = 7.36). The sample's average work experience was around 7 years (94.10 months). Further, 40.4%, 48.9%, 2.3%, and 7.8% had a master's degree, a Ph.D., a post-doctoral degree, and some other degree respectively. Also, 8.7%, 84.4%, 2.8%, 0.9%, and 2.8% held the designation of a research scholar, assistant professor, associate professor, professor, and some other designation respectively. Finally, 87.8% were posted in a permanent job, 6% contractual, and 6.2% on some other basis.

3.2.2 Measures

The study utilized previously established and validated scales to measure the study-related constructs. The scales consisted of multiple items as follows:

a. Performance pressure

The scale developed by Mitchell et al. (2018) was used to measure performance pressure. Respondents rated the scale on 5-points (*1 = strongly disagree; 5 = strongly agree*). A sample item is “If I don’t produce at high levels, my job will be at risk”.

b. *Problem-oriented daydreams*

POD was measured using the scale developed by Baer et al. (2021). The respondents rated the scale on 7-points (*1 = strongly disagree; 7 = strongly agree*). A sample item is “My daydreams are closely related to problems that come up during my daily work life”.

c. *Innovative work behaviour*

The scale developed by Scott and Bruce (1994a) was used to measure INWB. The respondents rated the scale on 5-points (*1 = strongly disagree; 5 = strongly agree*). A sample item is “I generate creative ideas”.

d. *Task performance*

The scale developed by Janssen and Van Yperen (2004b) was adapted to measure task performance. The respondents rated the scale on 7-points (*1 = strongly disagree; 7 = strongly agree*). A sample item is “I meet all the formal performance requirements of the job”.

3.2.3 Control variables

There happens to be a high possibility that a number of additional variables might influence the hypothesized relationships between PP, INWB, and TP through POD. To mitigate those effects, the study controlled many demographic variables. First, organisational tenure, age, education, gender, and designation were some of the essential controls which were used for the study based on prior research (Baer et al., 2021; Janssen, 2000; Janssen & Van Yperen, 2004b).

3.3 Data Analysis and Results

SPSS v25 software was used to calculate Cronbach alpha, bi-variate correlations, and descriptive statistics values for the study. The same software was also used to run a preliminary exploratory factor analysis (EFA) and missing value imputation. Further, to test the measurement and structural model, confirmatory factor analysis (CFA) and structural equation modeling (SEM) were executed with IBM SPSS AMOS 26 software. SEM is regarded as a robust method that takes care of measurement errors and can estimate multiple paths simultaneously (Hair, Black, Babin, & Anderson, 2019). Further, guided by recent literature, the study conducted single to four-factor models to establish construct unidimensionality and discriminant validity (Baer et al., 2021). Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), and Akaike Information Criteria (AIC) were used to compare models.

3.3.1 Results

The Cronbach alpha (α) values, correlations, and descriptive statistics are mentioned in Table 1. The Cronbach alpha ranged between 0.65 to 0.85 which indicated clearing the threshold reliability (Robinson, Shaver, & Wrightsman, 1991). On running the preliminary EFA, the study found out that two items, one from the task performance scale i.e., "I often fail to perform essential duties" and another from the performance pressure scale i.e., "I would characterize my workplace as a results-driven environment" to consist poor loadings and therefore were not considered a part of further analysis. Furthermore, before running CFA, the study parcelled out POD and INWB. Parcels are "aggregate level indicators comprised of the sum (or average) of two or more items, responses, or behaviours" (Little, Cunningham, Shahar, & Widaman, 2002, p. 152). Parcels usually provide advantage to conduct CFA as they are more parsimonious and require lesser parameters for estimation (Matsunaga, 2008).

3.3.2 Test of measurement model

CFA was performed to examine measurement model validity. As demonstrated in table 2, CFA results provided a good fit for the four-factor model in comparison with other models ($\chi^2 = 98.38$, $df = 58$, CFI = 0.98, GFI = 0.97, RMSEA = 0.04). This provides support for the discriminant validity and unidimensionality (Hair et al., 2019).

Table 1. Descriptives, Cronbach alpha and zero-order correlations

Variable	M	SD	α	1	2	3	4	5	6	7	8	9
1. Age	39.87	7.36	—	—								
2. Designation	2.04	0.63	—	0.19**	—							
3. Education	1.77	0.83	—	0.1*	0.04	—						
4. Gender	1.52	0.5	—	0.18**	-0.02	0	—					
5. Tenure (in months)	94.1	76.72	—	0.49**	0.15**	0.06	0.06	—				
6. Performance pressure	3.32	0.78	0.69	-0.10*	0.01	0.01	0.04	0.23**	—			
7. POD	5.11	1.15	0.85	0.05	0.05	0.04	0.08	-0.01	0.19**	—		
8. INWB	4	0.71	0.85	0.07	0.01	0.05	0.07	0.12**	-0.04	0.30**	—	
9. Task performance	6.26	0.8	0.83	0.10*	0.05	0	-0.07	0.11*	-0.10*	0.17**	0.47**	—

Note. N = 436. For gender, 1 = female, 2 = male. For designation, 1= research scholar, 2= assistant professor, 3= associate professor, 4= professor, 5= others. For education, 1= master's degree, 2= PhD, 3= post-doctoral degree, 4= other

* $p < .05$. ** $p < .01$

Table 2. Model fit comparison

Measurement Model	χ^2	df	p	GFI	CFI	RMSEA	AIC
1. Four factor model (M1)	98.38	58	<0.001	0.97	0.98	0.04	164.38
2. Three factor model (M2)	597.60	61	<0.001	0.81	0.76	0.14	657.60
3. Two factor model (M3)	995.57	63	<0.001	0.71	0.58	0.18	1051.60
4. Single factor model (M4)	1250.83	64	<0.001	0.66	0.47	0.21	1304.83

Note. χ^2 , chi-square; df , degree of freedom; GFI, goodness of fit index; CFI, comparative fit index; RMSEA, root mean square error of approximation; AIC, Akaike information criterion. M1 – The four-factor model assumes that PP, POD, INWB, and task performance are four distinct constructs. M2 – The three-factor model combined POD and INWB constructs into one and other constructs were treated as distinct. M3 – The two-factor model combined POD, INWB and TP as a single construct and PP as another construct. M4 – The single factor model combined all constructs as one.

Further, average variance extracted (AVE) and composite reliability (CR) was calculated to analyse convergent validity. The AVE and CR values were found to be above 0.5 and 0.7 respectively (except for performance pressure) which are clear over the threshold values and thus are acceptable (Straub, Boudreau, & Gefen, 2004). In addition, by comparing AVE and construct correlation values, discriminant validity was further established with the Fornell and Larcker (1981) approach. Table 3 concludes that the discriminant and convergent validity are well established.

Table 3. Construct validity

Variables	CR	AVE	1	2	3	4
1. INWB	0.85	0.66	0.81			
2. Performance Pressure	0.72	0.47	-0.06	0.69		
3. POD	0.85	0.66	0.35	0.18	0.81	
4. Task Performance	0.84	0.57	0.54	-0.11	0.19	0.75

CR, composite reliability; AVE, average variance extracted.

Diagonal (bold) values represent square root of AVE

To reduce common method bias (CMB) in survey data, the study performed procedural and statistical remedies (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). First, as recommended by Podsakoff et al. (2003), we changed and randomized the sequence of items in the questionnaire. Further, the statistical tests to ensure for lack of method bias were Harman's test and marker variable technique (Richardson, Simmering, & Sturman, 2009). The Harman's test did not explain more than 50 percent of variance which was an indicator that the data was not having method bias as an issue. To conduct the CFA marker variable technique, family satisfaction which was measured on a 5-point scale (*1 = strongly disagree; 5 = strongly agree*), was selected as the marker variable as it was not theoretically related to our model (Karatepe & Uludag, 2008; Lindell & Whitney, 2001). A sample item is "I find

real enjoyment in my family life”. The marker variable analysis comprised of creation of the following model:

- a) Baseline model;
- b) Method – C model;
- c) Method – U model;
- d) Method – R model.

Comparing these models, the analysis did not find any significant correlations between items or constructs. Therefore, the test results confirm that CMB did not influence the model significantly. The CFA marker results are exhibited in table 4.

