

Impact of Work-Life Balance on Employee Departure Intention: A Moderated Mediation Model of Psychological Distress and Workplace Mindfulness in the Corporate Sector

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Abstract

The pressure to work, be connected with technology, and be expected to perform to a high standard in the modern corporate world has made it more difficult to balance work and life. High employee turnover intention, burnout, stress, and psychological distress are often caused by poor work-life balance. While the correlation between work-life balance and turnover intention has been studied before, few studies have investigated the impact of psychological distress and workplace mindfulness together. The current study investigates how work-life balance affects the intention to leave an organization by analysing the mediating influence of psychological distress and the moderating influence of mindfulness in the workplace among employees in corporate organizations. This study is of the quantitative type with an explanatory research design, taking primary data from 150 employees of corporations using a structured questionnaire. SPSS and WarpPLS were used for Statistical techniques such as correlation, regression, mediation, moderation, and moderated mediation analysis using the technique of Structural Equation Modelling (SEM). This study will examine four key variables: work-life balance, psychological distress, workplace mindfulness, and intention to leave. The findings expected are the negative influence of work-life balance on employee departure intention mediated by psychological distress. Reduced negative impacts of psychological distress are expected in the workplace when psychological distress is reduced by workplace mindfulness. The study highlights the importance of employee wellness initiatives, flexible work policies, and mindfulness-based interventions for improving employee retention.

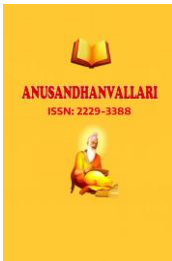
Keywords: Work-Life Balance, Psychological Distress, Workplace Mindfulness, Departure Intention

1. Introduction

1.1 Background of the Study

Globalization, technological progress, and digital communication have revolutionized the modern corporate world. In the past, it was expected that the separation of work and personal life would be clearly defined, but with the use of virtual platforms and remote systems, employees are expected to stay connected to work at all times, making the lines between work and personal life blurred (Allen et al., 2013). This has caused a major challenge for workers to maintain balance in their work/life lives.

Meanwhile, employee stress and burnout have become a major concern for the organization. Workload, working hours, role ambiguity, and job expectations are causes of psychological distress, emotional exhaustion, and low



job satisfaction (Maslach & Leiter, 2016). These issues hurt the well-being, productivity, and commitment of employees.

In the context, the concept of Work-life balance (WLB) has become more and more important in organizational management. Work-life balance is about the person's ability to deal with work and personal aspects without excessive conflict (Greenhaus & Allen, 2011). Employers are well aware that flexible working arrangements, EAPs, and positive working cultures deliver greater employee satisfaction and engagement and increase retention.

This has also created a problem for employees in the corporate world to remain in the company. Financial and operational costs of organizations are created by high turnover because of recruitment cost, training cost, and loss of productivity (Hom et al., 2017). Stress and imbalance between work and personal life are more likely to lead to the development of employees' departure intention.

In addition, there is growing interest in the psychological benefits of being mindful at work, which has become a key psychological resource in the study of organizational behavior. This definition of workplace mindfulness is described as employees' attention and awareness to current experiences in a non-judgemental way (Glomb et al., 2011). In high-pressure job settings, mindfulness techniques can help workers deal with stress, control their emotions, and develop coping skills. As a result, the potential for psychological distress to have a negative impact on employee outcomes may be diminished in the workplace through mindfulness.

1.2 Conceptual Background

Work-Life Balance (WLB)

Work-life balance is a balance between work and life, allowing employees to work and live to their full potential without being stressed or experiencing conflict between work and life (Greenhaus et al., 2003). Creating a positive work-life balance can enhance employee health, satisfaction, and engagement.

The employees' intention to leave the organization.

Employee departure intention is when an employee's attitude is intentionally towards leaving the organization over a period of time (Tett & Meyer, 1993). The bad work-life balance, stress, and job dissatisfaction play a significant role in determining the employees' turnover intentions.

Psychological Distress

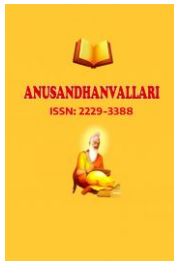
Psychological Distress is an emotional state of suffering characterized by stress, anxiety, emotional exhaustion, and mental fatigue (Drapeau et al., 2012). At work, it can be a consequence of overwork and/or not balancing work and life.

Workplace Mindfulness

Workplace mindfulness is being mindful in the present moment with openness and acceptance of workplace experiences (Good et al., 2016). Mindfulness assists employees to manage their emotions, manage stress, and enhancing psychological well-being.

