ROLE OF CAREER SATISFACTION BETWEEN WORKPLACE MINDFULNESS AND INTENTION TO LEAVE

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ABSTRACT

The motive of the existing work is to assess the intervening part of career satisfaction between workplace mindfulness and intention to leave. Data has been collected from employees n=295 of HDFC bank, Axis bank, J&K bank and ICICI bank functioning in the area of north India. Structure equation modelling (SEM) through analysis of moment structures (AMOS) software has been applying for the determination of examining the data set. Hayes and Scharkow (2013) methodology followed in order to test mediation. The result revealed that career satisfaction (CS) act as a mediating agent between workplace mindfulness and intention to leave. The present study is based on cross- sectional data. We suggested implementing a mindfulness training programme as an employee development program.

Keywords: Workplace Mindfulness, Career Satisfaction, Intention to Leave, Quantitative

INTRODUCTION

Human capital seems to be the most valuable and important strategic resource that can guide the accomplishment of any organization (Al Kurdi et al 2021). It is a serious concern for all types of organizations to direct their human resources in the best efficient and effective way (Al Kurdi et al., 2021; Aburumman et al., 2020; Thakur & Bhatnagar, 2017; Jyoti & Rani 2019). There is a requisite to report the problem allied with intention to leave, it is observed as the leading stimulating problem globally (Kox et al., 2022; Santhanam et al., 2017). Researchers viewed that existing literature has not been focused on the operations that are connected to the personal aspect of workers, like the extent of satisfaction, employees' empowerment, employees' participation, career path monitoring, career

satisfaction, etc.,(Al Kurdi et al., 2021; Aburumman et al., 2020).

In this context present investigation examines the influence of mindfulness (personal resource) on career satisfaction (the personal aspect of employees). As these personal aspects are important and avoiding it led to higher turnover intention. To tackle this problem organisations, take help of personal resources for satisfying personal aspect and retain employees. So, organizations increase the best human resource management practices (HRMPs) to overcome this problem. One of the finest methods to retain human capital is, by instituting mindfulness-based practices and programs. Mindfulness explain the capability of a person to be attentive, aware, and non-judgemental in the present situation (Passmore, 2018; Brown et al., 2007; Kabat Zinn, 1982). It is a resource (personal) that benefited employees to efficiently manage by difficulties in much better way and improve job performance (Andrew et al., 2014). Mindfulness helps in enhancing cognitive skills and effective decision-making capabilities (Congleton et al., 2015). It improves skill, knowledge and abilities of an employee, their motivation and well- being as well (Hafenbrack and Vohs, 2018; Kroon et al., 2017). Further, it decreases work related burnout and stress (Davis et al., 2016; Hyland et al., 2015). Mindfulness also helps employees to complete objective in much better way (Celsi et al., 2017).

Earlier studies revealed that clarity of one's experience, negative emotion, non-attachment (Coffey et al., 2010), financial desire discrepancy (Brown et al., 2009), authentic functioning (Glomb et al., 2013), soft- system (Hales et al., 2016), reduced future focus (Hafenbracketat., 2018), prevention and promotion focus, job performance (Andrew at al., 2014), work family balance (Raza et al.,2018), self-esteem (Rusmussen and Pidgeon, 2010), mediates the connection between mindfulness and its associated outcomes like mental health (Coffey et al., 2010), subjective well-being (Brown et al., 2009), work engagement (Glomb et al., 2013), high reliability organisation (Hafenbrack et at., 2018), social anxiety (Rusmussen and Pidgeon, 2010), job satisfaction (Lin, Huang and Li, 2021;Raza et al., 2018), job performance and intention to leave (Lin, Huang and Li, 2021;Raza et al., 2018; Andrew at al., 2014).

Further, few scholars have been suggested to explore more mediators between mindfulness and work-related consequences (Hyland et al., 2015; Andrews et al., 2014). In relation to, present study discovers the interceding role of career satisfaction between mindfulness and intent to leave.

Figure 1: Theoretical Framework

LITURATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Mindfulness is a part of positive psychology that help employees to realise work related outcomes. For instance, it specified a higher task performance (Dane, 2011), organisational performance (Hyland et al., 2015) and job performance (Dane and Brummel, 2014) etc. Mindful individuals demonstrate superior performance because they are attentive and have higher cognitive flexibility (Zeidan et al., 2010; Moore and Malinowaski, 2009) as well defend themselves against performance mistakes and interruptions (Mrazek et al., 2013; Zeidan et al., 2010).