Table 4. CFA marker variable Test

Model	χ^2	df	CFI
1. CFA	234.08	124	0.96
2. Baseline	270.52	137	0.96
3. Method-C	253.40	136	0.96
4. Method-U	222.91	124	0.97
5. Method-R	224.38	130	0.97

Chi-Square Model Comparison Tests

Δ Models	$\Delta\chi^2$	Δdf	Chi-Square Critical Value; 0.05
1. Baseline vs. Method-C	17.12	1	3.84
2. Method-C vs. Method-U	30.49	12	21.03
3. Method-U vs. Method R	1.47	6	12.59

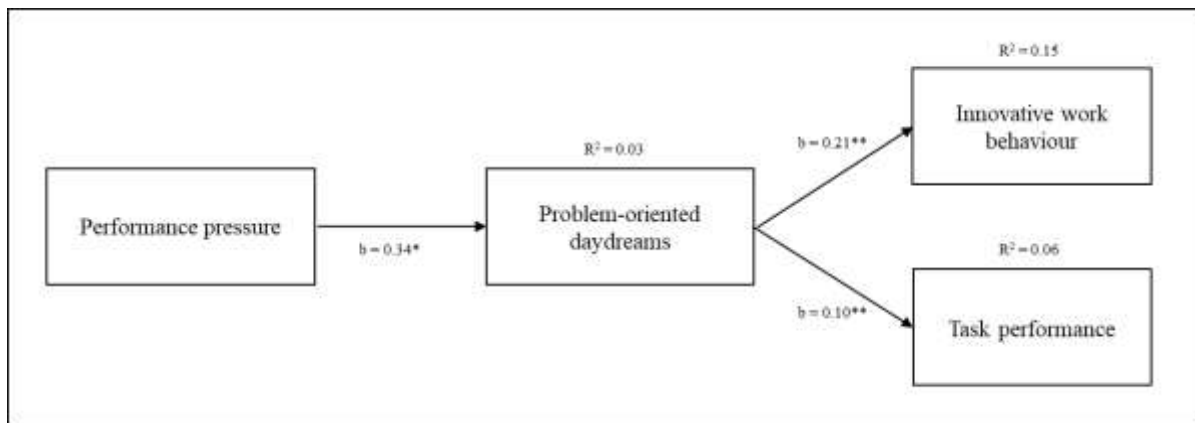
* $p < .05$

Finally, education, gender, and age were not found to be significantly related and therefore were excluded from further analysis as having additional non-significant control variables might decrease the power of the test (Carlson & Wu, 2012). For the remaining part, tenure and gender were retained as controls.

3.3.3 Test of hypotheses

The hypothesis testing was conducted by predicting the measurement model paths. The technique used for estimation is maximum likelihood estimation (MLE). MLE is a widely used technique to provide precise results in steady conditions (Hair et al., 2019). Bootstrapping was conducted to establish mediation effects.

Figure 2. Full mediation model



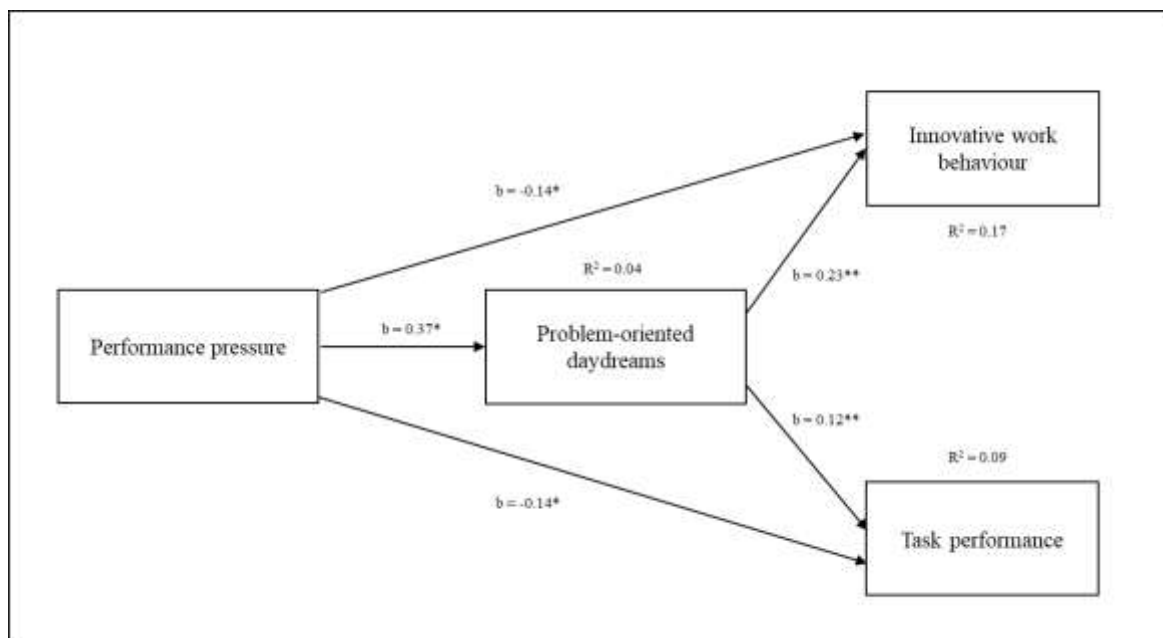
Note. Model fit values - $\chi^2 = 246.48$, $df = 82$, CFI = 0.93, GFI = 0.93, RMSEA = 0.07, AGFI = 0.91.

N = 436, b: unstandardized regression coefficient; * $p < 0.05$; ** $p < 0.001$; R^2 = squared multiple correlations

As guided by Hayes and Preacher (2013), the study compared two models and their fit indices. The first model corresponded to the "fully mediated mode" and the second model to the "partial mediating model". The models are presented in figure 2 and 3 respectively. The fully mediated did not have any direct paths from performance pressure to INWB and task performance. Whereas, the partial model consisted of the paths to be predicted from performance pressure to INWB and task performance. The fit for model 2 ($\chi^2 = 237.37$, $df = 80$, CFI = 0.93, GFI = 0.94, RMSEA = 0.07, AGFI = 0.91) was found to be relatively better than model 1 ($\chi^2 = 246.48$, $df = 82$, CFI = 0.93, GFI = 0.93, RMSEA = 0.07, AGFI = 0.91). Thus, findings indicate that model 2 i.e., the partially mediating model was better. Therefore, the study retained model 2 for the mediation analysis.

Figure 3 demonstrates the results indicating a positive relation between PP and POD ($b = 0.37, p < 0.001$) and POD with INWB ($b = 0.23, p < 0.001$) and task performance ($b = 0.12, p < 0.001$). The findings show evidence for hypothesis 1, 2, and 3. Also, using the percentile and bias-corrected percentile method, the analysis concluded that POD mediates PP and INWB (indirect effect = 0.08, CI = 0.03, 0.15) and PP and TP (indirect effect = 0.05, CI = 0.02, 0.11). These results support hypothesis 4 and 5 respectively as exhibited in table 5.

Figure 3. Partial mediation model



Note. Model fit values - $\chi^2 = 237.37, df = 80, CFI = 0.93, GFI = 0.94, RMSEA = 0.07, AGFI = 0.91$.

N = 436, b: unstandardized regression coefficient; * $p < 0.05$; ** $p < 0.001$; R^2 = squared multiple correlations

3.4 Discussion

The stigma associated with daydreaming is pervasive when associated with negative performance consequences. Who does not remember being at the end of another's disappointment just because one's mind was drifting away from the present environment and task at hand? Multiple research evidence demonstrates fact that daydreaming can lead to

mistakes and mishaps at work (Dane, 2018; Smallwood & Schooler, 2015). It is a well-proven fact that an individual mind wanders for more than one-third of a person's wakeful hours (Killingsworth & Gilbert, 2010). To this extent, understanding the reasons behind this phenomenon becomes imperative as the human mind is adaptive in nature (La Cerra & Bingham, 1998). Although the study of the association between cognition and performance at the workplace is not new, the influence of daydreaming has been relatively understudied in the organisational context (Baer et al., 2021; Doyle, Pettit, Kim, To, & Jr., 2022; Schinoff & Byron).