1.3 Problem Statement

With the changing demands in the workplace and constant “connectivity” to work, it is challenging for workers to maintain a healthy work-life balance. The poor work-life balance leads to psychological distress, emotional exhaustion, and low job satisfaction that ultimately leads to the intention to leave the job.



Some prior research has looked at the link between WLB and TI, but few studies have investigated both psychological distress and workplace mindfulness as mediators of the relationship between WLB and TI. Thus, the existence of an integrated moderated mediation model is needed to better understand these relationships at the corporate level.

1.4 Research Gap

The studies that have already been done have primarily centered on the direct relationship between WLB and EWI, and little attention has been paid to the psychological mechanisms that may be underlying this relationship. The research that investigates psychological distress as a mediator and workplace mindfulness as a moderator is still limited, especially in the context of business.

Furthermore, there is a dearth of research that examines moderated mediation models, which also explore the effects of mediation and moderation. The present study thus seeks to fill this gap by conceptualising the construct of psychological distress along with work-life balance and workplace mindfulness, and incorporating employee departure intention.

1.5 Significance of the study

Theoretical Significance

The study adds to the body of literature in organizational behaviour and HRM while focusing on psychological mechanisms that influence the intention to leave. It expands the concepts of stress and mindfulness theory by adding the concepts of work-life balance, psychological distress, and workplace mindfulness, and combines them in a moderated mediation.

Practical Significance

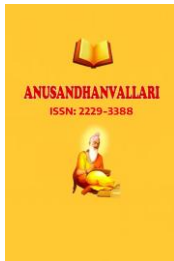
The results can be utilized to create effective HR policies, support flexible working schedules, enhance employee well-being initiatives, and implement mindfulness interventions. These strategies can help make employees feel better, help lower stress, and boost employee retention.

1.6 Scope of the study

The study concentrates on employees in corporations in high-performance and challenging situations. This can include workers from the information technology sector, banking, finance, consulting, telecommunications, and healthcare, among others. The study primarily explores linkages between work-life balance, psychological distress, workplace mindfulness, and employee intention to quit in a given organization or in a given region.

1.7 Objectives of the study

1. To explore the effect of work-life balance on employees' intention to leave the workplace in the corporate world.
2. To understand the impact of work-life balance on the psychological distress of corporate personnel.
3. To examine the effect of psychological stress on the attrition intention of employees.
4. To examine the mediation effects of psychological distress.
5. To look at the moderating effect of workplace mindfulness.
6. To test the moderated mediation model of corporate employees.



1.8 Research Questions

1. How is work-life balance related to employees' intention to leave?
2. Is psychological distress responsible for this relation?
3. Does workplace mindfulness moderate the association between psychological distress and intention to leave?

1.9 Hypotheses

Direct Relationship Hypotheses

H1: There is a negative relationship between work-life balance and the employment intention of employees.

H2: Mental distress is negatively related to work-life balance.

H3: Psychological distress has a positive relationship with the intention to leave of employees.

Mediation Hypothesis

H4: Work – life balance is negatively related to employees' intention to quit with the mediation of psychological distress.

Moderation Hypothesis

H5: Mindfulness in the workplace is a moderator between psychological distress and intention to leave, such that the relationship between psychological distress and intention to leave is weaker at high levels of mindfulness.

Moderated Mediation Hypothesis

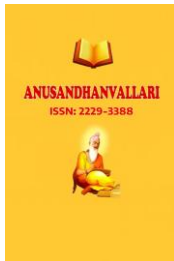
H6: Workplace mindfulness acts as a partial mediator between the relationship of work-life balance and employee departure intention, with the mediation of psychological distress.

2. Literature Review

2.1 Overview

The literature review provides theoretical and empirical support to deeper understand the relationship between work-life balance, psychological distress, workplace mindfulness, and employee departure intention in the corporate sector. The fast-paced development of technology, the rising job requirements, and transforming job expectations have posed challenges to the balance of employees' work and personal life. This has led to a growing interest in organisational behaviour and human resource management studies of employee well-being, employee stress, and employee turnover intention.

According to the previous studies, stress and burnout, emotional exhaustion, a decrease in job satisfaction, and an increase in intention to quit are consistently associated with poor work-life balance. Meanwhile, new research shows that mindfulness also has a role in the workplace to decrease stress and increase coping skills. At the same time, however, there are few studies that have investigated the mediating role of psychological distress and the moderating role of mindfulness in the workplace in a single model. Hence, the present study is an attempt to address this gap in the literature by adopting a moderated mediation model.