Further, mindfulness influences engagement (Leroy et al., 2013; Khan and Abbas, 2022), life satisfaction (Brown et al., 2007) and occupation satisfaction (Andrews et al., 2014; Hulsheger et al., 2013). The conversation discussed above discloses that Mindful workers experience higher engagement as well as satisfaction with their life and job that imitates the outcomes of positive psychology. Similarly, according to Affective events theory established by Weiss and Cropanzano (1996), states that workers internal encouragements, such as perception, feelings and psychological states are linked with satisfaction and performance (Lin et al., 2021). In this context, specialists proved that mindful personnel are capable to accomplish their careers more successfully (Bajaba et al., 2021; Seibert and Kraimer, 2001; Boudreau et al., 2001). They have higher emotional stability and thoroughness, which improve career sponsorship (Bajaba et al., 2021).

Further, the level of extrovertness among mindful employees leads to higher career success as well (Judge et al., 2002). Such personnel indulge in interactive communications repeatedly and attain higher career success. Mindful people are approachable and cultivate healthier work relationships that assist higher career success (Bajaba et al., 2021; Seibert and Kraimer, 2001). Finally, Bajaba et al. (2021) empirically verified that mindfulness is positively correlated to career satisfaction. They viewed that mindful people are friendlier, reliable and exposed to experiences, which deliver superior work experiences and accelerates higher career satisfaction. Career satisfaction is the optimistic inner and work-related consequence felt as an outcome of one's work involvements (Barnett and Bradley, 2007). CS is inattentive in the existing study, as employee personal appraisal for the degree of achievement, which they have reached in their profession completely (Judge and Kammeyer-Mueller, 2007). Although career satisfaction is a significant aspect since, it has the capability to provide results for reducing the employee's intention to leave (Aburummanet al., 2020; Chan and Mai, 2015). The present study found that career satisfaction (CS) is a product of varied and active practices of proactive human resource management (Hee et al., 2016). The staffs are evaluator among the growth employees have attained in their careers. Employees are capable to appraise the career victory and the desire to leave or stay their organisation by the level of CS they have reached in their respective profession (Spurk et al., 2015; Nie et al., 2018). Furthermore, various studies, such as Aburummanet al. (2020); Salleh et

al. (2020) empirically established negative association among CS and ITL. The above discussion concluded that career satisfied employees don't want to leave their present-day organisation. They see their job meaningful and significant (Hasin and Omar, 2007). When they find their job meaningful and significant they acquire what they estimated from their job. They nurture a positive attitude towards their present job and towards their organisation as well. They retain themselves within the present organisation. So, we hypothesised that:

H: Mindfulness indirectly affects intention to leave through career satisfaction.

METHODOLOGY

Workplace mindfulness (WM): Previous studies have been established a number of measures to assess WM. Namely, MASS ("mindfulness attention awareness scale" generated) by (Brown and Rayan, 2003), FFMQ ("Five- Facet mindfulness Questionnaire" developed) by (Bear et. al., 2006), FMI ("Freiburg mindfulness inventory") developed by (Freiburg, 2006), "Kentucky inventory of mindfulness skills" (Bear et al., 2004) etc., these scales are explicitly developed for clinical application and intrusions use. In the existing study WM has been measured using 32 items of self-generated questionnaire. Namely, Observance (6 item e.g., "I observe my workplace environment"), non-judgemental (6 item e.g., "I don't feel bad if I get extra work"), awareness (9 item e.g., "I am aware about my work in the organisation") and non-reactive (6 item e.g., "my social life doesn't affect my work") and describe (5 item e.g., "I'm good at finding words to describe my feelings"). α= 0.913

Career satisfaction (CS): Career satisfaction (CS) has been assessed using 5 item questionnaire Greenhaus et al., 1990)". The model item is: "I am satisfied with the success I have achieved in my career". α= 0.903.

Intention to leave (ITL): Intention to leave has been measure 10 variable scale by "Jyoti and Asha (2019)". The sample variable is "I intend to leave this organisation in the near future." α= 0.964

PILOT SURVEY

To validate "five–facet mindfulness questionnaire" (FFMQ) operationalised by Bear et al., 2006)" in workplace settings. 150 bank managers from union territory (UT) of Jammu and Kashmir (J&K) North India has approached conveniently. Only thirteen items were remaining after the application of item analysis. These 13 items generated into 4-dimension solutions which, were not confirmed during the application of confirmatory factor analysis (CFA). Focus group conversation was held (N=8) from the previously communicated managers to understand the difficulty associated to the FFMQ and the result discovered that the items don't

relate to workplace settings. So, questions were self-generated on the foundation of five dimensions of mindfulness allied to work place setting. The new self-generate questionnaire was administered to 155 banks employees.EFA has been applied to confirm the result of 2nd pilot survey and to identify the factors. New MF scale comprised of 32 items. After applying exploratory factor analysis all the 32 items fulfilled the threshold criteria of communality extracted and factor loading (above 0.5). These items united under five factors namely, **awareness** (9 items), **non-judgmental** (6 items), **non-reactive** (6 items), **observation** (6 items) and **describe** (5 items). The KMO value (0.887) and BTS (1937.591) provided the required adequacy of the sample for application of EFA. These four-facet accounted for about 84percent of the total variance (TV)