Table 5. Standardized indirect effects

Indirect paths	Indirect effect value	Bootstrap method			
		Bias corrected percentile method		Percentile method	
		CI	<i>p</i>	CI	<i>p</i>
PP→POD→IWB	0.08	[0.03, 0.15]	0.004	[0.02, 0.14]	0.008
PP→POD→TP	0.05	[0.02, 0.11]	0.002	[0.01, 0.10]	0.009

CI: confidence interval; PP: performance pressure; POD: POD; IWB: INWB; TP: task performance. Indirect effect values have been computed using a bootstrapping procedure with 436 cases and 5000 bootstrap samples.

The research reported here exhibits that daydreaming may not always be counterproductive in performance-related consequences but may also bring some benefits which are largely underappreciated. To prove that, the research focuses on POD. Study 1 demonstrates how POD influences INWB and task performance. Moreover, the research reported here evaluates performance pressure's role in the generation of problem-oriented thoughts and how performance pressure can indirectly influence INWB and task performance at work. The results are in accord with recent studies exploring similar stressors and work-related outcomes through POD (Baer et al., 2021). The reason for this is attributable to COR as people want to retain, build, and safeguard their resources when put under considerable

stressful situations (Halbesleben et al., 2014; Hobfoll, 1989; Trivedi & Pattusamy, 2022). When job stress related to performance is high, individuals may daydream about ways to counter the stressors so that they would not significantly face negative job-related consequences. However, there may be another side to it. One may not always generate problem-oriented thoughts but also emotional-oriented thoughts while daydreaming where thoughts rooted in vengeful schemes might be more dominant leading to emotional exhaustion (Dane, 2018). Thus, emotional-oriented thoughts are more associated with setbacks and negative performance-related outcomes.

Further, the linkage of POD with INWB and the mediating role POD plays between performance pressure, INWB, and task performance also proves to be a vital finding in study 1. Our results endorse the recent findings of POD and its connections with creativity (Baer et al., 2021). To this end, we provide further support for the theory of mind wandering as it leads to the generation of novel and useful ideas, enabling employees to demonstrate INWB at the workplace (Dane, 2018; Janssen & Van Yperen, 2004b). Such behaviours are essentially required to be promoted by the organisations to fulfil their goals and objectives. The present findings establish a mechanism through which this can be achieved.

CHAPTER 4 – PROBLEM-ORIENTED DAYDREAMS AND PERFORMANCE: THE ROLE OF SELF-REMINDING AND GOAL PURSUIT (STUDY 2)

4.1 Hypothesis Development

4.1.1 Daily problem-oriented daydreams, daily task performance, and daily contextual performance

Thoughts during daydreaming which are deep-rooted in current concerns are expected to influence work goals and should prove beneficial to one's performance. For example, a software engineer might daydream during lunch about a pending coding assignment and the submission deadline associated with the coding assignment. Although from the outside, the colleagues who must be having lunch with the software engineer might feel that the person is detached from the present environment or inattentive to them during lunch, the daydreaming phenomenon that is transpiring here can be labelled as POD. In such a scenario then, POD leads to the accomplishment of self-reminding function (Mason & Reinholtz, 2015). In its simplest form, self-reminding can be described as a function of the human mind that is enabling one to remember pending work goals (Dane, 2018; Mason & Reinholtz, 2015; Schooler et al., 2011). The study therefore hypothesises,

Hypothesis 6: Daily problem-oriented daydreaming is positively associated with daily self-reminding.

Further, research in the subconscious realm suggests that goals and the pursuit of goals can arise unconsciously (Custers & Aarts, 2010). This is attributable to the reason that achieving one's goals is associated with a positive reward signal (Custers & Aarts, 2010). Building upon this proposition, when an individual is indulged in POD, the goal-directed nature of POD will instigate the unconscious will to pursue pending goals as it is associated with a subconscious positive reward. Adding to this, the already explained theoretical description above helps concretize logic for the present study and assists in conceptualizing that the path

of POD to goal pursuit flows through self-reminding. (Dane, 2018). This leads to hypothesis 7 of the study.

Hypothesis 7: Daily self-reminding is positively related to daily goal pursuit.

Additionally, the majority of the time, employee effectiveness is evaluated based on the tasks completed at work, i.e., successful completion of work-related goals (Renn & Fedor, 2001). Therefore, the accomplishment of goals is actively and frequently considered a key aspect of job performance. To this end, the study investigates how POD exerts indirect effects on task performance through self-reminding and goal pursuit as self-reminding and goal pursuit are essential but unexamined mechanisms through which daydreaming may be able to influence job outcomes. Present research therefore hypothesises:

Hypothesis 8: Daily goal pursuit is positively associated with daily task performance.

Hypothesis 9: Daily self-reminding and daily goal pursuit mediate the association between daily problem-oriented daydreams and performance.

POD engrained in work-related current concerns ebb and flow on a daily basis. As prior studies exhibit that a person on an average daydreams for 30-50 % of waking hours (Killingsworth & Gilbert, 2010), there exists a high possibility that the human mind may generate an infinite number of thoughts on a daily basis. An important element here is to understand that these infinite thoughts may not always be in the form of POD. Instead, they may be emotion-focused as well (Dane, 2018) or just bizarre in nature (Antrobus et al., 1966; Baer et al., 2021; R. McMillan et al., 2013). Perhaps, it is therefore important to investigate these daily thoughts in order to understand how daydreaming influences everyday performance and to what extent one may actually indulge in POD.

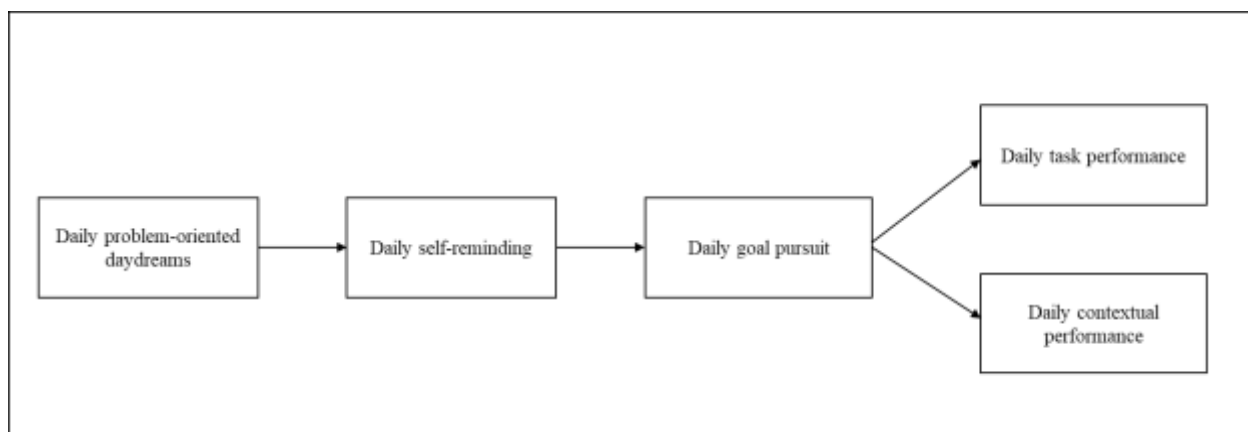
Moreover, prior studies show that employees possess inherent communion strivings to achieve need satisfaction (Foulk, Lanaj, & Krishnan, 2019). To this end, goal pursuit may be

directly linked with one demonstrating contextual behaviours. Previous research indicates contextual performance has also been demonstrated as an important dimension of job performance (Rotundo & Sackett, 2002). To this end, based on the mind wandering theory, it is intriguing to see how POD would indirectly exert effects on another dimension of job performance, i.e., contextual performance. For example, a manager would daydream about how an organisational employee would know about the minutes of an important meeting one missed out on due to leave. Perhaps, these daydreams may turn out to be essential even for the manager's personal goals. Therefore, to understand how POD directly and indirectly effects contextual performance, the study hypothesises:

Hypothesis 10: Daily goal pursuit is positively related to daily contextual performance.

Hypothesis 11: Daily self-reminding and daily goal pursuit mediate the association between daily problem-oriented daydreams and contextual performance.

Figure 4 exhibits the conceptual model for study 2.



4.2 Methods

4.2.1 Participants and procedures

Study 2 followed the experience sampling method (ESM). ESM designs enable the researchers to measure state-like characteristics. As daydreaming consists of thoughts highly

fluctuating in nature, it is important for us to understand how these changes in thoughts fluctuate the hypothesized relationships (Beal, 2015). To conduct ESM, the present study followed a convenience sampling approach and invited working professionals through a general invitation. The invitation requested that interested candidates participate in a research study advertised as the "General Daydreaming Survey". This approach is largely consistent with ESM literature (Baer et al., 2021; Beal, 2015).