2.2 Work-Life Balance

A good work-life balance is believed to be related to employee well-being, commitment, and retention. Research from existing literature shows that the workers who have a good work-life balance exhibit less stress, more job satisfaction, and intention to leave the job.

Supportive work-life balance practices are found to have a significant positive impact on improving employee retention, engagement, and organizational commitment by studies conducted by N. Jaharuddin (2019), and K. Lau (2024). Additionally, the results show that the negative impact of workload stress and work-family conflict on employee satisfaction and intention to quit is evident.

In the same way, Hastuti Mulang's (2022) study, and Berlianingsih Kusuma's (2024) study showed that the provision of organizational support, communication, and fair workplace practices has an impact on the level of involvement and employee intention to stay in organizations.

Previous studies also singled out the importance of mindfulness and supportive organizational environments. Jong-hyun Lee (2020) revealed that the negative effect of stress on turnover intention is lessened when mindfulness is used to increase emotional regulation and coping skills. Similarly, Arsalan Shakoor (2021) found that social support in the workplace has a protective role against the impact of work-life conflict and employee dissatisfaction on their intention to quit their jobs.

In addition, Juris C. Ponio (2024) found that a better work-life balance for employees can positively impact employee retention and satisfaction.

In general, the examined studies have shown that the work-life balance has a significant impact on employee well-being, stress, job satisfaction, organizational commitment, and intention to quit. Previous studies have looked at the direct relationships among these variables, but few studies have included psychological distress as a mediator between items and workplace mindfulness as a moderator in a single model. The gap that has been identified is the basis for the present study.

2.3 Theoretical Framework

This study is informed by various theories that elucidate the link between work-life balance and psychological distress, psychological distress and workplace mindfulness, and workplace mindfulness and employee turnover.

In the Conservation of Resources Theory, employees try to conserve important resources, such as time, energy, and emotion. Unbalanced work-life is a drain on these, which can reduce stress and result in intention to leave.

According to the Job Demands–Resources Theory, high job demands are linked to high levels of stress and burnout, and personal resources like mindfulness in the workplace are associated with the ability to manage workplace stress.

The Spillover Theory is that stress in the work life negatively affects personal life, leading to dissatisfaction and psychological stress.

Moreover, Mindfulness Theory states that Mindfulness enhances emotional regulation, stress management, and psychological well-being. Higher employees' mindfulness is more likely to manage stress in the workplace and to lessen the relationship between psychological distress and intention to turnover.

All these theories together offer a solid basis for the proposed moderated mediation framework of the study.