FINAL SURVEY

The survey method has been accepted to produce study data by interactive with the bank employees working in the private sector banks, namely, Housing Development Finance Corporation Limited (HDFC), AXIS bank, Industrial Credit and Investment Corporation of India (ICICI) and Jammu & Kashmir bank(J&K bank). These banks are located in the geographical area of Delhi and Jammu division (North India). These banks are selected on the basis of market capitalisation. Out of 650 employees only 295 (45.38%) respond back.

RESULTS

CFA and SEM have been applied for the motive of data analysis. The construct consistency and adequacy have been assessed through Confirmatory factor analysis, and hypothesised relationships have been verified with the support of SEM (Anderson and Gerbing, 1982; Sharma and Rani, 2017).

Table 1: Reliability and validity

construct	AVE	CR	Cronbach's alpha
Workplace mindfulness	0.656	0.882	0.913
Career satisfaction	0.636	0.897	0.903
Intention to leave	0.713	0.945	0.964

Constructs reliability has been assessed through cronbach's alpha (α) and composite reliability (Chahal and Sethi, 2020). The value of (α) cronbach's alpha and CR are equivalent or above 0.70. The value for workplace mindfulness, career satisfaction and intention to leave is 0.913, 0.903 and 0.964 and CR are 0.882, 0.897 and 0.945 respectively (Table 1), demonstrating good reliability. Convergent and discriminant validity has been assessed as a part of construct validity. Convergent validity has been established through average variance extracted (AVE) and

standardised estimates (>0.5). Second-order factor models have been designed for the mindfulness and zero order models have been generated for career satisfaction and intention to leave. Additionally, discriminant validity has also been validated by matching the variance extracted with squared correlations between unlike constructs (Hair et al., 2010; Rajput, Ali, Kaurav, 2022). The average variance extracted (AVE) for all the constructs is greater than the squared correlation, which established the discriminant validity (Table 2). In the current study, alpha (α) and CR standards for all constructs are higher than 0.70 (Table 1), which, specifies that the scales are reliable.

Table 2: Discriminant Validity and Correlation Analysis.

Constructs	Mindfulness	Career satisfaction	Intention to leave
Mindfulness	**0.882**		
Career satisfaction	0.349**(0.121)	**0.897**	
Intention to leave	-.260**(0.067)	-.364**(0.132)	**0.945**

MEDIATION HYPOTHESIS

To investigate mediation, we used Hayes and Scharkow (2013) methodology for testing the mediation effect. This method is prominent than the technique of Baron and Kenny (1986) as it provides straight reports of mediation (Bahli and Rivard, 2013). When the indirect effect is significant and bias corrected confidence interval does not contain zero (0) value it shows the presence of Mediation effect (Hayes and Scharkow, 2013). Therefore, the indirect effects with 2,000 bootstrap at 95% confidence interval through Structural equation modelling (SEM) have been evaluated. The outcomes shown that workplace mindfulness (WMF) significantly affects career satisfaction (SRW_a= 0.355**) (Figure 2) and career satisfaction significantly affects intention to leave (SRW_b=-0.151**). The indirect effect after bootstrap of 1,000, sample, is significant ($SRW_{a \times b}$=-0.123). Additionally, the bias corrected confidence interval for upper bound and lower bound does not contain zero (0) (Table 3). The completion of these 2 conditions verifies mediation effect.
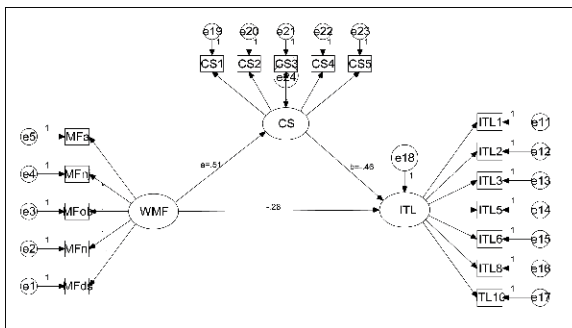

Figure 2: Impact of workplace mindfulness on intention to leave: Role of career satisfaction
*Notes: a & b= (SRW); model fit: x^2/df=3.162; GFI=0.899; AGFI=0.867; CFI=0.937; RMSEA=0.077. ***p<0.001*