The data was collected in two phases – phase 1 and 2 respectively. Phase 1 was the general baseline survey where participants filled in their demographics and other basic details and phase 2 was scheduled on a daily basis. In phase 1, an initial pool of 103 participants filled the baseline survey out of which, 56 participants further participated and were retained in phase 2. All phase 2 participants had to provide data over the course of ten working days. The participants were a mixed blend of professional working employees and academicians.

The data for phase 2 was collected using a mobile phone application called PIEL (participation in everyday life) survey app. This is a popular app utilized for collecting data where participants are needed to be measured multiple times (Wong & Vallacher, 2018). The app comprises various features such as reminder notifications, contingent surveys, multiple alarm tones, explicit notifications for different time zones, etc. Participants were notified through the PIEL survey reminder function for two weeks (Monday to Friday) for filling out the survey at 5:00 pm (IST). Respondents who finished full surveys for at least two days were considered for further analysis. This is a popular criterion for previous studies with respect to participant retention (Baer et al., 2021; Demerouti et al., 2015). The final response in Phase 2 was 463.

Of the total respondents, 67.9% (38) were female professionals. The average age was 36.11 years (S.D = 9.69). Also, the average work experience of the participants with the current

organisation was approximately around 3.43 years. Finally, 7.4% of participants were graduates, 50% had a master's degree, 37.5% completed a Ph.D. degree, 1.8% owned a post-doctoral degree and 3.6% had some other education qualification.

4.2.2 Measures

The study utilized previously established and validated scales to measure the constructs of problem-oriented daydreams, self-reminding, goal pursuit, task performance, and contextual performance. In order to avoid the respondent's daily cognitive fatigue, the study adopts scales with fewer items, which is a general practice in ESM designs. (Beal, 2015). The following scales were used to measure the constructs.

a. Daily problem-oriented daydreams

Daily POD measure was adapted from Baer et al. (2021). The respondents rated the scale on 5-points (*1 = not at all; 5 = to a great deal*). A sample item is "Today at work, to what extent have you had daydreams closely related to the problems that you face at work"?

b. Daily self-reminding

Daily self-reminding measure was adapted from Mason and Reinholtz (2015). The respondents rated the scale on 5-points (*1 = strongly disagree; 5 = strongly agree*). An example statement is "Today, my daydreams reminded me of pending work goal(s)".

c. Daily goal pursuit

Daily goal pursuit measure was adapted from Brandtstädter and Renner (1990). The respondents rated the scale on 5-points (*1 = strongly disagree; 5 = strongly agree*). An example statement is "Today, my daydreams helped me to pursue work-related goals".

d. Daily task performance

Daily task performance measure was adapted from Williams and Anderson (1991). The respondents rated the scale on 5-points (*1 = not at all; 5 = to a great deal*). An example statement is “Today at work, to what extent did you perform everything that was expected of you efficiently”?

e. Daily contextual performance

Daily contextual performance measure was adapted from Williams and Anderson (1991). The respondents rated the scale on 5-points (*1 = strongly disagree; 5 = strongly agree*). An example statement is “Today at work, I helped others with their work when they had heavy workloads”.

4.2.3 Control variables

Past research indicate that switching between tasks can cause attention residue which can be stated as “the persistence of cognitive activity about a Task A even though one stopped working on Task A and currently performs a Task B (Leroy, 2009, p. 169)”. Such daily attention residue can influence daydreaming as one might not actually daydream but instead, attribute attention to other tasks, especially the tasks which are unfinished (Baer et al., 2021). Attention residue measure was adapted from adapting the scale developed by Baer et al. (2021). The respondents rated the scale on 5-points (*1 = not at all; 5 = to a great deal*). A sample item is "Today while doing your work, to what extent did thoughts of an earlier task keep creeping in"?

4.3 Data Analysis and Results

Mplus v8 software was used to calculate intra-class correlation coefficients (ICCs), bi-variate correlations, and descriptive statistics for the study. Mplus was also used to calculate Cronbach's alpha, Omega, and H reliability values (Cronbach, 1951).

Table 6. Descriptives, intra-class correlations, and bi-variate correlations

Variable	Mean	SD	1	2	3	4	5	6
1. Daily attention residue	8.1	2.02	0.72					
2. Daily POD	2.83	1.14	0.515***	0.48				
3. Daily self-reminding	3.49	1.83	0.44***	0.53***	0.45			
4. Daily goal-pursuit	3.35	1.75	0.35***	0.52***	0.6***	0.45		
5. Daily task performance	3.33	1.85	0.2***	0.2***	0.13***	0.3***	0.42	
6. Daily contextual performance	3.12	2.24	0.35**	0.27***	0.15**	0.26*	0.48***	0.66

Note: N = 56. *p < 0.10. **p < 0.05. *** p < 0.01.

Further, to test the measurement and structural model, multi-level CFA and multi-level SEM was executed using Mplus software. Further, guided by recent literature, the study conducted single to six factor models to establish construct unidimensionality and discriminant validity (Baer et al., 2021). CFI, TLI, RMSEA, and SRMR values were used to compare models.

4.3.1 Results

The intra-class correlation coefficients (ICC1), bi-variate correlations, and descriptive statistics are mentioned in table 6. As ESM structures are naturally hierarchical and consist of over time measures, intra-class-correlations embody the proportion of within-subjects variability (Baer et al., 2021; Foulk et al., 2019). The ICC1 values were acceptable as they ranged from 0.42 to 0.72 (Geldhof, Preacher, & Zyphur, 2014).

Table 7 exhibits the Cronbach alpha, Omega, and H reliability for within reliability of measures. The reliability values for all scales used to measure various constructs has values 0.7 and above, indicating strong reliability (Geldhof et al., 2014).

4.3.2 Test of measurement model

The multilevel CFA results exhibited that the six-factor model (daily POD, daily self-reminding, daily goal pursuit, daily task performance, daily contextual performance, and daily attention residue) provided robust fit ($\chi^2 = 514.94$, $df = 209$, CFI = 0.96, TLI = 0.95, RMSEA = 0.05, SRMR = 0.04), which was essential in providing support to the validity of the measurement model. In comparison, the five-factor model fitted poorly ($\chi^2 = 1074.38$, $df = 215$, CFI = 0.88, TLI = 0.86, RMSEA = 0.09, SRMR = 0.07). Table 8 demonstrates fit summary and model comparison.

Table 7. Cronbach alpha, Omega, and H-Reliability

Variables	α	Ω	H
1. Daily Problem-oriented daydreams	0.82	0.82	0.84
2. Daily self-reminding	0.89	0.89	0.9
3. Daily goal pursuit	0.76	0.77	0.77
4. Daily task performance	0.89	0.9	0.9
5. Daily contextual performance	0.79	0.79	0.79
6. Daily attention residue	0.77	0.78	0.82

Note: α , Cronbach alpha reliability; Ω , Omega reliability; H, H-reliability. All values indicate within-person reliabilities

4.3.3 Test of hypotheses

To test the hypothesized relationships, multilevel structural equation modeling was performed as ESM data is nested (hierarchical) in nature. Associating direct and indirect

paths from POD to task and contextual performance, the multilevel mediational SEM results were found to be robust ($\chi^2 = 501.13$, $df = 286$, CFI = 0.95, TLI = 0.94, RMSEA = 0.04, SRMR = 0.07).

Table 8. Model fit summary and measurement model comparison

Model	χ^2	df	CFI	TLI	RMSEA	SRMR
1. Six-factor model (M1)	514.94	209	0.96	0.95	0.05	0.04
2. Five-factor model (M2)	1074.38	215	0.88	0.86	0.09	0.07
3. Four-factor model (M2)	1333.64	220	0.85	0.83	0.10	0.07
4. Three-factor model (M4)	2628.65	224	0.67	0.63	0.15	0.12
5. Two-factor model (M5)	3508.5	227	0.55	0.5	0.17	0.14
6. One-factor model (M6)	4111.01	229	0.47	0.42	0.19	0.15

Note: N = 56. χ^2 , chi-square; df, degree of freedom; CFI, comparative fit index; TLI, Tucker-Lewis index; RMSEA, Root mean square error of approximation; SRMR, Standardized root mean square residual. M1 – The six-factor model assumes that daily POD, daily SR, daily GP, daily TP, daily CP, and daily AR are six distinct constructs. M2 – The five-factor model combined daily POD and daily SR, into one and other constructs were treated as distinct. The four-factor model combined daily POD, daily SR, and daily GP into one and other constructs were treated as distinct. The three-factor model combined daily POD, daily SR, daily GP, and daily TP into one and other constructs were treated as distinct. The two-factor model combined daily POD, daily SR, daily GP, daily TP, and daily CP into one and daily AR was treated as distinct. The single factor model combined all constructs as one.