2.4 Conceptual Framework

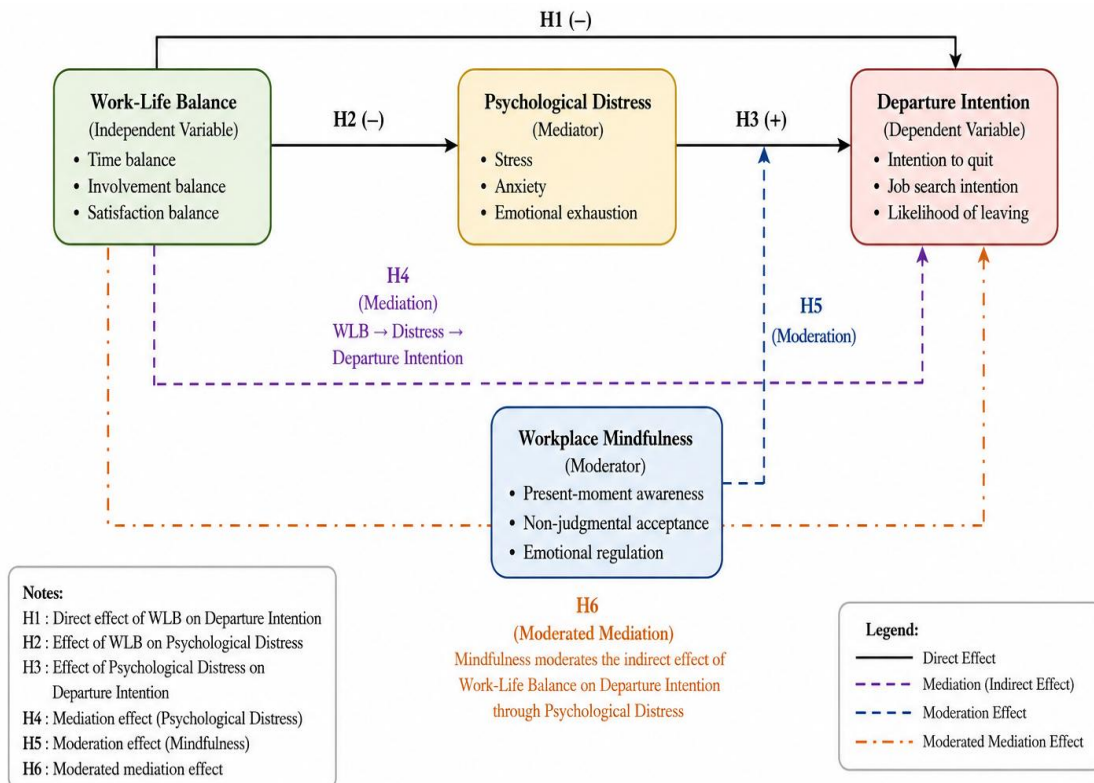


Figure 2.1: Conceptual Framework of the Study

Note: (-) = Negative Relationship; (+) = Positive Relationship

3. Research Methodology

3.1 Research Design

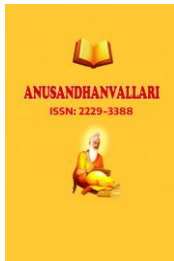
The research design used in this study is quantitative research, which is used to find the relationship between work-life balance, psychological distress, workplace mindfulness, and intention to leave among employees in the corporate sector. In an explanatory and cross-sectional design, the testing of the proposed relationships and obtaining data from the respondents are done only at one time.

3.2 Research Approach

The study is deductive in nature, which tests hypotheses from previous theories and literature, such as the Conservation of Resources Theory, Job Demands–Resources Theory, Spillover Theory, and Mindfulness Theory.

3.3 Population and Sampling

The target audience is IT, banking, finance, consulting, and telecoms corporate employees. Dating and convenience sampling are employed in collecting data because it is accessible and feasible. The sample size is 150, which is sufficient for various statistical analyses, including correlation, regression, mediation, moderation, and SEM.



3.4 Sources of Data

Primary Data

The structured questionnaire for the corporate staff is used for primary data collection.

Secondary Data

Secondary data is gathered from journals, books, research articles, reports, conference papers, and online databases.

3.5 Measurement of Variables

- **Work-Life Balance:** This was measured using validated scales of WLB that have been used in previous studies.
- **Psychological Distress:** Assessed with the Kessler Psychological Distress Scale or other psychological distress scales.
- **Workplace Mindfulness:** Assessed by the Mindfulness Attention Awareness Scale or a similar workplace scale.
- **Departure Intention:** Measured with standardized measures of turnover intention scales.

3.6 Questionnaire Design

Evaluation of the questionnaire is based on a 5-point Likert Scale that ranges from “Strongly Disagree” to “Strongly Agree.” It is divided into 5 sections:

- Section A: Demographic Information.
- Section B: Work-Life Balance Scale
- Section C: Social Factors, Risk and Protective Factors for Psychosocial Health
- In addition, Section D is a Workplace Mindfulness Scale (Brauer et al., 2015).
- The organized structure provides clarity and consistency in the responses.

3.7 Reliability and Validity

Cronbach's Alpha is used to determine the reliability of the instrument, with the criteria set at > 0.70 . The validity of the questionnaire is determined by looking at the validity of the composite, convergent, and discriminant validity.

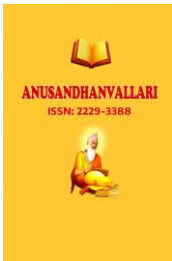
3.8 Data Collection Procedure

Data is gathered by online and offline questionnaires from employees in the companies. Before data collection, respondents are informed about the purpose of the study, and their voluntary participation and confidentiality are assured.

3.9 Statistical tools and techniques

The data collected are analyzed with SPSS and WarpPLS. Statistical techniques include:

- Descriptive Statistics
- Correlation Analysis
- Regression Analysis
- Mediation Analysis



- Moderation Analysis
- Moderated Mediation Analysis
- Structural Equation Modeling (SEM)

These techniques can be used to test the proposed hypotheses and conceptual framework.

3.10 Ethical Considerations

The study has been conducted in accordance with the moral guidelines of research, such as the participants' voluntary participation, informed consent, confidentiality, and anonymity of the participants. The data gathered are solely for academic research, and the integrity and transparency of the research are maintained.