Table 3: Bootstrapping Results of Mediation Hypothesis

Relationships	Main effect of independent variable to mediation (a)	Main effect of mediator to dependent variable (b)	Indirect effect (a × b)	BC 95% (LL-UL)
				(-0.211) - (-0.067) =
WMF-CS-ITL	0..51**	-.46**	-.23**	-.278

Notes: n = 2,000 bootstrapping resample. LL BCA and UL BCA, lower level and upper level of the bias corrected and accelerated confidence interval; WMF- workplace mindfulness; CS- career satisfaction; ITL- intention to leave. **p<0.05;

DISCUSSION AND CONCLUSION

The existing study examines the effect of career satisfaction between workplace mindfulness and intention to leave. The current study indicates that Mindful workers have low intention to leave. Mindful employees are capable to grip and manage stressful difficulties professionally at work (Dane and Brummel, 2014). It helps employees to handle stimulating or disturbing circumstances proactively and adjust consequently.

Further, findings suggested that mindful employees are capable to exploit the existing opportunities optimally that help them to achieve different levels of their career, which keep them satisfied. Mindful employees are excessive level of satisfaction with their career. Employees don't leave their existing organisation as they view their job important and meaningful. When employees discover their job important and relevant, they acquire what they wanted from their job. They develop positive attitude towards their job and towards their organisation too. Such individuals do not think of leave their organisation. Furthermore, the existing study facilitated to find the "black box" expending career satisfaction to recognize workplace mindfulness and intention to leave association. Study revealed that mindful personnel are contented with their career. Employees are staying to the existing organisation as they view their job important (Hasin and Omar, 2007). When employees discover their job important and they acquire what they estimated from their job. They develop positive attitude towards their job and towards their organisation too. Such individuals do not think of leave their organisation.

THEORETICAL IMPLICATIONS

The exiting study has various theoretical contributions. Firstly, this research has paid to the area of organisational behaviour, industrial psychology, and enhances to the previous knowledge of career and Mindfulness, which can be supportive to researchers, academicians, and banking organizations to investigate more in the arena of mindfulness and career linkages. Secondly, the workplace mindfulness

(WMF) scale has been confirmed in the Indian context. This will be useful in the future researchers' endeavours. Thirdly, this study also contributed to the mindfulness construct in work-place settings as most of the former studies have concentrated on the positive psychological and clinical facets. It will provide assistance to future investigators, who want to investigate mindfulness in the work-place settings. Further, this study facilitated to recognise the "black box" by means of career satisfaction to know workplace mindfulness and intention to leave linkage. Career satisfaction has been empirically verified as a mediator between workplace mindfulness and intention to leave. To conclude, we can say that if an employee wants to be satisfied with his/her career, he/she must implement mindfulness techniques, which can yield better employee and operational performance and reduces intention to leave.

PRACTICAL IMPLICATION

Workplace mindfulness is a vital concept for employees. The present investigation has numerous practical implications. Firstly, mindfulness training should be provided to the employees by management such as mindful yoga, "search inside yourself" program and other mindfulness meditation exercises. Currently, this training is used by large multinational organisations (MNCs) like Google, Aetna, Intel, and General Mills, etc., as a management tool. It needs to be executed more successfully to handle all types of challenges and distractions that employees face during their career (Jamienson et al., 2022). Mindfulness helps in higher self-regulation, self-awareness and leadership skill, which support them to identify more about what they want to accomplish in their career and they lead themselves and others to be more attentive and observant towards attaining those goals. This training and these programmes help employees to be more satisfied with their career and reduce intention to leave. Secondly, Selective recruitment assessments to test the applicant's capability of mindfulness should be added by management. Thirdly, after appointing the employees, mindfulness training should be provided to them for increase their focus on work and improve their aptitude for mindfulness. Human resource experts should take mindfulness training as an employee development program (EDP) that results in improved compassion for others. Lastly, at work, management should introduce some fun workplace activities to sustain the employee's mindfulness capability at work.

LIMITATION AND FUTURE AVENUES FOR RESEARCH

Present study has few limitations. Firstly, the present work is focused only in the private sector banks. For forthcoming investigation, it is suggested to inspect the impact of mindfulness in public sector banks too for generalisation. Further, present study is restricted to the banking sector it is recommended that new sectors such as education, telecommunication, healthcare, and insurance, etc. to generalise

the conclusions of the present work. Secondly, the existing study is used cross-sectional data and required to be pushed to comprise longitudinal study. Thirdly, the study has considered one mediator variable, i.e. career satisfaction. In the upcoming studies, more mediating and moderating variables, for example, organisational support for career development, self-efficacy, proactivity, work-engagement, career focus, social support, training etc., that reduce intention to leave to be examined.

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