Study hypothesis 6 predicted that daily POD is positively related to daily self-reminding. As exhibited in table 9, the path was significant ($b = 0.48$, $p < 0.001$), supporting hypothesis 6. Hypothesis 7 predicted that daily self-reminding is positively related to daily goal pursuit. As demonstrated in table 9, the association was significant ($b = 0.68$, $p < 0.001$), supporting hypothesis 7. Further, hypothesis 8 predicted that daily goal pursuit is positively related to daily task performance. Table 9 displays the association to be significant ($b = 0.25$, $p < 0.001$), supporting hypothesis 8. The study hypothesis 10 predicted that daily goal pursuit is positively related to daily contextual performance. Table 9 signals the association to be significant ($b = 0.14$, $p < 0.10$), marginally supporting hypothesis 10. Furthermore, the control variables incorporated in the study were not found to be related with other variables. The study therefore excluded demographic control variables in multi-level SEM analysis and

only incorporated attention residue as control as prior literature suggests that having additional controls may result in biasness (Becker, 2005; Carlson & Wu, 2012).

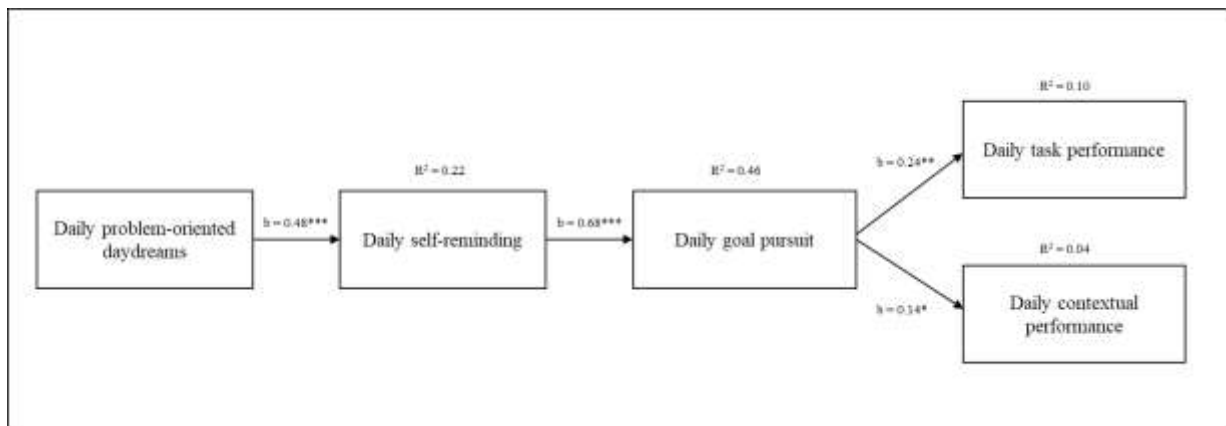
Table 9. Multilevel SEM results

Within level variable	Hypothesis	Estimate	S.E.	Est. / S.E.	Two-Tailed p-value
1. Daily self-reminding ON daily POD	H6	0.48	0.05	9.87	***
2. Daily goal pursuit ON daily self-reminding	H7	0.68	0.04	17.61	***
3. Daily task performance ON daily goal pursuit	H8	0.25	0.07	3.71	***
4. Daily task performance ON daily POD		0.14	0.07	2.13	0.03**
5. Daily contextual performance ON daily goal pursuit	H10	0.14	0.07	1.90	0.05*
6. Daily contextual performance ON daily POD		0.10	0.07	1.42	0.15
7. Daily task performance ON daily attention residue		0.11	0.06	1.83	0.06
8. Daily contextual performance ON daily attention residue		0.125	0.07	1.78	0.07

Note: N = 56. POD, Problem-oriented daydreams; S.E., Standard error.

* $p < 0.10$. ** $p < 0.05$. *** $p < 0.01$.

Figure 5. Multilevel mediation model



Note. N = 56, b: unstandardized regression coefficient for (within-person); R^2 = squared multiple correlations; * $p < 0.10$. ** $p < 0.05$. *** $p < 0.01$.

Additionally, table 10 shows the squared multiple correlations (R^2) values for hypothesized relationships. Figure 4 exhibits unstandardized regression coefficient and squared multiple correlation (R^2) values.

Hypothesis 9 stated daily self-reminding and goal pursuit would mediate the daily POD and task performance. Table exhibit the specific indirect effect as 0.08 ($p < 0.001$), supporting hypothesis 9 – the mediating role daily self-reminding and daily goal pursuit play between the relationship of daily POD and daily task performance. Figure 5 shows the hypothesis results.

Lastly, hypothesis 11 specified that daily self-reminding and daily goal pursuit would mediate daily POD and contextual performance. Table 11 demonstrates the specific indirect effect to be 0.05 ($p < 0.06$), supporting hypothesis 11 – the mediating role daily self-reminding and daily goal pursuit play between the relationship of daily POD and daily contextual performance.

Table 10. Squared multiple correlations

Latent Variable	Estimate	S.E.	Est./S.E.	Two-Tailed P-Value
1. Self-reminding	0.22	0.05	4.94	***
2. Goal pursuit	0.46	0.05	8.81	***
3. Task performance	0.1	0.03	3.23	0.00
4. Contextual performance	0.04	0.02	1.78	0.07
5. Attention Residue	0.05	0.02	2.14	0.03

Note: N = 56. S.E., Standard error.

*** $p < 0.01$.

4.4 Discussion

While study 1 was cross-sectional in nature, study 2 was differently designed to understand the within-person variances of POD and performance-related outcomes. Study 2 findings expounded the extent to which daily POD influences daily task and daily contextual performance. Our findings show that daydreaming is likely to be beneficial when thoughts generated are more goal-directed and related to challenges people face at work. When people

daydream about such thoughts on a daily basis, their daily task and contextual performance are likely to be enhanced.

Table 11. Summary of indirect effects estimated from multilevel SEM

Mediation Effect (POD --> TP)	Hypothesis	Estimate	S.E.	Est./S.E.	Two-Tailed P-Value
1. Total (POD-->TP)		0.22	0.06	3.87	***
2. Total indirect (POD-->TP)		0.08	0.02	3.38	0.001**
3. Specific indirect (POD-->SR-->GP-->TP)	H9	0.08	0.02	3.38	0.001**
4. Specific direct (POD-->TP)		0.14	0.07	2.13	0.033*

Mediation Effect (POD --> CP)	Hypothesis	Estimate	S.E.	Est./S.E.	Two-Tailed P-Value
1. Total (POD-->CP)		0.15	0.06	2.38	0.017*
2. Total indirect (POD-->CP)		0.05	0.03	1.85	0.064
3. Specific indirect (POD-->SR-->GP-->CP)	H11	0.05	0.03	1.85	0.064*
4. Specific direct (POD-->CP)		0.10	0.07	1.42	0.155

Note: N = 56. POD, Problem-oriented daydreams; TP, Task performance; CP, Contextual performance; SR, Self-reminding; GP, Goal pursuit; S.E., Standard error.

* $p < 0.10$. ** $p < 0.05$. *** $p < 0.01$.

Additionally, study 2 results suggest that this process occurs through daily self-reminding and daily goal pursuit. However, considering POD and its relationship with contextual performance, an interesting result observed was that, unlike POD's significant positive relationship with task performance, POD shared a marginally significant positive relationship with contextual performance. One of the reasons for this could be that people are driven by self-interest motives. Multiple self-interest theories suggest that individuals behave in organisations in accordance with their self-interests (Meglino & Korsgaard, 2004; Miller, 1999). After all, from a performance standpoint, self-interest bounds to be more related to task performance in comparison to contextual performance (Rotundo & Sackett, 2002). When

an employee indulges in POD, one is likely to generate thoughts that are primarily task-related and then ones which are contextual in nature because of the self-interest motives of individuals. As task performance is considered to be more correlated with one's career progression (self-interest motive), POD is more significantly associated with task performance than contextual performance. However, the findings also conclude the role POD plays in contextual performance, providing support for the hypothesized relationship.