4. Data Analysis and Interpretation

4.1 The respondents comprised 200 residents and 200 non-residents. There were 200 residents and 200 non-residents.

A total of 150 corporate employees were part of the study. Of these, 76 were men, and 74 were women, which shows even gender representation. Most respondents belonged to the 20–30 years age group (48), followed by 31–40 years (37), 41–50 years (35), and above 50 years (30). Regarding education, 54 of the respondents were undergraduates, 49 were postgraduates, and 47 had doctoral qualifications. Concerning work duration, most of them had 1-5 (44) years, 6-10 (40) years, less than 1 (37), and more than 10 (29) years of experience. The respondents were from various organizational levels, such as entry level (44), middle level (38), senior level (35), and at the top management level (33). With respect to the industry-wise representation, participants were from the industry of consulting, healthcare, information technology, banking & finance, and telecommunications, keeping the diversity in the sample.

4.2 Descriptive Statistics

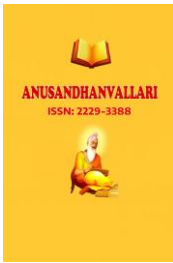
Descriptive statistics were used to explore the means and standard deviations of key study variables: Work-Life Balance (WLB), Psychological Distress (PD), Workplace Mindfulness (WM), and Departure Intention (DI). Analysis assists in understanding the overall response pattern of the participants towards each construct.

Table 4.2 Descriptive Statistics of Study Variables

Variables	Mean	Standard Deviation
Work-Life Balance	3.82	0.71
Psychological Distress	2.94	0.82
Workplace Mindfulness	3.76	0.69
Departure Intention	2.88	0.79

Interpretation

Employees reported a relatively high level of work-life balance (Mean = 3.82) and mindfulness at work (Mean = 3.76) as revealed by the descriptive statistics. The overall mean scores for psychological distress (Mean = 2.94)



and departure intention (Mean = 2.88) were relatively low, however. The standard deviation scores indicate moderate levels of variation in the perceptions of the respondents on all the variables. The results overall suggest that increased work-life balance and mindfulness are linked with decreased psychological distress and intent to leave.

4.3 Reliability analysis

Reliability and validity tests were performed to verify the reliability and validity of the scales. Reliability was examined using Cronbach's alpha, and Average Variance Extracted (AVE) was used for the examination of the validity.

Table 4.3 Reliability and Validity Analysis

Constructs	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)	Interpretation
Work-Life Balance	0.87	0.89	0.61	Reliable and Valid
Psychological Distress	0.85	0.88	0.59	Reliable and Valid
Workplace Mindfulness	0.88	0.9	0.64	Reliable and Valid
Departure Intention	0.86	0.89	0.62	Reliable and Valid

Interpretation

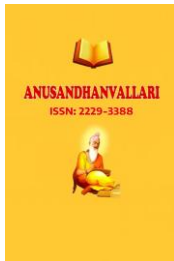
The reliability analysis results show that all constructs have a Cronbach's Alpha value greater than the acceptable value of 0.70, which means that the questionnaire items have a good internal consistency. Likewise, all of the composite reliability for the variables was greater than 0.70, indicating construct reliability. All AVE values were greater than .50 indicating acceptable convergent validity. Hence, for statistical analysis, the measurement model is considered reliable and valid.

4.4 Correlation Analysis

Correlation analysis was performed to evaluate the relationship between Work-Life Balance, Psychological Distress, Workplace Mindfulness, and Departure Intention.

Table 4.4 Correlation Analysis

Variables	WLB	PD	WM	DI
Work-Life Balance (WLB)	1			



Psychological Distress (PD)	-0.61**	1		
Workplace Mindfulness (WM)	0.54**	-0.49**	1	
Departure Intention (DI)	-0.67**	0.72**	-0.46**	1

Note: $p < 0.01$

Interpretation

Results from the correlation show that work-life balance is significantly associated with psychological distress ($r = -0.61$) and departure intention ($r = -0.67$), meaning that employees with a high level of work-life balance experience a low level of psychological distress and low departure intention. The psychological distress is positively correlated with departure intention ($r = 0.72$), which indicates that workers with high levels of psychological distress will be more likely to plan to leave their jobs. The results of workplace mindfulness showed a negative correlation with psychological distress and departure intention, respectively, suggesting that workplace mindfulness has a protective impact on reducing psychological stress and employee intent to leave the workplace.

4.5 Hypothesis Testing

The association between the variables was analysed using hypothesis testing, which was conducted using regression and SEM methods to examine the direct, mediated, moderating, and moderated mediation relationships between the variables.