CHAPTER 5 – PROBLEM-ORIENTED DAYDREAMS AND PERFORMANCE: THE ROLE OF SELF-REMINDING AND GOAL PURSUIT – A QUALITATIVE PERSPECTIVE (STUDY 3)

5.1 Methods

5.1.1 Participants and procedures

Study 3 for the presented work was qualitative in nature and was conducted to endorse and reaffirm the findings of study 2. A focused group discussion (FGD) was conducted to understand and generate insights into the phenomenon under investigation. Although study 1 and 2 quantifies the phenomenon and increases its generalizability, the actual thought one may generate during POD are still largely unknown. To do so, the study's mixed-method approach provides insights into these thoughts.

For conducting the FGD, a mix of professionals and academicians were invited through a purposive sampling technique. The FGD was conducted online due to Covid – 19 restrictions and appropriate virtual consent was taken from all participants for recording the FGD. Further, participants were ensured with confidentiality of the study. The FGD was moderated by the researcher and prompt instructions were narrated.

A total of 14 professionals and academicians participated in the FGD. The participants comprised 50 % (7) female professionals with an average age of 40.64 years (S.D = 7.57). Also, the average work experience with the current organisation for all participants was approximately 8.43 years. Of the members, 28.6% (professor and assistant professor) were academicians and 71.4% were professionals working in roles such as HR manager, senior consultant, product manager, general manager, sales manager, L&D head, and Vice President.

A predetermined set of questions were prepared for the FGD where incidents related to POD, self-reminding, goal-pursuit due to POD, and task and contextual performance were discussed. All participants were asked to actively contribute to the discussions and also prompted by the moderator from time to time. The moderator intervened and the participants wandered away from the topic of focus. The discussion lasted for 55 minutes and the participants were thanked for their valuable time and contribution.

5.2 Insights from the Focused Group Discussion

The focused group discussion transcript was generated using Otter.ai – a real-time transcription service. The transcript was carefully evaluated and statements were observed that provided support for the hypothesized relationships of study 2. The major insight generated reaffirms the findings of study 2 and provides a stronger justification of how thoughts generated during POD actually influence following relationships. The insights from the FGD are as follows:

a) *Problem-oriented daydreams as a common phenomenon*

"For me, daydreaming is very common even while working. Suppose I'm working on one part of a project. I start daydreaming about if this will happen, then how will this lead to something else, and so on."

"Daydreaming is very frequent for me as well. I get caught up daydreaming. Usually when I have challenging tasks on my hands. Maybe you know, I have a deadline of 15 days or 20 days and I'm working on some other product, but I do keep thinking about the deadline."

b) *Problem-oriented daydreaming and Self-Reminding*

"Before sleeping, my eyes are wide awake and I keep daydreaming. Doing so, I visualize everything that has happened and what I have to do the next day. It's like a

directory, which is created in my mind and what I have to prioritize and what I have to do. So, it's a very important part of me, I can say, and which happens every day."

"Very common, very common. It is most of the time while eating food or watching something, at the back of the mind, thoughts such as where my research paper has reached or I need to connect back again with my collaborators, all those things are going on in the mind at the backdrop. So, it is a constant process. It's like an app running behind your mind. So, it's always going on."

c) ***Self-Reminding, Goal Pursuit, and Task Performance***

"Two years ago, I had this in my mind that I should publish in an ABDC category, just one paper. So, it kept coming to my mind that I need to think about something. So, I think almost every single day, I was daydreaming, I should say, I had that focus. And it happened. So yes, to answer your question, daydreaming helped me to achieve what I wanted."

d) ***Self-Reminding, Goal Pursuit, and Contextual Performance***

"As a learning & development head, I also became a coach and a mentor. I help others and support them, trying to solve whatever problems they have. And honestly speaking, I keep daydreaming if somebody has got a problem, I'm always thinking if I could help them and I would support them in sorting out that problem, and I always do that. Many times, I personally reach out to them and say this is the solution, and if this could help you."

5.3 Discussion

Study 3 exhibits support for study 2. The insights generated in study 3 through the focused-group discussion are vital for understanding the phenomenon of daydreaming at work and its performance-related outcomes. The connections established in study 3 elaborate on the

explicit thought content generated during daydreaming. The study finds that mind wandering does carry unrealized benefits. Broadly, the findings presented here open new avenues from the task and contextual performance standpoint which are regarded as the key dimensions of job performance (Rotundo & Sackett, 2002). Moreover, the qualitative research findings also expand the phenomenon of how thoughts generated during POD helps individuals in self-remembrance of pending work goals and therefore, goal persuasion. Although, prior research does demonstrate the relationship between mind wandering and self-reminding (Mason & Reinholtz, 2015), the actual thoughts one may generate during this process were largely unknown. The present study reveals these definite thoughts and strengthens the propositions of the mind wandering theory (Dane, 2018).

CHAPTER 6 – GENERAL DISCUSSION

Most of the time, it is imperative in jobs for employees to fully concentrate on the current task at hand and managers do propagate the need of being mindful. However, being mindful all the time is not always possible due to the nature of the human brain. Therefore, practitioners need to identify ways to strike a balance between mindfulness and daydreaming, as both play crucial roles in the work setting. The research work reported here converses about the nature and outcomes of daydreaming. To this end, three studies were conducted to investigate daydreaming, which proved that daydreaming has certain beneficial outcomes contradictory to the managerial norms associated with it.

Study 1 empirically demonstrates that daydreaming has positive linkages with INWB. This finding is crucial given that the ability to think creatively and solve problems is regarded as a necessary skill for today's workforce (Inam et al., 2021). Further, from an organisational perspective, INWB can serve as a crucial mechanism to achieve competitive advantage, business growth and expansion, and enhanced workforce readiness and adaptability towards change (Srirahayu, Ekowati, & Sridadi, 2023).

Further, Study 2 shows the indirect influence of daily POD on daily TP and daily CP through self-reminding and goal-pursuit. The disclosure of these mechanisms is crucial as it is well recognised that TP plays a significant part in organisational growth because it directly affects firms' bottom lines. Despite the fact that TP is given more importance from performance related viewpoint, it is necessary to note that CP also plays a significant role in the domain of job performance (Rotundo & Sackett, 2002). An interesting finding is how daydreaming influences CP in the workplace on a daily basis. It is noteworthy that prior research demonstrate the crucial impact of CP on group dynamics and workplace environment (Demerouti, Xanthopoulou, Tsaousis, & Bakker, 2014).

Examining further, the findings showcase that daydreaming is a highly pervasive phenomenon in general. The research also outlines that employees possess the ability to realize and recall daily daydreaming instances and certain events. Moreover, individuals can also recall the mechanisms of self-reminding and persuasion of goals on a daily basis. Below, the thesis articulates theoretical and managerial implications and discusses in detail the limitations along with future research scope.

6.1 Theoretical implications

The research reported here provides empirical validation of the mind wandering theory (Dane, 2018). The results instituted here are in line with the hypothesis which addresses the call for strengthening the theory. Second, connecting performance pressure with daydreaming integrates the stress literature with mind wandering literature and opens newer possibilities for research. This is in line with similar attempts that have been made recently to understand the mechanisms through which stressors can indirectly influence performance-related outcomes (Baer et al., 2021). The study also demonstrates the way the COR theory can be integrated with the mind wandering theory, opening and driving relatable and newer logic (Dane, 2018; Halbesleben et al., 2014; Hobfoll, 1989). Further, daydreaming also can be understood as a way to cope with the consistent requirement of demanding stressors and therefore become essential in keeping employees out of burnout.