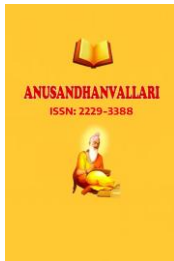
Direct Effects

Table 4.5 Direct Effect Analysis

Hypothesis	Relationship	Beta (β)	t-value	p-value	Result
H1	WLB → Departure Intention	-0.58	8.21	0	Supported
H2	WLB → Psychological Distress	-0.53	7.64	0	Supported
H3	Psychological Distress → Departure Intention	0.62	9.11	0	Supported

Interpretation

The direct effect analysis shows that work-life balance can be seen as a significant and negative determinant of the intention of the employees to leave ($\beta = -0.58, p < 0.001$), which supports H1. This indicates that those who have a more favorable work-life balance are less likely to leave their organizations. Also, psychological distress



is negatively associated with work-life balance ($\beta = -0.53, p < 0.001$), which supports H2. In addition, a positive effect was found between psychological distress and departure intention ($\beta = 0.62, p < 0.001$), which confirmed H3 and revealed that employees who are stressed are more likely to develop the intention to quit their jobs.

Mediation Analysis

To investigate the mediation effect of psychological distress between work-life balance and intention to leave, mediation analysis was conducted.

Table 4.6 Mediation Analysis

Hypothesis	Indirect Effect	Beta (β)	p-value	Result
H4	WLB \rightarrow PD \rightarrow DI	-0.33	0	Supported

Interpretation

The mediation analysis shows that the relationship between work-life balance and departure intention is significantly mediated by psychological distress ($p < 0.001, \beta = -0.33$). This finding suggests that a lack of a positive work-life balance positively impacts psychological distress among employees, and this distress, in turn, contributes to greater intention to leave. So, H4 is allowed.

Moderation Analysis

To explore an interaction between workplace mindfulness and psychological distress with regard to departure intention, a moderation analysis was performed.

Table 4.7 Moderation Analysis

Hypothesis	Interaction Effect	Beta (β)	p-value	Result
H5	PD \times WM \rightarrow DI	-0.24	0.002	Supported

Interpretation

The results of the moderation show that the relationship between psychological distress and departure intention was significantly moderated by Workplace Mindfulness ($\beta = -0.24, p < 0.01$). Further, the negative interaction effect shows that the effect of psychological distress on the employee's intention to quit is less pronounced when the employee's mindfulness is higher. Therefore, the effects of workplace mindfulness are protective in nature and minimize the negative effects of stress on employees' intentions to leave their organizations.

Moderated Mediation Analysis

To assess whether workplace mindfulness mediated the relationship between work-life balance and departure intention, mediated moderation was performed to evaluate the possible indirect effect of work-life balance on departure intention through psychological distress.

Collapsing Mediation Analysis with Moderation

Table 4.8 Moderated Mediation Analysis

Hypothesis	Conditional Indirect Effect	Beta (β)	p-value	Result
H6	WLB \rightarrow PD \rightarrow DI (Moderated by WM)	-0.18	0.001	Supported

Interpretation

The moderated mediation analysis indicated that the indirect effect between work-life balance and intention to quit was significant as a result of the effect of workplace mindfulness on the indirect effect ($\beta = -0.18$; $p < 0.01$). The results indicate that the employees who are more mindful in their work have a greater capacity for coping with work stress caused by poor work-life balance, and as a result, are less likely to experience departure intention. This result, therefore, suggests that the study's proposed moderated mediation model supports H6, which states that the study's proposed mechanism (the technology acceptance model) is moderated by the variables of culture and religion.

4.6 Structural Equation Modelling Results (Using WarpPLS)

The proposed relationships between Work-Life Balance (WLB), Psychological Distress (PD), Workplace Mindfulness (WM), and Departure Intention (DI) were tested using Structural Equation Modelling (SEM) analysis with WarpPLS software. Both the measurement model and the structural model were examined in an attempt to validate the moderated mediation model.

The SEM results show that the proposed model has a good model fit and explanatory power. The results show that the work-life balance has a significant negative effect on the psychological distress of employees, and it has a significant negative effect on the intention of the employees to leave the organization. The psychological distress of the employees has a significant positive effect on the intention of the employees to leave the organization. Moreover, the association between psychological distress and departure intention was weaker in the model when workplace mindfulness was added, further supporting its moderating role in the model.