Although multiple field studies and laboratory experiments have confirmed the risks of daydreaming at work and positioned daydreaming as a phenomenon leading towards counter-productive work behaviours (Randall, Oswald, & Beier, 2014), the study articulated here presents a more positive side of daydreaming, especially over time. Recent literature has tried to challenge the negative norms associated with daydreaming and to that extent, findings here indicate support for these positive norms (Baer et al., 2021; Dane, 2018; Mason & Reinholtz,

2015; Smallwood & Schooler, 2015; Trivedi & Pattusamy, 2022). Also, limited studies have focused on the thought content of particular facets of daydreams. The research reported here focuses on POD as a primary facet and its direct and indirect associations with outcomes such as INWB, self-reminding, goal pursuit, task and contextual performance. The study's focus on POD spotlights an essential but less heralded challenge about thoughts and cognitions at the workplace of how thoughts disconnected from the present environment and task in hand influence people's performance and behaviour at the workplace. Finally, the thought content generated during daydreaming may help researchers to distinguish between different facets such as POD and bizarre daydreaming, and hypothesize outcome-based relationships accordingly. This is important as knowing the kind of thoughts generated would give a clearer picture of various facets of daydreams which would provide a stronger base for the mind wandering theory.

6.2 Managerial implications

Contrary to orthodox managerial norms and wisdom, the studies exhibited here propound the underappreciated benefits of daydreaming over time in organisations. It is essential for managers to understand that the phenomenon of daydreaming is natural and this tendency should be directed towards positive outcomes instead of considering daydreams as an unnecessary investment of time and effort. However, the beneficial side of daydreaming is subject to certain mechanisms which are discussed in the present study. Additionally, though daydreaming has been established as an important mechanism to counter the constant demands of performance pressure at work, this does not mean daydreaming will always have positive outcomes. As delineated in the aforementioned sections, performance pressure might be appraised more as a threat instead of a challenge (Biggs, Brough, & Drummond, 2017; Mitchell et al., 2019), this may enable participants to indulge in emotional-oriented daydreaming (Dane, 2018; Epstein, 1998), rather than POD. As proposed by the theory of

mind wandering, emotional-oriented daydreams are problematic from a performance standpoint as employees may end up demonstrating undesirable and counterproductive work behaviours. The more one engages in emotional-oriented daydreams, the more one might feel depressed, and emotionally exhausted, and avoid specific circumstances (Dane, 2018). Thus, it is vital for managers to manage and direct the pressures towards specific individuals, especially the ones who are more involved in emotional-oriented thoughts and daydreams. This can be done by considering essential elements such as job characteristics (Hackman & Lawler, 1971).

The present study also acknowledges that POD usually is problematic for jobs that require high levels of monitoring. Irrespective of the mind's tendency to wander, a job needing higher spans of attention may suffer when one's mind wanders away from the task at hand. For example, roles such as security personnel, surgeons, firefighters, air traffic controllers, etc., necessitate higher levels of attention and monitoring. Moreover, such tasks may also not leave individuals with sufficient cognitive resources to daydream. This is rightly pointed out by Smallwood and Schooler (2006, p. 956), "In the case of highly demanding tasks, however, the absence of self-monitoring is nondetrimental because too few resources are available to support mind wandering". Somehow, even if a daydream scenario transpires with lesser resources, it will lead to poor individual performance for tasks where attention monitoring is high.

Finally, to meet organisational expectations, managers must provide employees with greater license to indulge in POD. Though the extent to which one might indulge in POD is not in someone's control from a functional perspective, managers must create a team culture of collectively understanding the daydreaming phenomenon, especially, for the tasks that need more creativity, possess high levels of autonomy, and less monitoring. Furthermore, workplaces must encourage employees to share, communicate, and disclose the musings that

occurred during daydreaming so that novel and useful ideas could be more propagated. Such initiatives may empower people's psychological safety (Edmondson, 1999).

6.3 Limitations and future research directions

Research reported here acknowledges few limitations. First, study 1 followed a self-reported cross-sectional design which may have inherent limitations for the study from a causal perspective (Bono & McNamara, 2011). This may lead to common method bias (Podsakoff et al., 2003). However, the study used a number of strategies to lessen the bias. By conducting experiments with more solid experimental designs, future researchers can carry out comparable research as experimental designs are more effective to establish cause and effect relationships (Bono & McNamara, 2011).

Second, Study 1 and 2 collected self-reported task performance measures. Future studies can use more robust measures such as performance reports or feedback from peers/supervisor to bring in more rigor. Also, the suppression effect generated due to POD must be an outcome of the method employed in study 1. Future researchers can validate the study 1 hypothesis through more robust designs such as the experience sampling method (Beal, 2015) or experimentations (Dane, 2018).

Third, the present study acknowledges the demand for task monitoring i.e., the requirement of attention to be delegated in various jobs, and therefore, the extent to which one may generate POD may be different. To this end, future research can review a broad mixture of jobs to gain greater insights into daydreaming and its performance-related consequences at the workplace in varied circumstances.

Fourth, the research reported here paves the path for future studies to build upon the mind wandering theory and address multiple theoretical propositions (Dane, 2018). For example, addressing the question of how the problem-oriented or emotional-oriented thoughts

generated during daydreaming might lead to positive and negative performance outcomes respectively is still underexplored. Similarly, although a few mechanisms have been explored in the present study, less is known about other mechanisms such as planning and preparation, avoidance behaviour, depressive moods, and emotional exhaustion engendering from daydreaming and leading to enhanced or impaired task performance.

Finally, future studies must also incorporate the boundary condition through which the relationships might be strengthened or weakened. For example, one's dispositional characteristics such as trait anxiety (Byron & Khazanchi, 2011) or high neuroticism (Zhiyan & Singer, 1997) may trigger emotion-oriented daydreaming, leading to lower performances. Likewise, an individual who is high on openness to experience would facilitate creativity and therefore, enhanced task performance (McCrae, 1987). Moreover, future studies can also explore the moderating role of boundary conditions such as the number of one's goals at work, one's feasibility of events, and the need for task monitoring (Dane, 2018).

6.4 Conclusion

In sum, the 3 studies reported here empirically tested the integration of mind wandering and the conservation of resources theory by demonstrating mechanisms through which POD can influence task performance in general and over time. The connection between POD with INWB and task performance was also studied using a cross-sectional design. Additionally, the impact of performance pressure on POD was investigated.

Study 2 employed an experience sampling design to evaluate the role of the daily POD on daily task performance and daily contextual performance. The findings imply that daily POD, through daily self-reminding of pending goals and daily goal pursuit, has a significant influence in shaping one's daily performance and helping behaviours. Additionally, daily task performance was found to be more strongly related to POD compared to daily contextual

behaviour as task performance are more central to the idea of self-interest motives of individuals.

Finally, study 3 delineated the insights in understanding one's actual thought content during daydreaming and provided stronger support to the hypothesized relationships of study 2. Study 3 employed a qualitative design where a focused group discussion was conducted which provided a detailed rationale to why and how daydreaming influences performance through the hypothesized mechanisms.

Overall, the research postulated here provides ample evidence of daydreaming as a pervasive phenomenon and challenges the notion of daydreaming being always detrimental in nature. The testing of the daydreaming proposition provides theoretical and empirical rigor to the research work and establishes avenues for future research in this field of the unconscious realm and its integration with management research.

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APPENDIX – A

Measures - Study 1

A. Performance Pressure (Mitchell et al., 2018)

1. The pressures for performance in my workplace are high.
2. I feel tremendous pressure to produce results.
3. If I don't produce at high levels, my job will be at risk.
4. I would characterize my workplace as a results-driven environment.

Participant respond on a 5-point scale (1 = *Strongly disagree*, 5 = *Strongly agree*).

B. Problem-oriented daydreams (Baer et al., 2021)

1. When faced with a difficult situation at work, I imagine that I have worked out the problem and try out my solution in my thoughts.
2. My daydreams offer me useful clues to tricky situations I face at work.
3. My daydreams are closely related to problems that come up during my daily work life.
4. My fantasies sometimes surprise me by suggesting an answer to a work problem, which could not work out.
5. Sometimes an answer to a difficult work problem will come to me during a daydream.
6. My daydreams are about different ways to finish things I still have to do at work.

Participant respond on a 7-point scale (1 = *Strongly disagree*, 7 = *Strongly agree*).

C. In-role job performance (Janssen & Van Yperen, 2004a; Podsakoff, Ahearne, & MacKenzie, 1997)

1. I always complete the duties specified in my job description.
2. I meet all the formal performance requirements of the job.
3. I fulfill all responsibilities required by my job.
4. I never neglect aspects of job that I am obligated to perform
5. I often fail to perform essential duties (R)

Participant respond on a 7-point scale (1 = *Strongly disagree*, 7 = *Strongly agree*).

D. Innovative Work Behaviour (Scott & Bruce, 1994b; Yidong & Xinxin, 2013)

1. I search out new technologies, process, techniques, and or new teaching ideas.
2. I generate creative ideas.
3. I promote and champion ideas to others.
4. I investigate and secure funds needed to implement new ideas.
5. I develop adequate plans and schedules for the implementation of new ideas.
6. I am innovative.

Participant respond on a 5-point scale (1 = *Strongly disagree*, 5 = *Strongly agree*).

E. Family Satisfaction – Marker variable

1. I find real enjoyment in my family life.
2. I like my family life better than the average person.
3. I would not consider having another kind of family life.
4. Most days I am enthusiastic about my family.
5. I feel fairly well satisfied with my family life.

Participant respond on a 5-point scale (1 = *Strongly disagree*, 5 = *Strongly agree*).

Measures – Study 2

A. Problem-oriented Daydreams (Baer, Dane, & Madrid, 2020; Singer & Antrobus, 1972)

1. Today at work, to what extent have you had daydreams closely related to the problems that you face at work?
2. Today at work, to what extent have you had daydreams closely related to problems that came up during work?
3. Today at work, to what extent have you had daydreams closely related to solving a difficult work problem?

Participant respond on a 5-point scale (1 = *not at all*, 5 = *to a great deal*)

B. Self-reminding (Mason & Reinholtz, 2015)

1. Today, my daydreams reminded me of pending work goal(s).
2. Today, my daydreams reminded me of unfinished task(s) related to my work.
3. Today, my daydreams reminded me of incomplete work goals.

Participant respond on a 5-point scale (1 = *Strongly disagree*, 5 = *Strongly agree*)

C. Goal Pursuit (Brandstadter & Renner, 1990)

1. Today, my daydreams helped me to pursue work related goals.
2. Today, my daydreams helped me to stick to my work goals and projects even in face of great difficulties.
3. Today, my daydreams assisted me to pursue my pending work goals.

Participant respond on a 5-point scale (1 = *Strongly disagree*, 5 = *Strongly agree*)

D. Daily Task Performance – (Diary study; Parke, Weinhardt, Brodsky, Tangirala, & DeVoe, 2018; Williams & Anderson, 1991; Baer, Dane, & Madrid, 2020)

1. Today at work, to what extent did you perform everything that was expected of you efficiently.
2. Today at work, to what extent did you complete everything you were trying to accomplish as efficiently as possible.
3. Today at work, to what extent did you fulfil all the responsibilities of your job as efficiently as possible.

Participant respond on a 5-point scale (1 = *not at all*, 5 = *to a great deal*)

E. Task Performance (Supervisor; Baer, Dane, & Madrid, 2020)

1. Please rate the amount of EFFORT employee puts into his/her work. Effort does not refer to how well an employee does a job, but rather how hard he or she works on the job.
2. Please rate the QUALITY of work done by employee. This does not refer to how hard the employee works, or to how much he/she produces, but to the overall quality of the work.
3. Please rate the QUANTITY of work done by employee. This does not refer to how hard the employee works, or to the quality of his or her work, but to how much work he or she completes.

Participant respond on a 7-point scale (1 = *little/low*, 7 = *extreme/very high/large*)

F. Daily Contextual Performance (Diary study) – Williams & Anderson, 1991

1. Today at work, I helped others with their work when they had heavy workloads.
2. Today at work, I took time to listen to co-worker's problems and worries.
3. Today at work, I passed information to my co-workers.
4. Today at work, I went out of way to help new employee.

Participant respond on a 5-point scale (1 = *Strongly disagree*, 5 = *Strongly agree*)

G. Contextual Performance (Supervisor) – Williams & Anderson, 1991

1. The employee helps others with their work when they have been absent even when he/she is not required to do so.
2. The employee helps others with their work when they have heavy workloads.
3. The employee assists supervisor with his/her work (when not asked).
4. The employee takes time to listen to co-worker's problems and worries.
5. The employee goes out of way to help new employees.
6. The employee takes a personal interest in other employees.
7. The employee passes along information to co-workers.

Participant respond on a 5-point scale (1 = *Strongly disagree*, 5 = *Strongly agree*)

H. Control Variable – Daily Attention residue (Baer, Dane, & Madrid, 2020)

1. Today, while doing your work, to what extent did thoughts of an earlier task keep creeping in?
2. Today, while doing your work, to what extent was your attention focused on a task you did earlier?
3. Today, while doing your work, to what extent couldn't you let go of a task you were working on earlier?

Participant respond on a 5-point scale (1 = *not at all*, 5 = *to a great deal*)

APPENDIX – B

Coursework Completed as part of PhD

Sr. No	Course ID	Course Name	Credits	Results
1	BA201	Econometrics and Business Forecasting	3	Pass
2	EG825	Academic Writing for Doctoral Students	2	Pass
3	MB207	Research Methodology for Managers	3	Pass
4	PH101	Statistics for research	3	Pass
5	PH104	Research Methodology – II	4	Pass
TOTAL			15	

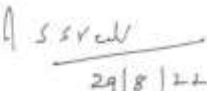
APPENDIX – C

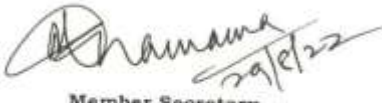
Institutional Ethics Committee Decision Letter

	UNIVERSITY OF HYDERABAD INSTITUTIONAL ETHICS COMMITTEE DECISION LETTER	
IEC No.	Application No: UH/IEC/2022/382	Date of review 29-08-2022
Project Title:	Problem oriented day dreams and performance: The role of self-reminding and goal-pursuit	
Principal Investigator/ Co-PI:	PI: Trivedi Rushabh Lalit CI: Dr. P. Murugan	
Participating Institutes if any	----	Approval from Participating Institute
Documents received and reviewed	Protocol & ICF	
In case of renewal submission of update	----	
Decision of the IEC:	Approved Duration: One year from date of approval	
Any other Comments Requirements for conditional Approval	Expedited and decision letter can be issued	
Members Present	Dr. A.S. Sreedhar, Sri. A. Madhava Rao, Dr. Stalin Chowdary Bala, Dr. M. Srinivas, Dr.P. Uday Kumar, Prof. B.R. Shamanna, Dr. M. Varalakshmi and Dr. Deepa Srinivas	

Please note:

- Any amendments in the protocol must be informed to the Ethics committee and fresh approval taken.
- Any serious adverse event must be reported to the Ethics Committee within 48 hours in writing (mentioning the protocol No, or the study ID)
- Any advertisement placed in the newspapers, magazines must be submitted for approval.
- If the conduct of the study is to be continued beyond the approved period, an application for the same must be forwarded to the Ethics Committee.
- It is hereby confirmed that neither you nor any of the members of the study team participated in the decision making/voting procedures and declared conflict of interest.


Chairman
 (Dr. A S Sreedhar)


Member Secretary
 (Prof. B.R. Shamanna)


Convenor
 (Dr. M. Varalakshmi)

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APPENDIX – D

Published Paper

IIMB Management Review (2022) 34, 333-345



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Performance pressure and innovative work behaviour: The role of problem-orientated daydreams

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Received 30 April 2021; revised form 4 January 2022; accepted 26 December 2022; Available online 30 December 2022

KEYWORDS

Mind wandering;
Daydreaming;
Innovative work
behaviour;
Performance pressure;
Task performance;
Parcelling

Abstract The study advances stress and daydreaming (mind wandering) literature by exploring the relationship between performance pressure and innovative work behaviour. We examine whether problem-orientated daydreams mediate the relationship between performance pressure and innovative work behaviour. We also investigate the mediating role of problem-orientated daydreams between performance pressure and task performance. A cross-sectional survey was conducted amongst academicians in India. A theoretical model was tested using structural equation modelling techniques. The results indicate that problem-orientated daydreams mediate the relationship between performance pressure and innovative work behaviour. Further, results also support the hypothesised relationship between performance pressure and task performance mediated by problem-orientated daydreams. Our results hold while controlling for gender and institutional tenure for our hypothesised model.

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APPENDIX – E
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Regards,


28-07-2023

(Dr. P. Murugan – Research supervisor)

Assistant Professor
School of Management Studies
University of Hyderabad
Hyderabad-500046, INDIA.

Problem-oriented daydreams and performance: The role of self-reminding and goal pursuit

by Trivedi Rushabh Lalit



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