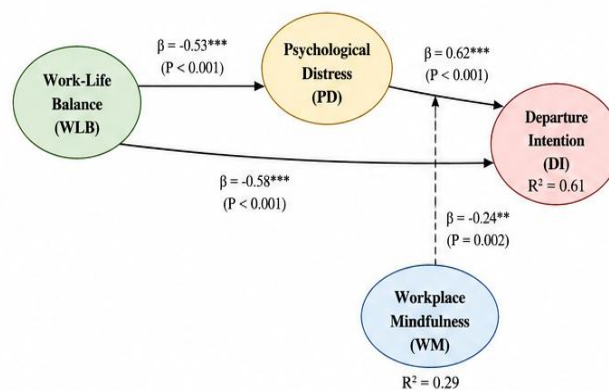


Figure 4.1: Warp PLS Path Diagram

Model Fit and Quality Indices.

Table 4.9 The model is fitted to the data

Model Fit Indices	Values	Acceptable Criteria
Average Path Coefficient (APC)	0.406, $p < 0.001$	Significant at $p < 0.05$
Average R-squared (ARS)	0.450, $p < 0.001$	Significant at $p < 0.05$
Average Adjusted R-squared (AARS)	0.443, $p < 0.001$	Significant at $p < 0.05$
Average Block VIF (AVIF)	1.742	Acceptable if ≤ 5
Average Full Collinearity VIF (AFVIF)	1.921	Acceptable if ≤ 5
Tenenhous Goodness of Fit (GoF)	0.556	Large ≥ 0.36
Simpson's Paradox Ratio (SPR)	1	Acceptable if ≥ 0.70
R-squared Contribution Ratio (RSCR)	1	Acceptable if ≥ 0.90
Statistical Suppression Ratio (SSR)	1	Acceptable if ≥ 0.70
Nonlinear Bivariate Causality Direction Ratio (NLBCDR)	1	Acceptable if ≥ 0.70

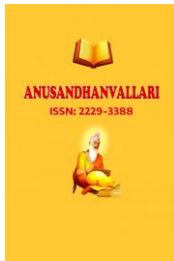
Interpretation

The indices of model fit support the validity of the structural model in terms of predictive relevance and satisfactory statistical fitting. The p-value of the APC, ARS, and AARS was statistically significant at < 0.001 , which showed good capability of the model to explain the data. The values of AVIF and AFVIF were found to be less than 5, which indicates that there is no multicollinearity problem. Moreover, the GoF value (0.556) suggests a large overall model fit and thus the appropriateness of the proposed research framework.

Structural Path Results

Table 4.10 Structural Path Coefficients

Hypothesis	Structural Path	Path Coefficient (β)	Standard Error	t-value	p-value	Result
H1	WLB \rightarrow DI	-0.58	0.071	8.21	< 0.001	Supported



H2	WLB → PD	-0.53	0.07	7.64	<0.001	Supported
H3	PD → DI	0.62	0.068	9.11	<0.001	Supported
H5	PD × WM → DI	-0.24	0.078	3.09	0.002	Supported

Interpretation

The results of the structural path analysis revealed that work-life balance significantly negatively affected departure intention ($\beta = -0.58, p < 0.001$), which means that employees who had a better work-life balance were less likely to leave their organizations. Likewise, work-life balance was associated with psychological distress ($\beta = -0.53, p < 0.001$), indicating that a balanced work-life balance helps to alleviate stress and psychological strain among employees.

The results also show that psychological distress is positively related to departure intention ($\beta = 0.62, p < 0.001$), indicating that the more stressed and emotionally exhausted employees are, the more likely they are to have turnover intention. Furthermore, the interaction term psychological distress × workplace mindfulness was significant and negative ($\beta = -0.24, p = 0.002$), suggesting that the negative relationship between psychological distress and employee departure intention is weaker with the presence of workplace mindfulness.

Indirect and Mediation Effects

Table 4.11 Mediation analysis results

Hypothesis	Indirect Path	Indirect Effect (β)	Standard Error	p-value	Result
H4	WLB → PD → DI	-0.33	0.064	<0.001	Supported

Interpretation

Results of mediation analysis show that psychological distress plays a significant role in the relationship between work-life balance and intention to leave. Indirect effect 1 (path $\beta = -0.33, p < 0.001$) shows that psychological distress is a partial mediator between poor work-life balance and intention to leave. Hence, psychological distress is an important mediator between work-life balance and turnover intention.

Moderated Mediation Analysis

Table 4.12 Conditional Indirect Effects

Workplace Mindfulness Level	Indirect Effect (β)	Standard Error	p-value
Low Mindfulness (-1 SD)	-0.48	0.094	<0.001
Medium Mindfulness (Mean)	-0.33	0.064	<0.001
High Mindfulness (+1 SD)	-0.18	0.054	0.001

Interpretation

The results from the mediated mediation suggest that the relationship between work-life balance and departure intention is mediated by psychological distress, and the strength of this mediation varies as a function of employees' mindfulness at work. The indirect effect is highest at low mindfulness level ($\beta = -0.48$) and lowest at high mindfulness level ($\beta = -0.18$). This discovery validates the buffering role of workplace mindfulness between psychological distress and employee turnover, serving as a protective factor and mitigating the negative effects of distress on turnover.

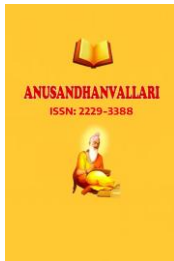
Coefficient of Determination (R^2 Values)

Table 4.13 The R^2 values for endogenous variables

Endogenous Variables	R^2	Adjusted R^2	Interpretation
Psychological Distress	0.29	0.28	Moderate
Departure Intention	0.61	0.6	Substantial

Interpretation

The results of the R^2 showed that the variance of psychological distress could be explained to a moderate degree (29%) by the work-life balance. In addition, the work-life balance, psychological distress and workplace mindfulness explained 61% of the variance in employee intention to leave, suggesting that the model proposed has a significant predictive power.



In general, results of the WarpPLS SEM support the proposed moderated mediation model and confirm the significant role of workplace mindfulness, psychological distress, and work-life balance in the influence of employee departure intention in the corporate world.

5. Discussion

5.1 Discussion of Major Findings

The study explored how the work-life balance affects employee intention to leave, mediated by psychological stress and mindfulness at work in the corporate world. The results indicated that work-life balance had a significant effect on lowering the intention to leave and psychological distress among employees. Staff who felt they achieved greater balance in their work-life balance had lower stress levels and were less likely to leave their organizations. The results of this study coincide with the results found by N. Jaharuddin, K. Lau, and Berliansih Kusuma in their previous studies.

The study also revealed that there is a positive relationship between psychological distress and departure intention, which means that employees with psychological distress and emotional exhaustion are more likely to leave their organizations. Moreover, psychological distress was a significant mediator between work-life balance and intention to leave. Demonstrating that workplace mindfulness reduced the negative association between psychological distress and intention to leave, in line with Jong-hyun Lee.

The results are consistent with the Conservation of Resources Theory, Job Demands-Resources Theory, and Spillover Theory that describe the relationship between work stress and depletion of work resources and employee well-being and turnover.

5.2 Implications of the Study

Managerial Implications

Human resource management strategies that support the balance between work and leisure, such as flexibility of work, workload control, and good HR policies, should be encouraged in organizations to minimize employee stress and intention to leave the organization. Employee wellness programs, wellness coaching, and mindfulness training should also be implemented to help build emotional resilience and workplace wellness.

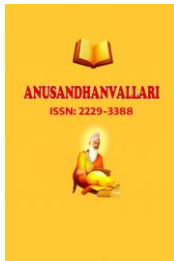
Theoretical Implications

The study adds to the organizational behaviour literature by considering the interplay between work-life balance, psychological distress, workplace mindfulness, and departure intention in a moderated mediation model. It also broadens the applicability of the stress and mindfulness theories for explaining the employee retention behaviour.

6. Conclusion and Recommendations

6.1 Conclusion

This study finds that poor work-life balance leads to psychological distress and employee intentions to leave the company among corporate employees. Psychological distress plays a significant mediator between work-life balance and turnover intention, and workplace mindfulness reduces the negative effect of psychological stress on



turnover intention. These results highlight the need for employee well-being and mindfulness-based interventions for enhancing retention in the workplace.

6.2 Recommendations

Flexible work policies, hybrid work, and workload management mechanisms should be adopted to foster a better work-life balance. Stress Management Programmes, counselling, and mindfulness training among the employee wellness programmes should also be implemented to improve their psychological well-being and lower turnover intention.

6.3 Limitations of the study

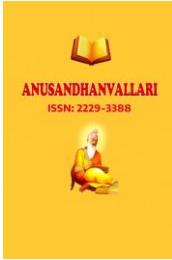
The study has a cross-sectional design, narrow geographical coverage, and uses self-reported information, all of which have a potential impact on generalizability and the presence of response bias.

6.4 Future research suggestion

Longitudinal design, comparative sector analysis, and hybrid work environment studies could be used in future studies. Other factors like emotional intelligence, leadership support, and organisational culture could also be incorporated into the research to create a broader employee retention model.

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